

Sustainable Racine's Community Forum

January 31, 1998

Facilitators' Guide

The Skeleton of Sustainable Racine’s Community Forum

- 8:30 Section One: Opening, Welcome, Purpose, Introductions, Conversation Guidelines
- 9:00 Section Two: The Electronic Town Meeting
- 9:30 Section Three: Treasures and Rainbows
- 10:10 Break
- 10:20 Section Four: Sustainability Action Opportunities
- 11:30 Section Five: Delegate Selection
- 11:45 Final Announcements
- 12:00 Adjourn; watch ETM results

For *geographic* focus, facilitators will explain that each site is part of a whole, and will ask participants to help fill in the specifics of the local area when they can. At the same time, facilitators will encourage participants to think about the wider community whenever that makes sense. Above all, facilitators will encourage people to focus on the geographic area they care most about.

Note: This Guide has been formatted so that general tips for the facilitators and recorders appear on left-hand pages, while specific instructions for the session appear on right-hand pages. The right-hand pages contain both an outline guide and a verbatim guide for facilitators.

Facilitator/Recorder Instructions

Note: This guide presumes the facilitator teams will divide duties in three ways:

Facilitator 1: The person who is speaking and working directly with the group

Support facilitators: All other members of the facilitator team

Recorder(s): One or more members of the facilitator team who will record participants' words on a flip chart.

Facilitator teams may decide to rotate duties during the Forum.

7:30 AM [All facilitators]

In the early stages of an event, just before it gets started, it helps if you focus on *setting a climate of warmth, hospitality, and invitation.*

What you can do in practical terms:

- Arrive early and get oriented.
- Greet the site hosts and your co-facilitators.
- Assess the building and room arrangements, particularly the location of flip chart and television monitor.
- Hang as many pages of flip chart paper as possible for the Wishing Wall. Label the pages clearly (you don't have to write on every page). If you can, place at least 12 sheets on the wall. You may divide the Wishing Wall so that it is located in two different places, if necessary. Leave a number of markers near the Wishing Wall.
- Make sure someone on the team knows how to operate the television (or VCR, if needed).
- Place the flip chart instructions for the Forum processes in a place with the best sight lines for the greatest number of people.
- Help out in other ways if necessary.

8:00 Participants Arrive [Support facilitators]

Greet participants as they come in. Help make them feel welcome. If you are the primary facilitator ("Facilitator 1"), you may prefer not to be a greeter, in order to stay focused on the work you will be doing at 8:30.

8:30 - 9:00 Section One: Opening, Welcome, Purpose, Introduction, Conversation Guidelines [Facilitator 1]

Facilitator 1: *Open well.* Put as much energy in your opening as you can. You can influence the tone and productivity of the entire Forum by your enthusiasm as you open.

8:30-9:00 Section One: Opening, Welcome, Purpose, Introductions, Conversation Guidelines [Facilitator 1, with assistance as needed from other facilitators]

Welcome

1. Introduce yourself and the entire crew.
 2. Invite people to enjoy refreshments and move about freely.
 3. Describe rest room locations.
 4. Circulate sign-in sheets.
 5. Explain that your purpose in this section is to get people oriented to the morning's work.
 6. Explain facilitator role.
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Purpose for Forum

1. State the purpose for the Forum.
 2. Describe sponsorship and thank sponsors.
-

8:30-9:00 Section One: Opening, Welcome, Purpose, Introductions, Conversation Guidelines [Facilitator 1, with assistance as needed from other facilitators]

Welcome

I am _____ and the crew of people who will be working with you today include _____ [introduce all facilitators]. All of us are volunteers, citizens like you who are contributing our time to this Sustainable Racine effort.

The site hosts are also volunteers who have done all the work to get this space for us, get it open, set it up and make it comfortable, and get our refreshments, which you should enjoy whenever you want all morning long. [Introduce all site hosts.] [Describe rest room locations.] [Circulate sign-in sheets.]

Our *purpose* right now is to give you an orientation to what we will be doing this morning and how we will be working together. Your packet also includes information that will help you follow what is happening here.

As facilitators we will be leading you through the agenda for this morning's work. We will work to make sure everybody gets an equal chance to take part. We will record your ideas on flip charts, and we will watch the time so we get our work done and get out on time at noon.

Purpose for Forum

We are here today for the first part of the work that will produce a vision for a sustainable future for the Racine area. This Forum is sponsored by Sustainable Racine, in partnership with many civic and nonprofit organizations as well as area businesses. For instance, the Rotary Clubs are hosting all the sites and the Imaginarium is providing a children's program at several sites. Here our partner is _____ [name the organization

Facilitator/Recorder Instructions

Facilitator 1:

There is a whole lot to say in this early section. Keep speaking energetically, but don't rush.

If you rush, ideas and sentences will run together for your listeners. Some of people's questions will be answered if they can hear the real meaning in all this opening language.

(Don't be surprised to get a question later about topics you covered in the opening. It is hard for every person to hear every point, so simply answer the question and go on.)

Support facilitators:

Make sure sign-in sheet begins circulating.

3. Underscore the finish time of 12:00 noon, and invite people to stay afterwards for the wrap up of the Electronic Town Meeting if they wish.

whose building you are using]. We thank all our partners for their many contributions.

We will be working together this morning until 12:00, at which time we will formally adjourn. We invite you to stay, if you wish, to see the completion of the Electronic Town Meeting on our television screens at noon.

Background and explanation

Background and

explanation

1. Invite people to help reflect the interests of this part of Racine, and encourage them to think about the whole area when appropriate. Suggest they pay particular attention to the part of Racine they care most about.

Our work today is part of a new way of building and caring for our community for the long term future. The work is being done in 22 other places in the Racine area. In a way, it is almost like we are painting a giant mural of our larger community, with 23 crews needed to make up the whole picture. We will do our best to bring the knowledge and experience of this part of Racine to the total picture. We know that many of the opportunities and challenges of building a sustainable future for the Racine area cut across different parts of the community, and even extend to include regional interests. So while we invite you to focus your responses on this part of Racine when that is appropriate, we also encourage you to feel free to concentrate on a different geographical focus when that seems right. We are interested in your working on the parts of Racine that you care most about.

2. Preview the morning work.

As you may know from the newspaper stories, we will invite you to work this morning on identifying what you treasure that now exists and what you would like to see that does not yet exist. We call these the *treasures and rainbows*. We want you to name the treasures and rainbows you want to carry into the future for at least three generations. We will focus on action opportunities for bringing about a sustainable future. These actions will be based on the three foundations of sustainability, which are a healthy economy, a healthy environment, and social equity (or fairness) to make a healthy community. You can read more about these

Facilitator/Recorder Instructions

Support facilitators:

When Facilitator 1 talks about the four main tasks for the participants (the four main parts of the agenda), show them on the prepared flip chart.

[Throughout these instructions, all material available on pre-printed flip charts will be shown in boxes.]

Four main tasks for today:

- Learn together about **sustainability**.
- Identify **treasures and rainbows** that should be preserved or developed for future generations in the Racine area.
- Start identifying **action opportunities** for caring for and developing our treasures and rainbows.
- Choose **our delegates to the Vision Council** for the whole Racine area.

3. Show and name the four main tasks participants will complete this morning.

4. Introduce the idea of the Vision Council.

5. Explain that this Forum is not aimed at telling other people what needs to be done. Explain that the Vision Council delegates from this session will be responsible for getting this area's ideas to be part of the whole. Encourage all who are interested to plan and carry out good projects locally. The delegates are liaisons, not an implementation group.

terms, and get examples of them, in the tabloid you picked up as you came in. After working together on treasures, rainbows and action opportunities, you will select delegates to represent this part of Racine over the next three months in a community-wide Vision Council.

So, as you can see from the agenda today, after we finish the introductory material, our work together will have four main parts:

- Learn together about **sustainability**.
- Identify **treasures and rainbows** that should be preserved or developed for future generations in the Racine area.
- Start identifying **action opportunities** for caring for or developing our treasures and rainbows.
- Choose our **delegates** to the Vision Council for the whole Racine area.

The Vision Council will integrate the results from the 23 sites and will produce recommendations about one vision for the Racine area. The Vision Council will bring that recommended vision back here to this place on Thursday, April 16 from 7:00-9:00 p.m. There will be a community-wide celebration in mid-June. Your packet includes a schedule for the Vision Council's work and shows how this part of the Racine area can continue to be a serious part of that process.

Although the Vision Council's work will be important, we don't want you to think today's Forum is the kind of public meeting where we just get together and tell some other people what they ought to go out and do for us. You may see work you want to do as individuals or together as a result of today's session. In fact, Sustainable Racine expects that to happen all over the Racine area. Even though there will not be a lot of time this morning to plan for work you may want to do right in this area, you have the opportunity to meet again at this place during the week of February 16, as stated on the schedule in your packet, if you want to be part of a Community Organizing Committee that plans how to get work underway in this part of Racine.

Facilitator/Recorder Instructions

All facilitators; especially Facilitator 1:
Some suggestions about time-keeping:

The Forum needs to have a sense of timeliness and productivity, without a sense of rushing. Among yourselves, pay strict attention to time. Do not make statements to participants about “running out of time” or “having only a little time left.” Try to stay on time without creating worry or anxiety among participants.

Keep your eye on the “time check” inserts in the guide.

It will be easy to get behind right at the beginning. If you can encourage people to begin taking seats at 8:25 so that you can begin comfortably at 8:30, do so. If you lose time during the opening and your group is large, choose between the two types of introductions for groups greater than 25; don't use both.

It also helps to let people know in advance how long specific processes will take. That encourages them to be efficient, without unduly pressuring them as time runs out.

6. Encourage people to see themselves as pioneers in the sustainable community effort.

7. Explain a few of the ways this Forum will differ from typical public meetings.

- The focus on sustainability
- The large number of citizen participants
- The long term time frame

8. Refer people to the schedule of Sustainable Racine events from February through June, 1998, and invite their ongoing participation.

A lot of the terms we will use today may be new to you at first, but they will become more familiar as we go. We are taking part in a new way for communities to influence the future. We are pioneering a new way of taking care of and building a great community and contributing to building a great region.

When people in a large area work together on plans and actions that will result in a sustainable future, it is different in some ways from other kinds of planning meetings or public meetings you have attended. It requires some new tools and new ways of working together. One major new approach involves using the three aspects of sustainability as a guide for our work. The television program we will watch together will help make it easier for us to work with these new ideas.

For most of us, another new feature of this kind of meeting is being part of something that involves so many other citizens, and that will take place in such a long time frame. The calendar in your packet shows a lot of work that will be happening between now and June, but even that work is only a beginning. We are starting a new way of building and strengthening our area that will last from now on. We in the Racine area are on the frontier in sustainable community work. We welcome you into the Sustainable Racine process for developing a sustainable community vision.

Introductions of people present

[Time check: it should be around 8:40]

We invite you now to introduce yourselves. Our *purpose* in doing this is to make it easier for you to meet and start working with people who share your interests in the long term future of the Racine area.

Introductions of people present

[Time check: it should be around 8:40]

Facilitator/Recorder Instructions

Support facilitators:

For introductions with 25 people or fewer, show categories on flip chart:

Introduce yourselves:

Name
Where you live
How long have you lived in Racine?
One group, club or association you
belong to and enjoy

Support facilitators:

For the *second* part of the introductions for more than 25 people, the individual greetings of up to three other people, show instructions on flip chart:

In five minutes:

1. Greet at least three people who are not people you live with or see every day.
2. Tell them you are glad to see them and thank them for being here.
3. Share information:
 - Name
 - Where you live
 - One group, club or association you belong to and enjoy

Facilitator 1: For the “stand up/sit down” process, please follow the instructions for the first three items. Then you may vary from the guide if you wish.

If you plan to try out something new it would be wise to try it out among your fellow facilitators in advance of the Forum to make sure it works well.

Outline Guide

Verbatim Guide

[Options for groups with 25 people or fewer:]

1. Ask people to stand individually and say:

- Name
- Address
- How long you have lived in Racine
- One group or association you belong to and enjoy

[Options for more than 25 people:]

1. Ask people to stand in response to categories. [See specifics to the right.]
Welcome all warmly.

2. Ask people to each introduce themselves to three people they don't see every day. [Five minutes]

- Thank each other for being here.
 - Tell each other your names and where you live.
 - Tell each other about one organization or association to which you belong that you enjoy.
-

[Options for groups with 25 people or fewer:]

- > I would like you to introduce yourselves now. Would you each stand, say your name and address, how long you have lived in Racine, and one group or association you belong to and enjoy?

[Option for more than 25 people:]

- > We are going to introduce ourselves in two ways. First, I am going to read some categories that might apply to you. Please stand if the category is true for you. You may stand more than one time.

- People who live within a mile of this room. Thank you; please sit.
- People who live from one to two miles from this room. Thank you; please sit.
- People who live in other parts of the Racine area. Thank you; please sit.

[Options: Use some of these, or add others to them, if you wish. One or two humorous ones would be fine, too.]

- People who were not born in Racine
- People who were born in Racine and have lived here all your life
- People who have lived in Racine 20 years or more
- People who have lived in Racine 10-20 years
- People who have lived in Racine five to ten years
- People who have lived in Racine one to five years
- People who have lived in Racine less than one year

- > Welcome to every one. Each person and each perspective will bring something useful to the vision of a sustainable future.

- > As a second form of introduction, in a moment I am going to ask you to stand and greet at least

Facilitator/Recorder Instructions

Support facilitators: Show the proposed conversation guidelines on the flip chart:

Proposed conversation guidelines for the January 31 Forums:

1. Share your ideas with the group.
2. Encourage other people to speak.
3. Listen with respect to other people's ideas.
4. Aim to create something new together before you leave here this morning.
5. Allow the facilitators to keep the meeting on track, including recognizing people to speak, if necessary.
6. Abide by common courtesy: listen without interrupting; no personal attacks; no side conversations; no disrespectful behaviors toward others.

Facilitator 1:

After asking whether people can live with the guidelines, or whether they would like to propose changes in them, pause.

If no one speaks, which is likely, then ask again, "Can everybody live with these? Could we see a show of hands if you will agree to accept and abide by these conversation guidelines for today's Forum?"

If people seem reluctant, you may need to ask again whether they propose making changes, additions or deletions. Chances are good that people will be slow to respond to this part of the agenda because the concept of conversation guidelines may be unfamiliar to them. Treat the guidelines with a light hand, get as much agreement as you can, and go on.

three people near you who are not people you live with or see every day. Tell them you are glad to see them, thank them for being here, and exchange a little information with each other. Share your name, where you live, and one group, club or association you belong to and enjoy. [Show these instructions on flip chart or overhead.] We will take about five minutes here for you to do this.

Conversation guidelines

[Time check: 8:53]

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1. Explain the purpose of conversation guidelines.
 2. Propose list of guidelines (show them on flip chart.)
 3. Ask for group agreement to follow the guidelines.
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Conversation guidelines

[Time check: 8:53]

We will be able to get our work done well today if we agree to a set of guidelines for our conversation, like ground rules, or rules of a game. Conversation guidelines help us make clear to each other how we want to treat each other and how we expect the meeting to go. I am going to propose a set of conversation guidelines, and ask you to either change or adopt them.

The guidelines are: [show on flip chart]

1. Share your ideas with the group.
2. Encourage other people to speak as well.
3. Listen with respect to other people's ideas.
4. Aim to create something new together before you leave here this morning.
5. Allow the facilitators to keep the meeting on track, including recognizing people to speak, if necessary.
6. Abide by common courtesy: listen without interrupting; no personal attacks; no side conversations; no disrespectful behaviors toward others.

Can you live with these? Or would you like to propose changes in them?

Facilitator/Recorder Instructions

9:00 - 9:30 The Electronic Town Meeting Presentation

[No facilitators]

Support facilitators:

Make sure you know how to operate the necessary television equipment, and make any adjustments you can to the lights so that the televisions are easier to see.

9:30 - 10:10 Section Three: Treasures and Rainbows Process: Open Listing and Priority Identification

[Facilitator 1]

Support facilitators:

As participants begin writing their individual lists of treasures and rainbows, walk through the room with pencils and paper for people who may need them.

Show flip chart definitions:

Definitions

A **treasure** is something from the past or present that has great value in the Racine area.

Examples:

- The Root River
- A history of invention

A **rainbow** is something you want for the Racine area in the future.

Example:

- A children's learning museum

Treasures and rainbows may be things you cannot touch.

All of us have gone into this work with a lot of questions about what sustainability is, and what we can do to make sure our decisions today are not taking anything away from future generations. We are all learning as we go.

So this Forum today will include some education for all of us about sustainability, as well as some work that we all can do together to make sustainability more real and more achievable in the Racine area.

We are now ready to watch a program on our televisions that is being shown at this time in all the 23 sites. The *purpose* of this program is to give us the foundation we will need to do this morning’s work on sustainability and what it can mean specifically in the Racine area.

9:00-9:30 Section Two: The Electronic Town Meeting Presentation
[no facilitators]

9:00-9:30 Section Two: The Electronic Town Meeting Presentation [no facilitators]

9:30-10:10 Section Three: Treasures and Rainbows [Facilitator 1]

9:30-10:10 Section Three: Treasures and Rainbows [Facilitator 1]

We invite you now to use the messages of the television presentation as background for the next part of this Forum. You will need paper and pen or pencil for this part of the work.

1. Explain the purpose of the Treasures and Rainbows process.

The *purpose* of this work on treasures and rainbows is to build a large, shared list of what the people in this room value and want to pass on in good shape to future generations. What would you like to see Racine be like for your family, your neighbors and friends 50 years from now?

2. Describe treasures and rainbows; give examples. Show flip chart definitions.

Coming up with answers to this question involves some consideration of the treasures of the past and present, as well as the rainbows of future. [Show flip chart.] Think about what has existed in the community, what currently

Facilitator/Recorder Instructions

Facilitator 1:

More about timing and time-keeping:

The goal with regards to the timing of all the processes is to give people a sense that they have plenty of time to do their assigned work, so there is no need to rush, while at the same time managing not to bore those people who finish first. Here is a way to handle timed processes:

Tell people how much time you expect the process will take.

As you finish describing the task, note the time for yourself, and note when the allotted minutes will be up. Watch the room. If nearly everyone finishes before the time is up, you may move ahead. Match your moves to what is happening in the room.

For example, if the allotted time is five minutes, after four minutes, give people a time check. You could just say, "Four minutes." Or you could say, "If you are close to the end, please take another minute or so to wrap up your lists." After five minutes, if most people still have not raised their hands to let you know they are finished, ask "How much more time do you need?" For the sake of those who are already finished, announce, "People say they need another _____ minute(s). We want people to have plenty of time to make this list, so we will wait until nearly everyone is done. You will still have a chance to add additional ideas that come to you as you go through the next part of the Forum."

We want to have a plan with regard to time, and then we want you to flex slightly about time constraints when doing so will add to the smoothness of your particular Forum. Always pressing people about time deadlines is annoying; having no deadlines at all contributes to a sense that nothing much is happening. Try to find a happy medium in a purposeful approach to the time constraints for each process, without being so rigid as to harm the group's work.

3. Invite people to list treasures and rainbows, and make it clear the list will be shared with the Vision Council.

Recording the treasures/rainbows in an unduplicated list.
[Time check: 9:40]

1. Make an unduplicated list of all treasures and rainbows in the room.

exists, and what you might like to see in the future. For example, someone might consider Racine’s many “neighborhood business districts” to be a treasure. Others may think some of these business districts are too blighted to be considered true treasures. If a snapshot were taken today, some of these business districts might not seem like treasures. Even so, they were treasures at one point in Racine’s history, and as a community we may very likely agree we would like to see them considered treasures in the future. As an example of a rainbow, which is something new that does not exist now, you might identify a children’s learning museum.

Please write a list of your treasures and rainbows, things you want to make sure will be here in the community, in good shape, at least three generations from now, and into the long term future. We invite you to include treasures from the past or present, or rainbows yet to be developed in the future. When we say “treasures and rainbows,” we mean more than physical things. It could include things you can’t touch, like beliefs, values, situations, and kinds of relationships, for example.

We want to give all your lists to the Vision Council, so keep that in mind as you write. We expect this work to take about five minutes.

Recording the treasures/rainbows in an unduplicated list
[Time check: 9:40]

[Support facilitators record items in participants’ own words. Facilitator 1 keeps guiding the conversation.]

Now we are going to list your thoughts on a flip chart, and give you a way to get some idea of whether other people in this Forum are thinking along the same lines you are. Keep in mind that we are one of 23 sites, and different things may come up at other sites. For today, however, we are focused on getting clear about our own views here so that we can contribute them to the work the Vision Council will be doing on behalf of the whole Racine area.

Facilitator/Recorder Instructions

Recorder(s) :

Record well.

- Using large block letters, record the gist of each participants' treasure or rainbow **in her/his own words**.
- Write no more than four treasures or rainbows per page. (Leave lots of room and create lots of pages so that participants will not have to cluster too closely during the gold star process.)
- Do not paraphrase.
- Do not reveal your approval or disapproval of any idea either in words, gesture, or tone of voice.
- Write something for each person who speaks.
- Let the facilitator know if you need the pace slowed.
- Let participants know when you do not understand or cannot hear their statements. Ask for repetition.
- Number and date your pages.

Facilitator 1:

Do not be distracted by the recording process. Do not turn to watch it, and do not wait for the recorder to catch up to the present moment. Keep taking new items unless the recorder signals a need for a slower pace.

Could someone help us out by stating a treasure or rainbow from your list?

[Wait for response.]

2. Ask people to check off any treasure or rainbow that another person states.

Now if you had a treasure or rainbow that was the same or very similar to this one, please put a checkmark by it on your list. Don't draw a line through it, since we are going to want the Vision Council members to be able to read your lists for themselves a little later.

If your treasure or rainbow is more specific or different in a significant way from one someone else shares, please share it as a separate item.

Our goal now is to list each treasure and rainbow that any of you have written down, and to do it as efficiently as possible. We have about 20 minutes for this work. Now, let's have a new treasure or rainbow.

Identifying priorities among the treasures

[Time check: 10:05]

1. Invite each participant to place a gold star beside the three treasures or rainbows that she or he considers most important.

Identifying priorities among the treasures

[Time check: 10:05]

Now, before we take a break, I invite you to take your three gold stars from your packet and place a star by each of the three treasures or rainbows you think are the very most important to sustain for future generations. The *purpose* of this gold star process is to help us set up work groups of people with similar interests or passions when you come back from break. We will also make a quick report to the Electronic Town Meeting on the treasures and rainbows that receive the most gold stars.

We know that some of the most important ideas may not be the ones that get the most gold stars. None of the treasures or rainbows will be tossed out because of lack of gold stars. The entire list will go to the Vision Council, and will be integrated with the lists from the 22 other sessions.

Facilitator/Recorder Instructions

Support facilitators:

Once Facilitator 1 requests that participants turn in their lists of treasures and rainbows, collect these from around the room.

Count the number of people present, not including facilitators and site hosts. Count the number of treasures and rainbows listed on the flip chart. You will need to know these numbers to help close the Forum.

10:10 - 10:20 Break

Support facilitators:

During the break you will need to check on the treasures/rainbows that received the most gold stars and quickly produce several large print lists of the top six or seven treasures. Use eyeball judgment. Select all treasures/rainbows that got relatively sizable numbers of stars, up to about seven total. Aim to produce one large print flip chart sheet showing the top treasures/rainbows for about every 30 participants. Scatter these sheets around the room so participants can see them when they return from break.

You will also need to help keep the break to an actual ten minutes by going around the room and the hallways at 10:18 and saying to people, “We are getting ready to start again,” etc. Help them come back and be ready to start again on time.

2. Invite people to place ideas for the future on the Wishing Wall during the break. These ideas may be ones that have not yet been considered, or may include concerns about things that need to be fixed.

10:00-10:20 Break

10:20-11:30 Section Four: Sustainability Action Opportunities [Facilitator 1, with assistance from all other facilitators]

1. Explain the purpose of working on action opportunities for each of the top treasures or rainbows and refer to the sustainability principles. Show flip chart definition of action opportunities.

In order to make sure we have every idea that you have written down, would you hand in your lists of treasures and rainbows now? [Collect lists.]

Once you have placed your stars, you will be taking a break. While you are on break, we invite you to go to the Wishing Wall. The *purpose* of the Wishing Wall is to give you another way to get ideas into the hopper. Use the Wall as a place to write down ideas for the Racine area's future that have not yet been considered, or concerns you have about what needs to be fixed. Enjoy your break and return for a prompt beginning at 10:20 a.m.

10:10-10:20 Break

10:20-11:30 Section Four: Sustainability Action Opportunities [Facilitator 1, with assistance from all other facilitators]

The *purpose* of the Action Opportunities process is to begin to build the sustainability idea bank for our area by thinking well about opportunities in the spheres of economic health, social equity, and environmental health that will sustain and develop the Racine area's treasures and rainbows. You will be acting as a citizen think tank in this process. You will work alone, then with one other person, and finally with seven other people.

You will begin to identify some of the action opportunities or ideas you see for the future of particular treasures or rainbows by looking at them in sustainability terms. An action opportunity could be an

Facilitator/Recorder Instructions

10:20 - 11:30 Section Four: Sustainability Action Opportunities

Support facilitators:

Show flip chart definition of Action Opportunity:

Definition of Action Opportunity:

An idea or project; anything that can be done to sustain your treasure or create your rainbow so that people in future years will enjoy it too.

Pay particular attention to ideas, projects, or actions that inspire your personal passion and commitment.

2. Explain the context for work.

- Citizens working together as a think tank can produce a sustainability idea bank and form the basis for action.
 - Action opportunities can be ideas or projects people want to undertake. [Show flip chart.]
 - The packet contains examples of treasures or opportunities and clusters of opportunities that go along with them. [Show flip chart.]
-

3. Request that participants choose one of the top treasures/rainbows for further work, and write the name of the treasure or rainbow on each of their three colored cards.

Explain the intent for each colored card: [Show two flip charts.]

- Green, like money, is for the economy.
 - Pink, like the pink of health, will be for the environment.
 - Yellow, like the scales of justice, will be for a healthy community for ALL, a community that is equitable, which means it is fair and just. Equity also means getting fair value from your investment.
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idea or a project you would like to undertake. An opportunity includes anything that can be done to sustain your treasure or create a rainbow so that people several generations from now will enjoy it too. [Show flip chart definition of action opportunity.]

For example, consider Racine's lakefront, which many people see as one of our treasures. What opportunities are there to improve and strengthen it as a treasure if we think in terms of efforts that will build economic health, social equity, and environmental health? What can we do to work on sustaining our treasured lakefront that will be wise enough to bring benefits in all three areas of sustainability?

In your packet are some examples of treasures and the cluster of opportunities that might relate to these treasures. The opportunities for improvements in the economy, social equity, and the environment are woven together in a powerful way.

The Action Opportunities process has a number of steps. We will guide you through them one at a time.

First, action opportunities cluster around treasures and rainbows. We want each of you to choose a treasure or rainbow for further work this morning. We have made a list of the treasures and rainbows that got the most gold stars, and ask you now to look at that list. Please choose one of these to work on some more this morning. [Point out location of lists, and read the items aloud.]

For the next step, you will need the green, yellow, and pink cards in your packet. On each colored card, write a short version of the name of the treasure or rainbow you have chosen to work on. Just use a word or two so the Vision Council and others who read your cards later will know which one you chose.

These cards represent the three aspects of sustainability.

- > Green, like money, is for the economy.

Facilitator/Recorder Instructions

Show flip chart definitions and examples of opportunities for the three cards:

Instructions for writing action opportunities for your treasure or rainbow:

- On the green card write ideas you have about action opportunities for future economic growth;
- On the yellow card write action opportunities for improvements in equity for all;
- On the pink card, list action opportunities for future growth in environmental health.

Examples of Sustainability Action Opportunities:

- Economy (green card); Example: Treasure/Rainbow — Clean Air; Action Opportunity: Schools contract with small local companies for window and weather stripping.
- Equity (yellow card); Example: Treasure/Rainbow — Clean Air; Action Opportunity: Restore or create homes and apartments near workplaces so transportation is not necessary to hold a good job.
- Environment (pink card); Example: Treasure/Rainbow — Clean Air; Action Opportunity: Employers create a joint lottery with good prizes to reward people who walk to work at least two days a week.

Facilitator 1:

Allow ten minutes for people to write their action opportunities on the three cards. Monitor the room carefully. Try to match the time available to group needs, as described earlier. If you are on time, you can flex to allow at least a couple more minutes here without grave damage to the rest of the agenda.

4. Ask people to write at least one action opportunity on each colored card.

State the ten minute time frame for individual writing.

Group work on sustainability action opportunities.
[Time check 10:35]

- > Pink, like the pink of health, will be for the environment.
- > Yellow, like the scales of justice, will be for a healthy community for ALL, a community that is equitable, which means it is fair and just. Equity also means getting fair value from your investment.

Now you should have your chosen treasure or rainbow written on each of the three cards. For the next step, we want you to focus on action opportunities that exist for growing your chosen treasure or rainbow in value and strength for future generations. Use the sustainability guidelines as you think about these action opportunities. Think about the possibilities for growth in the economy, equity for all, and the environment. [Show the two flip charts with card descriptions and examples of action opportunities.]

Working within your chosen treasure or rainbow as the overall guiding topic, use the three cards:

- On the green card write ideas you have about action opportunities for future economic growth;
- On the yellow card write action opportunities for improvements in equity for all;
- On the pink card, list action opportunities for future growth in environmental health.

We expect it will take about ten minutes for you to complete all three cards.

If you have questions, raise your hands, and one of us will come to you.

Group work on sustainability action opportunities
[Time check: 10:35]

Facilitator/Recorder Instructions

Support facilitators:

In support of the dyad (partner) portion of the Action Opportunities process, show this flip chart:

Steps for partners (groups of two) working on Action Opportunities

1. Find a partner who is working on the same treasure or rainbow you chose.
2. Compare your three colored cards.
3. Explain to each other why you included each item.
4. Mark any duplicates off one of the cards.

1. [Show flip chart.] Ask each person to find another person who worked on her/his same treasure or rainbow. In ten minutes,

- Take colored cards and a pen.
 - Compare the three colored cards.
 - Explain to each other why you included each item.
 - Mark any duplicates off one of the cards.
-

[Time check: 10:50]

2. [Show flip chart.] Ask every group of partners to find three more partner groups that worked on the same treasure or rainbow. Form groups of eight. In 30 minutes,

- Compare the three colored cards.
 - Explain to each other why you included each item.
 - Mark off duplicates
 - Generate new ideas or combined ideas and put them on blue cards, one idea per card.
-

Now I am going to ask you to share your work with another person and begin polishing it.

The *purpose* of working with another person who shares your interest in a particular treasure or rainbow is to start improving the available sustainability ideas.

Please listen to all the instructions before you move.

Take your colored cards and a pen with you, and find someone to work with who has worked on the same treasure or rainbow you have. You will work in groups of two. There may be one group of three here and there, but we don't encourage it unless you have no choice.

Here is what you will do with your partner. [Show instructions on flip chart.] First, compare your three colored cards. Your job is to talk with each other a little bit about why you wrote down the action opportunities you chose, and then to identify any duplication in your two lists. If you have duplicated each others' ideas, mark them off on one of the cards. We expect this work will take about ten minutes. We will give you a signal when five minutes is up, and then when you have a minute to go. You will keep using your cards in this process, so hold onto them.

[Time check: 10:50]

Thank you. Now we take the next step in working on the action opportunities. Please listen to the instructions before you move.

In a few minutes you will work with your present partner and three other pairs of partners in a group of eight or nine people. You will again talk through the items on your cards, and again eliminate duplication so that your cards show one set of ideas that reflects the thinking of all eight people.

Then you will take one additional step. We will bring three blue cards to every group. These are optional cards. The *purpose* of this "blue card" process is to

Facilitator/Recorder Instructions

Support facilitators:

In support for the groups of eight, show this flip chart:

Steps for groups of eight working on Action Opportunities

1. With your partner, find three other partner groups working on the same treasure or rainbow you chose.
2. Compare your three colored cards.
3. Explain to each other why you included each item.
4. If you find that more than one person has included the same item, save the item on one card and mark through it on the others.
5. As an option, see if the group can generate some new or combined ideas about action opportunities for your treasure or rainbow. Use the blue cards to write down any new ideas the group creates together, one idea per card.

Support facilitators:

Help people form their groups, and help resolve what to do with the last, “odd-sized” group that may exist for each treasure or rainbow. If there are six people left over, have them form their own group. If there are two or four left over, have each dyad join a different group to create groups of ten.

Hand out three blue cards to each group of eight.

Recorder(s):

Record the gist of each blue card idea on flip charts.

Support facilitators:

Collect all the colored cards, green, yellow, pink, and blue.

You may want to count the blue ones, because you can use that number in the closing section.

encourage you to take your ideas about sustainability action opportunities a step further to a new level.

The blue cards give you a place to write any new or combined ideas about sustaining or developing your treasure or rainbow. These are the kinds of thoughts that may come up when the eight of you compare notes. See if the experience of hearing from a larger number of people sparks some new ideas. We particularly encourage you to look at this stage for ideas that may cross over more than one sustainability area, or over more than one treasure or rainbow. But we are still looking for specific action opportunities, not generalizations. And again, the blue cards are optional. They may not be needed in every group. Or, on the other hand, if you need more than three cards raise your hand and we will bring you more.

You will have 30 minutes to work together as a group. Now, would each partner group take your colored cards and a pen and form a group of eight by finding three other pairs who have also worked on your treasure or rainbow. A few groups may have nine people in them.

[Show instructions on flip chart paper around the room.]

[Time check: 11:20]

3. Ask all the group of eight to become one large group again.

4. Ask one person from each group of eight to share one of the ideas from that group's blue cards, if the group created blue cards.

5. Thank the group and collect all the colored cards.

[Time check: 11:20]

Would you please move your chairs so that we can become one group again?

We want to hear about the work on each treasure and rainbow. Would one person from each of the groups of eight please stand and share one of the ideas your group of eight developed and put on a blue card? [Take one idea from each group of eight.]

Thank you for doing that work on sustainability. It is a new, challenging area for all of us. Would you please hand in all your colored cards now for the Vision Council's use? They will also be useful to people in your delegation to the Vision Council.

Facilitator/Recorder Instructions

11:30 Section Five: Delegate Selection

Support facilitators:

Show participants what the Delegate Volunteer cards look like. If needed, help them locate their schedule of Vision Council meetings in their packets.

Show on flip chart:

Criteria for choosing four to six Vision Delegates from this part of the Racine area:

Each person should be:

- ▶ Reflective of the interests and experiences of this part of the Racine area;
- ▶ Committed to equity in working with people from other parts of the Racine area;
- ▶ Collaborative when working with others;
- ▶ Available to participate in the Vision Council's scheduled meetings.

Support facilitators:

Collect the Delegate Volunteer cards and put them in a box lid or some receptacle. A cap will do very nicely.

11:30-11:45 Section Five: Delegate Selection [Facilitator 1]

11:30-11:45 Section Five: Delegate Selection [Facilitator 1]

The *purpose* of this process is for you to choose your delegates to the Vision Council. The Vision Council will be meeting between now and the end of May to integrate the work that has been done at the 23 sites, and to do what is necessary to produce a vision of sustainability for the whole Racine area that reflects the best ideas of as many people as possible. A description of the Vision Council’s role in the long term work of Sustainable Racine is included in your packet.

1. Describe the criteria for service.

From this part of Racine, we need a delegation of four to six people who will be:

- ▶ Reflective of the interests and experiences of this part of the Racine area
- ▶ Committed to equity in working with people from other parts of the Racine area
- ▶ Collaborative when working with others
- ▶ Available to participate in the Vision Council’s scheduled meetings

2. Invite anyone who meets those criteria to complete and turn in a Delegate Volunteer card (from her/his packet).

We invite anyone who meets these criteria and who wants to be considered as a delegate to fill out the Delegate Volunteer Card in your packets. We will be choosing four people by drawing out of a hat four names from all those who want to do this. If that group of four can serve and seems to reflect all the points of view we want included in the Vision Council’s workings, they will serve as our delegates. If we need to add to the group, we can add up to two more people, for a total of six from this session.

3. Ask a participant to draw four names.

Please turn in your Delegate Volunteer cards.

4. Determine if the four are willing and committed to serving; make necessary adjustments.

[Conduct drawing.]
[Announce names.]

5. Determine whether the group wants to add to the group of four, and if so, assist them in adding up to two more people.

These people have agreed to serve as our delegates to the Vision Council. Are you satisfied that this group

Facilitator/Recorder Instructions

Facilitator 1:

Choose a participant to pick the names from the hat. Once the cards are drawn, read the names and confirm that these people are committed to serving on the Vision Council, and that they will be able to do so. If necessary, draw additional names until a committed group of four is constructed.

If more delegates are needed, take additional steps. Either draw another name or two from the cards left over, or define the gaps and take volunteers to fill those gaps. Assist the group in adding either one or two more people to the group of four.

If necessary, remind people how much (little) time remains for completing this task, and work toward a solution that pleases the greatest number of people present in the time available.

Support facilitators:

Complete the calculations required for the Final Announcements section at 11:45 and write the results plainly. Give to Facilitator 1. Also print on a flip chart if you have time.

Number present _____

Number present x 3.5 hours = _____ hours of civic work at this site

Number of treasures/rainbows (from flip chart) _____

Number present x 3 = _____ estimated action opportunities.

Number of groups of 8 = _____ estimated ideas on blue cards (estimating one per group)

6. Invite everyone to the Community Organizing Committee meeting during the week of February 16, at this same site.

will represent the diverse interests of this part of Racine? [If satisfied, proceed.]

[If more delegates are needed, make necessary adjustments.] We can either draw another name or two from the cards we have, or we can define the gaps and take volunteers to fill those gaps. We may add either one or two more people to the group of four.

[Complete the selection process.]

If you volunteered for the Vision Council and were not selected, or if you want to take some action but cannot commit the time to the Vision Council, would you be interested in working together with other people from this group to help organize some projects in this part of the Racine area? Everyone is invited to serve on a Community Organizing Committee. If you are interested, please give us your name and phone number on the Community Meeting card in your packet. We will have an organizing meeting for the Community Organizing Committee during the week of February 16, here in this building, at the same time the Vision Council Delegation is meeting.

11:45-12:00 Final Announcements

11:45-12:00 Final Announcements [Facilitator 1]

1. Suggest to the participants how productive they have been during the morning.

We have accomplished a lot today. _____ people have worked for 3.5 hours to generate ideas for a sustainable future for the Racine area. That’s _____ hours at this site alone. You generated a list of _____ treasures and rainbows, and developed around _____ action opportunity ideas. You have put at least _____ ideas on blue cards, representing new possibilities, or combinations of ideas that often occur when people work together in groups. This is work that makes a giant step forward toward a plan for a sustainable future for the Racine area. It is good first stage work. Now we want to announce what the next opportunities for participation will be:

2. Make announcements for upcoming events (also shown on schedules included in participants’ packets).

Facilitator/Recorder Instructions

After 12:00 Noon

Support facilitators:

Locate the sign-in sheets.

Carefully take down the Wishing Wall pages, keeping them in order. Also organize the flip chart pages containing the treasures/rainbows and the blue card results; make sure all are numbered and labeled.

Put all in good order, together with all the paper lists of treasures and rainbows, and the colored cards (yellow, pink, green, blue). Include the sign-in sheets.

Make sure one facilitator has all materials to deliver to the debriefing session at the Women's Club.

All facilitators:

You are invited to lunch and debrief at the Women's Club.

Outline Guide

Verbatim Guide

1. The delegates to the Vision Council will meet here on _____ at _____.
2. At that same time, also here, everyone is invited to come to start work on the Community Organizing Committee.
3. On April 16, from 7:00-9:00 p.m. in this same place, we will all come back together for a progress report from the Vision Council.
4. We invite you to participate in another way in this stage of the work by completing the survey in your packet.
5. We particularly encourage you to let us know if you are interested in being a Sustainable Racine volunteer. You can volunteer to be a facilitator (like us), community meeting host, or web site support. Be sure and indicate your interest on the survey tear-off section.

Thank people for coming and invite them to stay for the closing of the Electronic Town meeting.

Thank you for coming today and please keep contributing to a sustainable future for the Racine area.

12:00 Adjourn; Watch Electronic Town Meeting Results

12:00 Adjourn; Watch Electronic Town Meeting Results