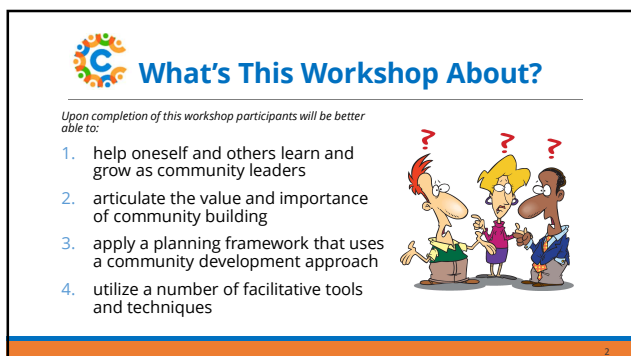


CAMPUS
for communities
of the FUTURE

WORKSHOP:
A Get 'Er Done Guide
For Transforming Communities
Brenda Herchmer

RAP
Alberta's Rural Health
Professions Action Plan



What's This Workshop About?

Upon completion of this workshop participants will be better able to:

1. help oneself and others learn and grow as community leaders
2. articulate the value and importance of community building
3. apply a planning framework that uses a community development approach
4. utilize a number of facilitative tools and techniques



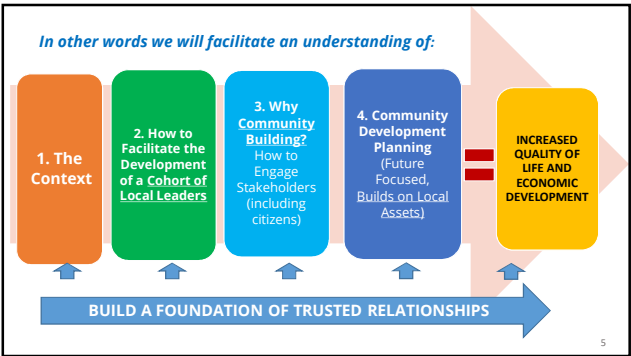
Agenda


9:00 - 10:15	Introductory Activities Leadership From The Inside Out: Tools For Leadership Development
10:15 - 10:30	Refreshment Break
10:30 - 12:15	Embracing the Value and Importance of Community Building
12:15 - 1:15	Buffet Lunch
1:15 - 2:45	Applying a Community Development Approach
2:45 - 3:00	Refreshment and Networking Break
3:00 - 3:30	Wrap Up and Next Steps



Tools for Community Builders



Tool	Where to Find It
• Icebreakers	• Handout
• 7 Essential Elements for Transformative Change	• Handout
• Alphabetical Challenge	• Handout
• Understanding Yourself as a Community Leader	• Background Readings
• Understanding Your Community Leadership Style	• Background Readings
• Understanding Your Community Leadership Style (mini version)	• Handout
• Left Brain or Right Brain?	• Background Readings
• Learning Styles (VARK)	• Background Readings
• Learning Styles (Felder)	• Background Readings
• Values Identification	• Background Readings
• Terms of Reference Template	• Background Readings
• CD Planning Worksheet	• Handout





Getting to Know You

1. Introduce yourself to the room sharing your name and community/organization
2. Introduce yourself using one of the introductory questions provided





Yesterday's Keynote

1. What took place in the session? Issues discussed?
2. Overall, how did you feel about the session? Feelings? Gut reactions? Emotions? Images?
3. Were there new or reinforced learnings that have meaning, significance and/or implications? If so, are there decisions, actions, or next steps that need to be taken?
4. What information needs to be shared with others?

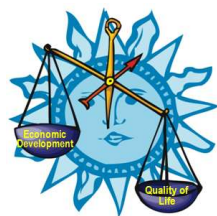
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Its About Balance

1. Context

If there is a greater balance of power between **economic development** and **quality of life....** personal, social, and environmental health and well-being will be prioritized in our communities.



8


The Power and Potential of Community-Driven Initiatives

1. Context




(Herchmer, 2017)

9



Three Interacting Economies


1. Context



1. Industrial Economy
2. Knowledge Economy
3. Connections Economy*

* Also referred to as the Human Economy, the Network Economy, the Creative Molecular Economy, the Organic Economy

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What's Changed?

1. Context

ERA	KEY DRIVER	WORK DEFINED BY:
Industrial Economy	• Access to capital and location	• Hand
Knowledge Economy	• Ability to recruit creative people	• Head
Connections Economy	<ul style="list-style-type: none"> Organic resiliency Distributed intelligence in a local area Skills to create own networks and innovation 	• Heart


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Types of Change


1. Context

1. Change that reforms
2. Change that transform



"You never change things by fighting the existing reality. To change something, build a new model that makes the old model obsolete."
Buckminster Fuller


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Change that Reforms

1. Context

- ❑ Change that modifies, improves, and makes ideas and methods (that have typically existed for many years) more efficient and effective
- ❑ Your example?




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Change That Transforms

1. Context

- ❑ redefines and turns upside down
- ❑ profound and fundamental
- ❑ enduring radical change from one form to another
- ❑ reflects a system, holistic approach
- ❑ relies on collaboration
- ❑ need to build "capacities for transformation" in our communities
- ❑ adjust public policy to create an "environment for transformation"
- ❑ focus on trends and how they impact community life
- ❑ your example?



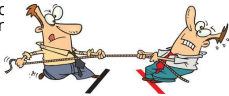
14




Overcoming Resistance

1. Context

- ❑ develop cognitive flexibility (a mindset of openness, curiosity, creativity, and a willingness to admit that you don't know everything)
- ❑ expose, challenge, and test assumptions about the present and the future
- ❑ create a culture of collaboration, innovative and intelligent risk taking, strategic thinking and open and constructive feedback
- ❑ prioritize a compelling vision and values




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1. Context

"Change is difficult. ... But change eventually happens when the consequences of standing still look worse than the consequences of taking a chance on change... Standing still is not an option."
- D Pombriant

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1. Context

The Challenges

- Requires "systemic thinking within a futures context for a world not yet invented"
- Need new ways of learning:
 - asking appropriate questions
 - connecting disparate ideas
 - accepting there is no transformation without new language
- Subconsciously we don't want to struggle
- Requires leadership that is:
 - open to new ideas
 - understands interdependence
 - can nurture a culture of innovation
 - values networks and webs

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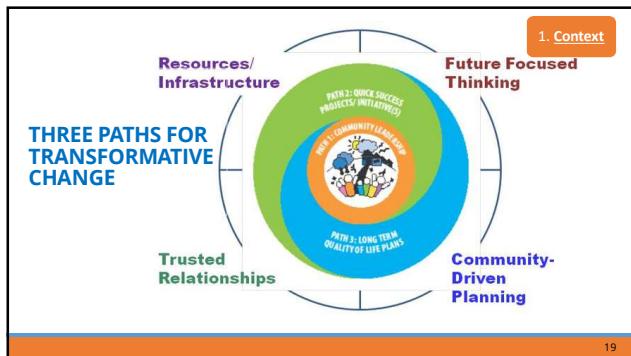


1. Context

What's the Connection between Leadership, Community Building and attracting Health Practitioners?


- community building or community development is a *process*
- a critical foundation for everything else we do
- reverses our typical *top-down approach* and instead ensures citizen-led, *grassroots-up* strategies
- this foundation of community building (not imposing what we think are the solutions) is what will facilitate the trusted relationships, networks, and webs necessary for the change and "meshwork" required to implement vision and direction

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7 ESSENTIAL ELEMENTS FOR TRANSFORMATIONAL CHANGE			
	When It Exists...	When It Is Missing...	Suggested Action
Trusted Relationships	Synergy	Subotage	
Future Focused Vision and Values	Inspiration	Confusion	
Leadership for Capacity Building	Progress	Inefficiencies	
Community Driven Planning	Ownership	Resistance	
Short Term Projects	Action	Inertile	
Long Term Planning	Impetus	Stalled	
Resources and Infrastructure	Confidence	Frustration	

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WHY Your Community?

1. Context

- Why should health practitioners move to your community?
- If you aren't aiming for ongoing growth and development it will be a challenge to recruit and retain health practitioners (or new businesses or residents), youth outmigration will continue, tourists won't visit, investors won't be interested in you, and locals won't have the pride and engagement that will be essential for making your community a good place to live, work, play and visit.
- 80/20

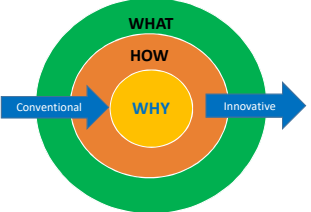
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The Golden Circle

(Simon Sinek)

1. Context



http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

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The Fortune Cookie

1. Context



programs

special events

training

services

support facilities

In other words....

Emphasize the FORTUNE
being provided by your organization or community -
not just the COOKIE

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Using the form provided, work with your group to brainstorm the benefits or outcomes (the fortune!) of a small rural community. If you can, identify one word for each letter of the alphabet. Make sure it answers WHY the community is a good place for health practitioners to live, work and play not WHAT you offer.

Alphabet Brainstorming


1. Context

"WHY" should health practitioners want to live/work/play in your community? "What will they have that they don't have now?"

A		N	
B		O	
C		P	
D		Q	
E		R	
F		S	
G		T	
H		U	
I		V	
J		W	
K		X	
L		Y	
M		Z	




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If you don't already think of yourself as one....
We're Here To Recruit You As a Community Leader

2. Facilitate the Development of a Cohort of Local Leaders



- "leadership is a voluntary position"
- formal leadership is "authorityship"

-- Peter Bishop

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Key Shifts Impacting Leadership

hero leaders	➤	hero teams
fixed and predictable	➤	dynamic and disruptive
hierarchies	➤	networks
change that reforms	➤	change that transforms
linear	➤	holistic
efficiency	➤	innovation

2. Facilitate the Development of a Cohort of Local Leaders

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Feedback:
How would you describe your community leadership style?

2. Facilitate the Development of a Cohort of Local Leaders




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Why Emphasize Community Leadership?

2. Facilitate the Development of a Cohort of Local Leaders



- time of rapid change
- issues and challenges are complex
- solutions require multiple lens and sectors working together for *collective impact* and *community transformation*
- leadership needs to happen at all levels
- need for a culture that facilitates the empowering of individuals and groups of people to effect change

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Community Leadership

2. Facilitate the Development of a Cohort of Local Leaders

"Community development, or community building, depends on identifying, developing and sustaining relationships. Central to being successful in those relationships is community leadership."

-Center for Collaborative Planning



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Community Leadership: The Missing Matrix

2. Facilitate the Development of a Cohort of Local Leaders

Conventional Leadership	Community Leadership
• power = formal position	• power = sharing and giving it away
• symptoms	• root causes
• top down solutions	• bottom up solutions
• sometimes gather and listen	• always gather and listen
• prove importance first	• empower stakeholders first
• info on an "as needed basis"	• openly share info and knowledge
• more likely to accept as-is	• challenge the status quo

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Commitment to Continuous Improvement




Practices ongoing personal and professional growth and development that results in i_____.

2. Facilitate the Development of a Cohort of Local Leaders

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Big Picture Thinking



Utilizes a proactive _____ thinking/holistic approach.

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Catalyst for Citizen Responsibility



Places a priority on engaging and cultivating community o_____ and responsibility.

2. Facilitate the Development of a Cohort of Local Leaders

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Quality of Life Advocacy



Promote programs and initiatives that will enhance and balance e development.

2. Facilitate the Development of a Cohort of Local Leaders

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Community Development Planning




Has the capacity to implement a c development approach to planning.

2. Facilitate the Development of a Cohort of Local Leaders

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Understanding Yourself as a COMMUNITY LEADER



Today's communities face challenges in environments that are continuously impacted by forces from the local, regional, provincial, national and global levels.

The role of community leaders is to inspire, motivate and empower others to take action and address the challenges that are increasingly being faced by communities and societies.

But what exactly is a community leader and what does it take to be one?

Whether you are staff, a volunteer, elected official, student, business owner, or simply a citizen who is passionate about your community, you will encounter challenges as a community leader. What competencies or skills, knowledge, and attitudes do you need? And how can you continue to grow and develop as a leader?

In order to understand more about community leadership, this self-assessment tool is designed to help you identify your strengths and areas for growth as a community leader.

It is an assessment that is designed to help you identify your strengths and areas for growth as a community leader. It is a self-assessment tool that is designed to help you identify your strengths and areas for growth as a community leader.


Additionally, this tool is designed to help you identify your strengths and areas for growth as a community leader. It is a self-assessment tool that is designed to help you identify your strengths and areas for growth as a community leader.

Please take the time to reflect on the responses that best describe your personal experience of how you perform and of the challenges you face in your community. Please take the time to reflect on the responses that best describe your personal experience of how you perform and of the challenges you face in your community.

For more information, visit <http://www.campusforcommunities.com/tools/products/item/understanding-yourself-as-a-community-leader>


2. Facilitate the Development of a Cohort of Local Leaders

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COMPETENCY AREA	INDICATORS TO HELP YOU UNDERSTAND WHAT ENCOMPASSES THIS COMPETENCY	1 = I AM NOT AT ALL LIKE THAT	2 = I AM 100% LIKE THAT
1. AGENT OF CHANGE  A Community Leader: Understands, demonstrates, and exerts influence by building the trusting relationships that are a catalyst for transformation.	1.1 I connect our team's interests to others in my community, and the world.	1	2
	1.2 I can adapt my communication style to meet the needs of others.	1	2
	1.3 I demonstrate awareness that people learn in varied ways.	1	2
	1.4 I understand there are differences in individual intelligence.	1	2
	1.5 I can facilitate the removal of artificial barriers to change.	1	2
	1.6 I understand the process of change in individuals, organizations, and communities.	1	2
	1.7 I can apply strategies for building trust.	1	2
	1.8 I understand political processes at local, regional, provincial, and national levels.	1	2
	1.9 I foster healthy relationships with individuals, communities, and corporate leaders.	1	2
	1.10 I apply effective media strategies.	1	2
	1.11 I recognize power of storytelling.	1	2
	1.12 I apply appropriate social media strategies.	1	2
	1.13 I engage people and organizations in collaboration and achieve synergy.	1	2
	1.14 I apply business collaboration models, skills, and techniques.	1	2
1.15 I understand the business of social innovation.	1	2	
1.16 I understand the business of social innovation.	1	2	

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2. Facilitate the Development of a Cohort of Local Leaders

Competency Area	Indicators to help you understand what encompasses this competency	1 = I AM NOT AT ALL LIKE THAT	2 = I AM 100% LIKE THAT
2. Commitment to Continuous Improvement  A Community Leader: Facilitates the ongoing personal & professional growth & development that results in innovation.	2.1 I actively seek feedback from others regarding my performance.	1	2
	2.2 I participate in new opportunities to improve and grow.	1	2
	2.3 I place a priority on learning for myself, teams, and external partners.	1	2
	2.4 I actively seek information, education, and opportunities that will enhance my knowledge and broaden my perspective.	1	2
	2.5 I engage our regional networks with other practitioners, service providers, and community groups.	1	2
	2.6 I am able to present myself using a formal model that identifies my training, skills, knowledge, attitudes, and experience.	1	2
	2.7 I am able to articulate my personal values.	1	2
	2.8 I model integrity and ethical behavior.	1	2
	2.9 I understand that my heritage and life experiences can provide me with learning.	1	2
	2.10 I provide the value of learning for myself and others.	1	2
	2.11 I have life and career goals and a plan for attaining them.	1	2
	2.12 I have a professional development plan for learning that will enhance the effectiveness of my leadership.	1	2
	2.13 I participate in opportunities for mentoring.	1	2
	2.14 I have a healthy life balance and practice self-care.	1	2
2.15 I actively participate in professional associations and the pursuit of relevant professional certifications.	1	2	
2.16 I follow the regional and/or national codes of conduct, core values and professional codes of ethics.	1	2	

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2. Facilitate the Development of a Cohort of Local Leaders

Observations:
Based on the above assessment, my areas of strength as a community leader are:

-
-
-

Based on the above assessment, my areas for growth and development as a community leader are:


-
-
-

Reflections:
What has this exercise told me about my ability as a community leader?

Actions:
What can I do to (a) capitalize on my strengths and (b) strengthen or compensate for my challenges?

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2. Facilitate the Development of a Cohort of Local Leaders




Feedback:
Understanding Yourself as a Community Leader

2. Facilitate the Development of a Cohort of Local Leaders

- What did "Understanding Yourself as a Community Leader" teach you about yourself?"
- What value would using this assessment bring to building your leadership team? (Path 1)



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Understanding Your LEADERSHIP STYLE

2. Facilitate the Development of a Cohort of Local Leaders


- each of us has traits that influence how we perceive the world and make decisions
- knowing our own, as well as those of others, can help us adapt and strengthen the impact of our leadership
- impossible to categorize the entire population
- generally people have preferences

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Assessing Your Community Leadership Style

	<i>People-Focused</i>	<i>Task-Focused</i>
<i>Extroverted</i>	ENERGIZER	ORGANIZER
<i>Introverted</i>	NURTURER	RESEARCHER

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CARNEGIE COMMISSION
ON LEADERSHIP

UNDERSTANDING YOUR LEADERSHIP STYLE

2. Facilitate the Development of a Cohort of Local Leaders

SO WHAT'S YOUR LEADERSHIP STYLE?


PICK ONE STYLE. Write your ideas below from the picture to sign and mail back.

Column A	Column B	Column C	Column D
TOTAL # 8 (Sum of 1-8)	TOTAL # 9 (Sum of 1-9)	TOTAL # 10 (Sum of 1-10)	TOTAL # 11 (Sum of 1-11)
TOTAL # 8 (Sum of 1-8)	TOTAL # 9 (Sum of 1-9)	TOTAL # 10 (Sum of 1-10)	TOTAL # 11 (Sum of 1-11)
TOTAL # 8 (Sum of 1-8)	TOTAL # 9 (Sum of 1-9)	TOTAL # 10 (Sum of 1-10)	TOTAL # 11 (Sum of 1-11)
TOTAL # 8 (Sum of 1-8)	TOTAL # 9 (Sum of 1-9)	TOTAL # 10 (Sum of 1-10)	TOTAL # 11 (Sum of 1-11)

My Total From:	Pre-Inductive Style	By Ranking (1-4, 1-2, 4)	Dominant Style (strength)
Column A	ENERGIZER		Recessive Style (weak for you)
Column B	ORGANIZER		
Column C	RESEARCHER		
Column D	BURNTURER		

1. Write in the space below the picture to sign and mail back.
 2. Do not separate your own activities from the group's activities.


[illegible]




Guidelines for Use

- there is no way to divide the entire population into 4 styles
- no "style-bashing"
- there is no "right" style but understanding them increases the potential for suspending judgment
- can reduce much of the conflict on a team because it reinforces that it is not personal when someone approaches situations differently
- helps build a stronger and more diverse team

2. Facilitate the Development of a Cohort of Local Leaders







Activity: Exploring the Impact of Leadership Styles

2. Facilitate the Development of a Cohort of Local Leaders

- ☐ What 3 words describe your greatest strengths?
- ☐ What 3 words describe your greatest challenges?
- ☐ What motivates you?
- ☐ Describe your ideal supervisor.
- ☐ What is your ideal role when implementing a new initiative?




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Organizers

2. Facilitate the Development of a Cohort of Local Leaders

- ☐ extroverted and task oriented
- ☐ fast thinkers, want bottom line first
- ☐ looking for the executive summary
- ☐ confident, competitive, decisive
- ☐ known for taking charge and getting things done
- ☐ can be known to intimidate others in a group with their direct, action-oriented style
- ☐ won't be afraid to take charge even if it's someone else's show in order to ensure things get done




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Nurturers

2. Facilitate the Development of a Cohort of Local Leaders

- ☐ introverted and people-oriented
- ☐ will want to know how others feel about the idea
- ☐ care deeply about relationships with others
- ☐ team players who can generate support and smooth rough waters
- ☐ informal chatty style may at times appear un-businesslike
- ☐ build consensus and get the group working together




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Energizers

2. Facilitate the Development of a Cohort of Local Leaders

- ☐ extroverted and people-oriented
- ☐ will want to know how an idea or project will position one for the future
- ☐ confident, optimistic, and enthusiastic
- ☐ care about innovation and being on the leading edge
- ☐ interested in new thinking and new ways of doing things
- ☐ like data but use it to project or connect ideas
- ☐ intensity and enthusiasm may be annoying to some
- ☐ qualities are valued during times of change and upheaval




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Researchers

2. Facilitate the Development of a Cohort of Local Leaders



- ☐ introverted and task-oriented
- ☐ seeking the "facts", not small talk up front or getting too personal
- ☐ want to know, "How much will it cost? What will I gain? When will it be done?"
- ☐ serious and analytical people who thrive on details and discipline
- ☐ often prefer to communicate in writing in order to be allowed time to think and reason
- ☐ too much data can result in "analysis paralysis" and an ability to move forward
- ☐ will produce excellent results but may sometimes appear aloof or distant


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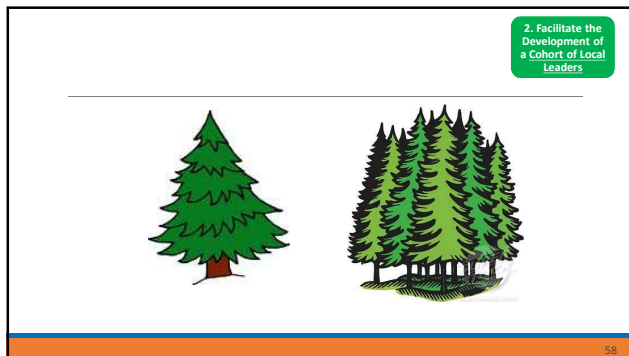
Feedback: Understanding Your Leadership Style

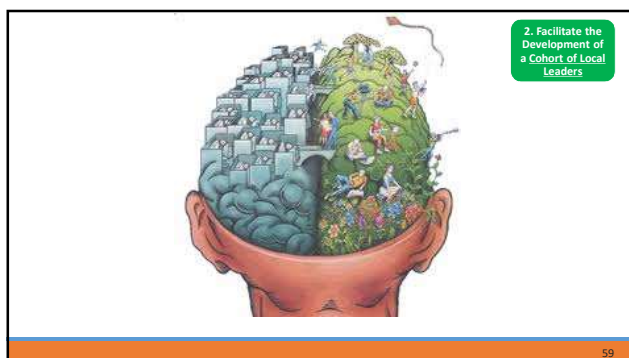
2. Facilitate the Development of a Cohort of Local Leaders

- What did it teach you about yourself?"
- What value would using this assessment bring to building your Leadership Team? (Path 1)



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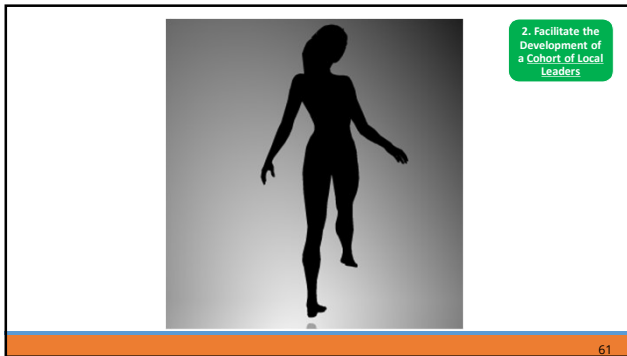
LEFT BRAIN
(Tree Thinking)

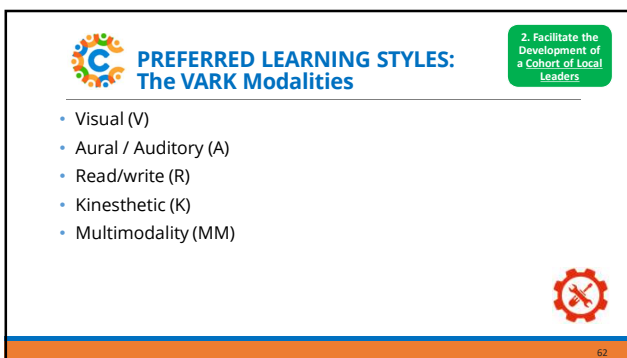
1. uses logic
2. detail oriented
3. facts rule
4. words and language
5. present and past
6. math and science
7. acknowledges order/pattern perception
8. reality based
9. forms strategies
10. practical
11. safe

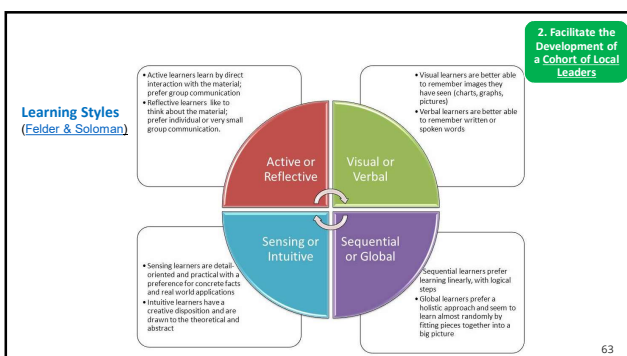
RIGHT BRAIN
(Forest Thinking)


1. uses feelings
2. "big picture" oriented
3. imagination rules
4. symbols and images
5. present and future
6. philosophy and religion can "get it" (i.e. meaning)
7. believes
8. appreciates spatial perception
9. presents possibilities
10. impetuous
11. risk taking

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Multiple Intelligences

(Howard Gardner)


2. Facilitate the Development of a Cohort of Local Leaders




- logical-mathematical (number/reasoning smart)
- linguistic (word smart)
- spatial (picture smart)
- musical (music smart)
- bodily-kinesthetic (body smart)
- interpersonal (people smart)
- intrapersonal (self smart)
- naturalist (nature smart)
- existential (spiritual smart)
- moral (ethical or right from wrong smart)

"Everyone's a genius. But if you judge a fish by its ability to climb a tree it will go through its whole life thinking that it's stupid."

- Albert Einstein



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Values Identification


This exercise will help to identify that of the core values that shape your organization or individual perspective. Values are what we believe in, what we stand for, and what we want to achieve. They are the guiding principles that shape our actions and decisions. They are the foundation of our culture and the way we think and behave. They are the values that we want to see in the world and the values that we want to live by. This exercise will help you to identify your core values and to use them to guide your actions and decisions.

2. Facilitate the Development of a Cohort of Local Leaders

Rank	Value	Definition
1.	Integrity	The quality of being honest and having strong moral principles; moral uprightness.
2.	Respect	Due regard for the feelings, wishes, rights, or traditions of others.
3.	Teamwork	The action or process of working together to achieve a common goal or objective.
4.	Communication	The action or process of conveying information, ideas, or feelings from one person to another.
5.	Leadership	The action or process of leading a group of people, or the person or organization that leads a group of people.
6.	Service	The action or process of helping or benefiting others.
7.	Accountability	The quality of being answerable to others or to oneself.
8.	Transparency	The quality of being open and honest about one's actions and decisions.
9.	Collaboration	The action or process of working together to achieve a common goal or objective.
10.	Innovation	The action or process of introducing new ideas, methods, or products.
11.	Adaptability	The quality of being able to adjust to new conditions or circumstances.
12.	Resilience	The quality of being able to recover from difficulties or setbacks.
13.	Perseverance	The quality of continuing to try to achieve something despite difficulties or setbacks.
14.	Optimism	The quality of being hopeful and positive about the future.
15.	Empathy	The quality of being able to understand and share the feelings of others.
16.	Compassion	The quality of being kind and sympathetic towards others.
17.	Generosity	The quality of being willing to give or share one's resources with others.
18.	Humility	The quality of being modest and not proud of one's achievements.
19.	Patience	The quality of being able to wait or tolerate delay or frustration.
20.	Self-discipline	The quality of being able to control one's impulses and follow through on one's commitments.
21.	Time management	The quality of being able to use one's time effectively and efficiently.
22.	Organization	The quality of being able to arrange things in a systematic and logical way.
23.	Attention to detail	The quality of being able to focus on the small details of a task or project.
24.	Problem-solving	The quality of being able to find solutions to problems or challenges.
25.	Decision-making	The quality of being able to make choices or decisions quickly and effectively.
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49.	Communication	The quality of being able to convey information, ideas, or feelings from one person to another.
50.	Teamwork	The action or process of working together to achieve a common goal or objective.
51.	Leadership	The action or process of leading a group of people, or the person or organization that leads a group of people.
52.	Service	The action or process of helping or benefiting others.
53.	Accountability	The quality of being answerable to others or to oneself.
54.	Transparency	The quality of being open and honest about one's actions and decisions.
55.	Collaboration	The action or process of working together to achieve a common goal or objective.
56.	Innovation	The action or process of introducing new ideas, methods, or products.
57.	Adaptability	The quality of being able to adjust to new conditions or circumstances.
58.	Resilience	The quality of being able to recover from difficulties or setbacks.
59.	Perseverance	The quality of continuing to try to achieve something despite difficulties or setbacks.
60.	Optimism	The quality of being hopeful and positive about the future.
61.	Empathy	The quality of being able to understand and share the feelings of others.
62.	Compassion	The quality of being kind and sympathetic towards others.
63.	Generosity	The quality of being willing to give or share one's resources with others.
64.	Humility	The quality of being modest and not proud of one's achievements.
65.	Patience	The quality of being able to wait or tolerate delay or frustration.
66.	Self-discipline	The quality of being able to control one's impulses and follow through on one's commitments.
67.	Time management	The quality of being able to use one's time effectively and efficiently.
68.	Organization	The quality of being able to arrange things in a systematic and logical way.
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Pulling It All Together

2. Facilitate the Development of a Cohort of Local Leaders

- Use the information gathered from your assessments and the craft materials provided to design a poster, coat of arms, medicine wheel, or infographic that paints a picture of you as a leader. Be sure to convey what you've learned about your strengths and what you do well. If possible include a motto, logo, or quote.




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Essential Requirements for Community Building

3. Community Building: How to Engage Stakeholders (including citizens)

1. stakeholder ownership
2. belief in citizens' capacity to lead
3. letting go of control
4. living with the reality of chaos
5. leadership teams and networks
6. collaboration and collective impact
7. embrace the possibilities



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A Planning Framework Using a Community Development Approach

3. Community Building: How to Engage Stakeholders (including citizens)



Community Development Planning Framework

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3. Community Building: How to Engage Stakeholders (including citizens)

People often measure a community's strength by its resiliency...I think we should measure a community's strength by their capacity to welcome people from the edge to the centre ...because we need their gifts.

- Cormac Russell

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Community development ensures we:

*"Move from what's wrong
to what's strong."*


- Cormac Russell

3. Community Building:
How to Engage Stakeholders
(including citizens)

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Trusted Relationships
are a Critical
Foundation for Change
and Growth



3. Community Building:
How to Engage Stakeholders
(including citizens)

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Feedback:
Where have you found a
sense of "community"?



3. Community Building:
How to Engage Stakeholders
(including citizens)



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Community is about Feelings

- a feeling of BELONGING to something or some group
- a feeling of PRIDE in that group
- a feeling of being part of something IMPORTANT and of being INCLUDED
- a feeling of NOT BEING ALONE, of knowing that others in our community will help us even if they don't know us

- Ed Everett


3. Community Building:
How to Engage Stakeholders (including citizens)

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Kevan Lyons, Poet of Churchill Square


"It's a sense of belonging. ... there is nothing worse than not belonging to something."



Kevan Lyons, Poet of Churchill Square, in the office in Churchill Square in October on Thursday, Sept. 12, 2013. Photograph by John Lyons, Edmonton Journal.

3. Community Building:
How to Engage Stakeholders (including citizens)

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Community is about Feelings

- *"...a community is good if it offers people a chance to enjoy as many aspects of their lives as possible, while allowing them to develop their potential in the pursuit of ever greater challenges"*
- -- Flow: The Psychology of Optimal Experience by Mihaly Csikszentmihalyi

3. Community Building:
How to Engage Stakeholders (including citizens)


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Qualities of Character in Flourishing Communities
(Schaeffer, J.)

3. Community Building:
How to Engage Stakeholders (including citizens)

- genuine interest
- acknowledgement
- deep empathy
- altruism
- mutual trust



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Feedback: What Do You See as the Benefits of Community?

3. Community Building:
How to Engage Stakeholders (including citizens)



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Benefits of "Community"

3. Community Building:
How to Engage Stakeholders (including citizens)

- increased community pride and spirit
- people work together to get things done
- community looks for solutions
- more diversity friendly
- stronger and more diverse leadership
- belief in the value of education
- local economy and tax base is strong and sustainable
- opportunities for all residents to:
 - live active and healthy lifestyles
 - exercise creativity
 - develop abilities and skills necessary for a change economy



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Benefits of "Community" (cont'd)

3. Community Building:
How to Engage Stakeholders (including citizens)

- care and protection of natural environment
- community supports those in need
- invests in the 'infrastructure' required to retain and attract business and industry (physical, human resources, and quality of life magnets)
- ensures the safety and security of its residents and their property
- welcomes and supports newcomers
- recognizes the uniqueness and contribution of every resident
- prepare their community for "meshwork"

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Benefits of "Community" for Citizens

3. Community Building:
How to Engage Stakeholders (including citizens)

people learn to:


- identify and define assets and gaps
- diagnose and analyze community practices
- establish priorities
- organize and develop action groups
- find, leverage, and utilize resources
- become learners who continuously grow and improve
- strengthen their leadership ability

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Feedback: Increasing Importance of Community

3. Community Building:
How to Engage Stakeholders (including citizens)




- Robert Putnam suggests a significant ____% of us believe there should be more emphasis on community even if it puts more demands on us
- When a community has a strong level of social capital, it will also have increased ____ performance, decreased ____ and improved ____ and ____ health

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Roseto Effect

3. Community Building:
How to Engage Stakeholders (including citizens)




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Men's Sheds

3. Community Building:
How to Engage Stakeholders (including citizens)




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Changing Roles of Municipal Government


- Ed Everett

3. Community Building:
How to Engage Stakeholders (including citizens)



- townhall approach
- political bosses during the 1800s to 1930s
- city fathers during the 1940s to 1960s
- today a vending machine

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Why is it so complicated?
We Haven't Always Evolved





- our systems and approaches were designed primarily for the industrial era
- after WW1 and WWII we've professionalized and in many ways "bought" our way out of community and citizen responsibility
- planning approaches need to change if we are to ensure we are relevant and meaningful for a rapidly changing world

3. Community Building:
How to Engage Stakeholders (including citizens)

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Why is it so complicated?
Different Planning Approaches

Type of Strategy	Conflict-Driven (social action)	Expert-Driven (strategic planning, direct service delivery, social planning, industrial growth model)	Community-Driven (community building / community development approach)	Future Focused (adaptive planning, interdependency or ecosystem approach)
				

3. Community Building:
How to Engage Stakeholders (including citizens)

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Social Action

- assumes making a change will require advocacy or activist role
- a segment of the population is overlooked or oppressed
- some form of conflict tactic, confrontation, or direct action is viewed as being necessary
- practitioner assumes the disadvantaged population needs to be organized if resources are to be made equitable

3. Community Building:
How to Engage Stakeholders (including citizens)

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Social Planning

3. Community Building:
How to Engage Stakeholders (including citizens)

- task-oriented process
- uses the knowledge and expertise of professionals to plan, organize, and deliver services
- belief: altering social conditions requires expertise and knowledge
- typically involves use of consultants who gather facts, analyzes, and make decisions
- community members viewed as *consumers* or *clients*

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Community Development (community building)

3. Community Building:
How to Engage Stakeholders (including citizens)

- process of working within a community, sharing skills and resources to assist community residents in identifying and responding to their needs, interests, and aspirations
- emphasis is placed on voluntary cooperation, consensus, self-help, development of leaders, education
- citizens viewed as a potential source of strength and knowledge
- community accepted and viewed as the *experts*

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Future-Focused

- new type of planning for a rapidly changing era where new structures, new economies, and new ways of being together and organizing are required
- replaces typical linear planning
- accommodates uncertainty and ambiguity in terms of direction as well as a need for multiple outcomes and answers
- pays more attention to trends as well as early or weak signals
- places a growing emphasis on the importance of comprehensive community transformation and the need to build the capacity of diverse community members to work together as future-focused leaders
- focused on deep collaborative and co-creative efforts that connect ideas, people, and processes without a preconceived solution in mind

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Defining Community Development

3. Community Building:
How to Engage Stakeholders (including citizens)

William and Flora Hewlett Foundation:

- “...it emerges from a rich interaction among complementary approaches that actively and meaningfully engage the community and foster mutually supportive partnerships while focusing on a whole-community perspective.”

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Advantages of Community Development

3. Community Building:
How to Engage Stakeholders (including citizens)

- increased user satisfaction
- enhanced community spirit and pride
- a diversity of ideas leading to quality decisions
- responsive and relevant programs, services, and facilities
- optimal use of resources
- greater community support and credibility
- improved trust and dialogue between staff and volunteers
- increased emphasis on communication, growth, and learning

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Advantages of Community Development (cont'd)

3. Community Building:
How to Engage Stakeholders (including citizens)

- facilitation of change
- promotion of self-help
- obtains more value for dollars spent
- increases citizens' responsibility for implementing solutions
- develops leadership
- increases business and tourism potential
- reduces inequities
- promotes co-operation and partnerships among individuals and community groups

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Disadvantages of Community Development

- power shifts and community conflicts may occur
- difficult to quantify for political success
- staff and volunteer “burnout”
- community development will likely take more time



3. Community Building:
How to Engage Stakeholders (including citizens)

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Feedback: What is the Approach Most Commonly reflected in Your Community?

3. Community Building:
How to Engage Stakeholders (including citizens)


Type of Strategy	Conflict-Driven (social action)	Expert-Driven (strategic planning, direct service delivery, social planning, industrial growth model)	Community-Driven (community building/ community development approach)	Future Focused (adaptive planning, interdependency or ecosystem approach)
				

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What Needs to Be Done? Ideal Approach

- everyone views the community as a partner
- people who live there as citizens rather than customers
- leads to greater commitment and accountability to the well-being of the entire community



3. Community Building:
How to Engage Stakeholders (including citizens)

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A Sense of "Community" results when we:

1. acknowledge that every individual has a gift to contribute to their community
2. provide opportunities and support for those gifts to be shared
3. welcome the stranger and the strange/disruptive ideas
4. help create a sense of place by defining and developing the unique characteristics and quirkiness that distinguish a community from others
5. support opportunities that nurture and celebrate community spirit
6. reflect values that prioritize quality of life and happiness

3: Community Building: How to Engage Stakeholders (including citizens)

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Community Vision Boards: Pulling It All Together

- Reflecting on what you've learned about community, use the materials provided to design a vision board or graphic that paints a picture of an ideal community.

3: Community Building: How to Engage Stakeholders (including citizens)

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Feedback: What has been your most important learning about planning?




4. Community Development Planning (Future Focused, Builds on Local Assets)

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What is Planning?



- "preparing for tomorrow today"
- determining outcomes or goals and how they can be reached
- planning is:
 1. where you are now
 2. where you want to go
 3. the steps for how you are going to get there

4. Community Development Planning (Future Focused, Builds on Local Assets)

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Feedback: Has Planning Changed?



4. Community Development Planning (Future Focused, Builds on Local Assets)

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CONVENTIONAL PLANNING

- fixed
 - single issue
 - linear
- organizational issues
 - hierarchical
- low involvement
 - reforming
- directive-based
 - staff oriented
 - staff awareness
- operational focus
 - detailed actions
- emphasis on economics

TODAY'S PLANNING

- dynamic
- multiple issues
- holistic
- community issues
- networks
- high involvement
- transforming
- consensus-based
- citizen oriented
- public awareness
- policy focus
- values and general strategies
- emphasis on balance and quality of life


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What Needs to Be Done?

More Community Building/Development

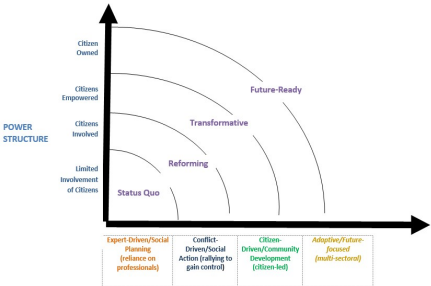
Community building is a process that recognizes that power is not the exclusive domain of its formal leaders but is increasingly more about the wisdom of its citizens and a willingness to lever their strengths. (Herchmer, 2016)



4. Community Development Planning (Future Focused, Builds on Local Assets)

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DETERMINANTS OF COMMUNITY GROWTH



4. Community Development Planning (Future Focused, Builds on Local Assets)

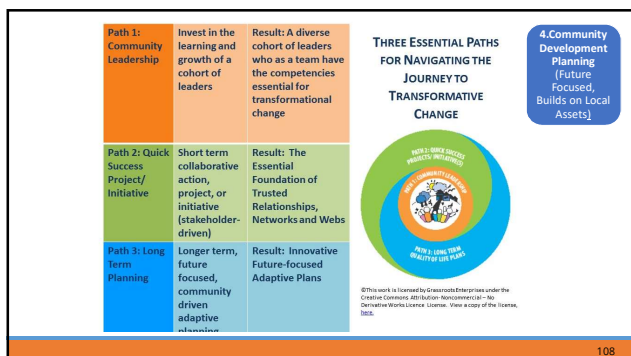
105

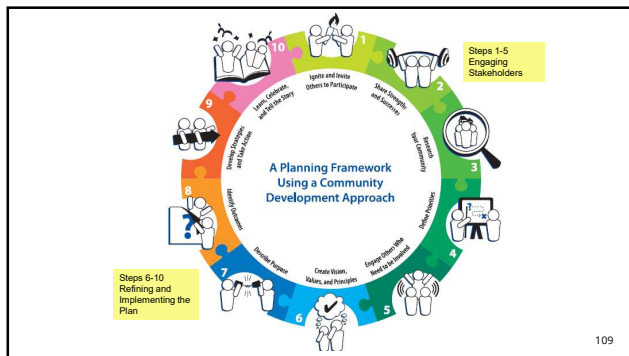
iap2 public participation spectrum
developed by the international association for public participation

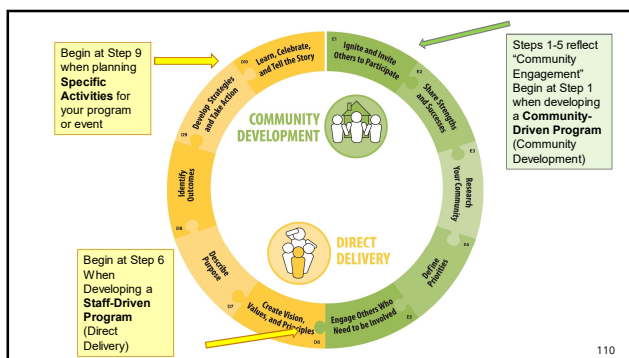
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to your concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberative polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

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Step 1: Ignite and Invite Others to Participate

- begins in different ways:
 - crisis
 - general discontent and the identification of gaps, needs, issues, or trends not being addressed
 - being proactive (call the meeting)
- questions being asked (typically by early adopters) are the impetus for individuals to come together
- early adopters may be elected officials, citizens, government staff, community organizations, or representatives from the business sector






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Step 2: Share strengths and successes

- planning initiatives are more successful when initiated and built from strengths and successes (the *assets*) rather than a *needs* perspective
- begins from a positive perspective therefore building trust and relationships
- reinforces concept that wisdom is within

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Step 3: Research your Community




- obtain a solid and objective understanding
- holistic perspective
- review or scan of existing plans, ideas, research
- informal information gathering
- often a focus on underlying causes rather than reacting to symptoms
- take a “pulse” and zero in on priorities

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Step 4: Define Priorities

- research and scan begins to shape priorities
- could be broad or more narrowly focused
- somewhat like pouring concrete
- helps determine the planning approach and the type of plan needed (program plan, proposal, strategic plan, master plan, etc)



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Types of Plans




- Inter Municipal Development Plan
- Community Strategic Plan/
Municipal Development Plan
- Official Plan/Landuse Plan
- Comprehensive/Master Plan
- Strategic Planning for Organizations
- Project/Program/Event Planning
- Operational Review
- Feasibility Study
- Meeting Planning


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Terms of Reference Worksheet

GROUP OR COMMITTEE TERMS OF REFERENCE WORKSHEET	
<p>Name of Committee:</p> <p>Date: Planning Timeline (i.e. Jan – Dec 2015)</p> <p>Chair/Main Contact: <small>Designate a chairperson or main contact who will be responsible. Many groups are choosing a rotating chairperson that rotates the chair in order to distribute and share both the leadership and the time commitment needed. Chairperson rotates for one year.</small></p> <p>Members:</p> <p>Report to Board/Members: Monthly () Bi-monthly () Quarterly ()</p> <p>Purpose or Mission of the Group or Committee: <small>A committee mission is the reason for the group's existence. It describes the function, often becoming the public declaration, of the committee's work and the overall goal of the group. It should be a clear, concise statement.</small></p> <p>Benefits of Serving on the Group or Committee: <small>What is a benefit of serving on the committee? What will the group or committee do for you?</small></p>	<p>Outcomes: <small>What will be the end result or benefit of your committee or group's activities? What information have they not had when you started? What will be different?</small></p> <p>Goals: <small>Describe, in brief, the group or committee's primary outcomes? What types of activities, events, initiatives, research projects are the focus? Note: these goals are long-term and not immediate. They should be measurable and specific.</small></p> <p>Objectives for the Upcoming Year: <small>Specifically, what does the group or committee intend to accomplish? (See also: identify resources, identify projects and initiatives etc.)</small></p> <p>Immediate: e.g. recruit a chairperson, and a policy</p> <p>Medium: e.g. produce a brochure, apply for a grant, conduct research etc.</p> <p>Long term: e.g. raise 100 dollars, reach partnership agreements etc.</p> <p>Financial Requirements: <small>Estimate annual operating costs as well as potential income if relevant.</small></p>




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Step 5: Engage others who need to be involved

- go broader at this step
- bring together partners and other stakeholders with a vested interest in working together to address the priorities/actions identified (or who may have resources)
- today's issues are complex requiring knowledge and resources from varying sectors, organizations, businesses and individuals
- use more than one strategy to make sure you have optimal diversity and representation




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Sangudo at Step 5





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Steps 6 - 10 Traditional Approach


Step 6: Define Vision, Values and Priorities

- Creation of a positive vision of the future ideal state. Identification of ideas and beliefs that serve as a filter for prioritizing.




Step 7: Describe Purpose

- Description of the "reason for being" or the mission.

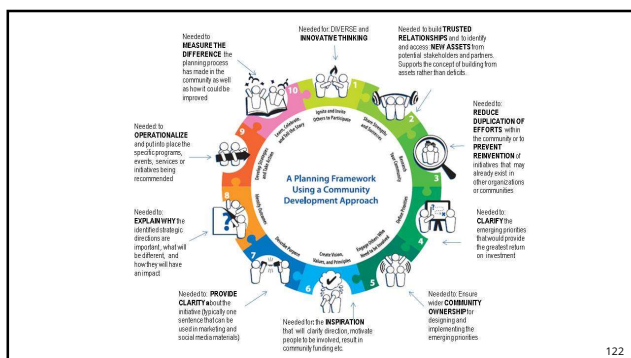


Step 8: Identify Outcomes


- Outcomes are the desired results or impact of a process, program, project, or activity initiated by stakeholders.



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Putting the Plan Into Action



PLANNING WORKSHEET: Using the 10-Step Community Development Planning Framework

After Planning: As a community leader who wants to make a difference, your initiative is together with planning a PROCESS. Before the implementation to solve the problem or address the issue, you must first define a process to create opportunities for the community to be involved. This worksheet is designed to help you define the process to create opportunities for the community to be involved. This worksheet is designed to help you define the process to create opportunities for the community to be involved.

STEP 1: 1. INVOLVE YOUR STAKEHOLDERS TO BUILD TRUST, RELATIONSHIPS AND OVERSIGHT

Step 1: Invite and Invite Others to Participate

"What would you need to help to develop this plan or opportunity to the community? What rights, resources or the resources? Describe the kind of involvement you want? How could the best meeting be designed? What decisions will be made? What will be the role of the community?"


Step 2: Share Strengths and Successes

"What would the process look like? How do you encourage others to build trust in the community? What would the best meeting be designed? What decisions will be made? What will be the role of the community?"

Step 3: Research Your Community

"What research would you need? What research would be done within the community? What would the best meeting be designed? What decisions will be made? What will be the role of the community?"


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It Will be Messy

- planning for a hyper-connected and constantly changing future will be complicated
- adaptive planning
- values are going to be a critical filter for decision making and priority setting
- conversations will be important
- embrace chaos and act in a spirit of hope
- be willing to examine situations carefully, take risks, embrace creativity, and contribute significant effort
- be open to backing off, changing, or stopping some of what you do
- embrace being a lifelong learner and explorer who is comfortable with asking questions and not always having the answers


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You Will Transform Community


- *Real people do real things. A **collective** of a whole bunch of people who do things in their own locale, in their own neighborhoods - the sum is bigger than the parts, and the parts will grow.*
- Chuck D, emcee, author, producer
- *Unlike any other leader, those who empower others using a community development approach will be able to tap into the individual slices of genius that each of us has the potential to give. These individual slices combine and grow and ultimately lead to innovative solutions and initiatives representing the very best of our hearts, our spirit, and our collective genius.*
- Brenda Herchmer

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Questions?





Interested in Learning More?

Website (Info re Resources, Training and Certification)

- www.campusforcommunities.com

Publications

- Community Leaders Planning Toolkit
- Leadership for Active, Creative, Engaged Communities
- Community Building for Recreation Practitioners

Contact

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- twitter: [@campus4comm](https://twitter.com/campus4comm)
- phone: 289.820.5373
- facebook.com/brenda.herchmer

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