




Topic 2.3 Lecture 5

Uses of Community Visioning




Welcome to lecture 5 of Topic 2.3. We are going to explore a variety of ways that community visioning processes are used in communities.



Community Visioning Uses


- 'Whole of community' community visioning projects for large geographical areas
- 'Whole of community' community visioning projects for smaller geographical areas that link their project to the community visioning project of a larger geographical area
- Collaborative visioning by projects and organisations



communitycapacitybuilders


Community visioning can be used in a variety of situations, including:

- 'Whole of community' community visioning projects for large geographical areas
- 'Whole of community' community visioning projects for smaller geographical areas that link their project to the community visioning project of a larger geographical area, and
- Collaborative visioning by projects and organisations




Whole of Community Visioning

- Focus on the broad overall future of a relatively large geographical area
- Generally facilitated by governments and governance structures
- Bring together community citizens and other diverse community stakeholders to create a shared vision for the future of their community
 - Enables the whole community to own the created vision
 - Increases the commitment of the whole community to achieving the vision




‘Whole of community’ community visioning projects that focus on the broad overall future of a relatively large geographical area are generally facilitated by governments and governance structures to get ahead of the complex interrelated changes their geographical areas and ‘communities of place’ face. ‘Whole of community’ community visioning projects bring together community citizens and other diverse community stakeholders to create a shared vision for the future of their community, which enables the whole community to own the created vision and increases the commitment of the whole community to achieving the vision.



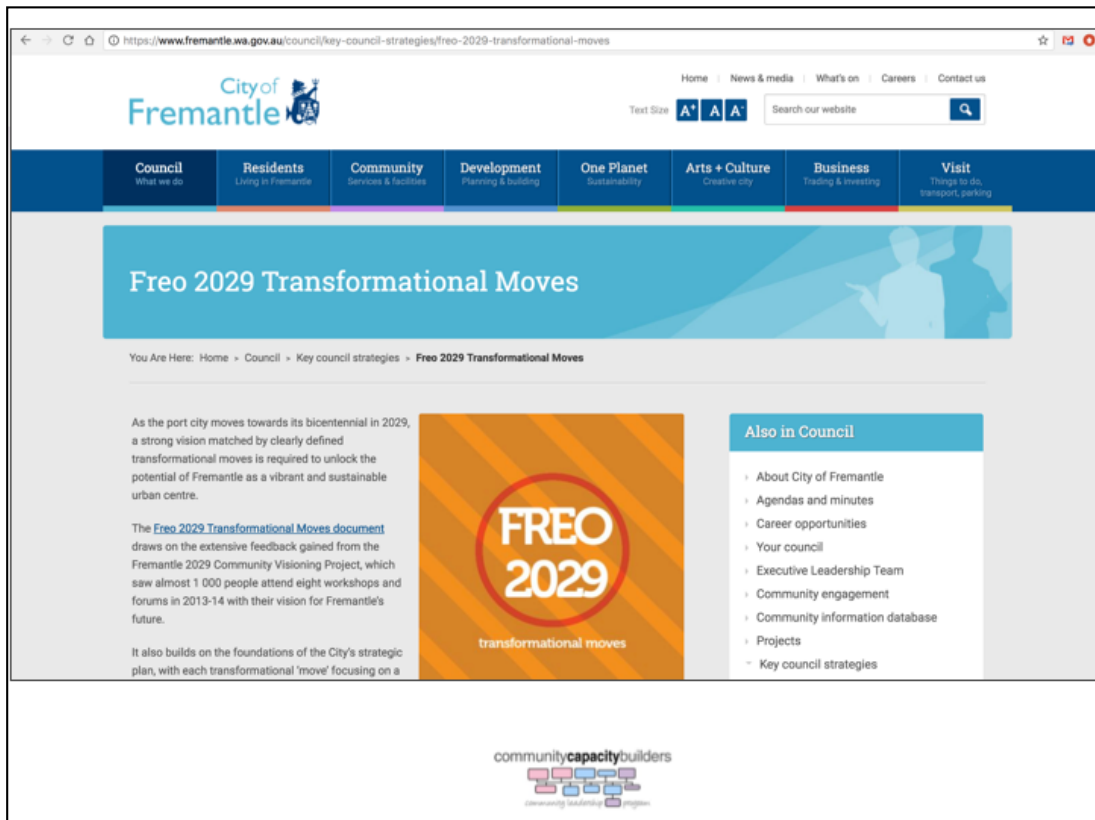
Whole of Community Visioning

- Trends encouraging 'whole of community' community visioning projects:
 - Governments are no longer the sole institution involved in the governance of place (the guiding, directing or steering of a geographical area and the communities connected to that place) due to the complexities communities now face
 - Community governance is increasingly undertaken through on-going multi-stakeholder collaborations/partnerships that aim to address specific complex issues or a broad range of complex issues and link their work to the work of government, and
 - Engaging citizens (community engagement) in policy, program and service decision making is now considered a core element of good governance



In Topic 1.6 'Governance & Place' we noted these trends that are encouraging governments and governance structures to undertake 'whole of community' community visioning projects:

- Governments are no longer the sole institution involved in the governance of place (the guiding, directing or steering of a geographical area and the communities connected to that place) due to the complexities communities now face
- Community governance is increasingly undertaken through on-going multi-stakeholder collaborations/partnerships that aim to address specific complex issues or a broad range of complex issues and link their work to the work of government, and
- Engaging citizens (community engagement) in policy, program and service decision making is now considered a core element of good governance



This slide shows an output of one such whole of community visioning project – Freo 2029

This document builds upon the feedback gained from the Fremantle 2029 Community Visioning Project which brought together approximately 1,000 people to develop a vision for Fremantle in Western Australia.



Smaller Place Linked to Larger Place


- Some large 'whole of community' community visioning projects have:
 - Recognised that within the large geographical boundary of their community visioning project there exists smaller geographical areas that have communities of place with their own unique identity and aspirations for their future
 - Supported the smaller geographical communities within their boundary to develop their own community visioning project that links to the larger community visioning project
- E.g.
 - City of Vancouver Community Visions Program
 - Western Australia's Dialogue with the City's 'Network City Communities Program'



Some large 'whole of community' community visioning projects have recognised that within the large geographical boundary of their community visioning project there exists smaller geographical areas that have communities of place with their own unique identity and aspirations for their future. In order to harness and mobilise the aspirations of people at a more local level some of these large community visioning projects have supported the smaller geographical communities within their boundary to develop their own community visioning project.


Examples of Cities that have done this are:

- The City of Vancouver's Community Visions Program, and
- Western Australia's Dialogue with the City's 'Network City Communities Program'



Project/Organisation Visioning


- Can use the process of community visioning to:
 - Develop a collaborative multi-stakeholder vision for the future for a problem or opportunity the a project or organisation intends to address, or
 - Develop the organisation's preferred direction for the future by incorporating ideas and perspectives from a range of the organisation's stakeholders



Whilst community visioning is usually undertaken by governments and governance structures for collaborative community planning projects that focus on many aspects of a community's future, projects and organisations can also use the process of community visioning for:


Developing a collaborative multi-stakeholder vision for the future for a problem or opportunity, or

Developing the organisation's preferred direction for the future by incorporating ideas and perspectives from a range of the organisation's stakeholders



Community Group Visioning

- Step 1: 'Where are we now?'
 - Community group could research those characteristics of the community that relate to an issue/opportunity that the community group is interested in
 - Community group could develop a values statement
- Step 2: 'Where are we going?'
 - Community group could develop a Trend Statement
 - Community group could develop a Probable Scenario for the issue or opportunity
- Step 3: 'Where do we want to be?'
 - Community group could develop a shared Preferred Scenario for the issue or opportunity some time in the future
 - Community group could develop a vision statement for the issue or opportunity



For example, the Oregon Model could be used by community groups for collaborative planning for a single issue or opportunity.

At step 1 of the Oregon Model 'Where are we now?' a community group could:


- Research those characteristics of the community that relate to an issue or opportunity that the community group is interested in – are the characteristics strengths, weaknesses, opportunities or threats in relation to the issue or opportunity? and
- Develop a values statement - identify the values and/or group norms that are important to the community group and the group's broader community

At step 2 of the Oregon Model 'Where are we going?' a community group could:

- Develop a Trend Statement by identifying trends that are, or may impact on the issue or opportunity they are exploring and the likely impact of these trends, and
- Given these trends develop a Probable Scenario for the issue or opportunity some time in the future if the group does not take any action


At step 3 of the Oregon Model 'Where do we want to be?' a community group could:

- Facilitate a focus group with other stakeholders for the particular issue or opportunity in order to develop a shared Preferred Scenario for the issue or opportunity some time in the future, and
- Develop a vision statement for the issue or opportunity



Community Group Visioning

- Stages and steps of community visioning process similar to the stages and steps in strategic planning process
- Benefits to community group of using a community visioning approach to develop their strategic plan:
 - Would be able to harnesses their community's collective intelligence in the development of their plan
 - Would increase community understanding and support for their activities
 - Would be more relevant to their community as they will be addressing issues and opportunities identified by their community



Community visioning processes, such as the Oregon Model, contain stages and steps that are very similar to the stages and steps organisations follow to develop a *strategic plan*. One significant difference between community visioning and traditional strategic planning is that community visioning processes have a much greater emphasis on stakeholder participation - both the level of participation and the diversity of stakeholder participation in the process.

Given the similarities between community visioning and strategic planning, an organisation could use a community visioning process for the development of its strategic plan – determining what the organisation wants to be, do and achieve in the future and developing a plan to set out specific steps that the organisation can take to turn its vision into reality.

The potential benefits to a community group of using a community visioning approach to develop its strategic plan rather than a traditional strategic planning process include:

- The community group would be able to harnesses their community's collective intelligence in the development of their plan
- The community group would increase community understanding and support for their activities, and
- The community group would be more relevant to their community as they will be addressing issues and opportunities identified by their community

We will explore strategic planning in Topic 2.4 'Community & Strategic Planning' and explore the importance of strategic planning for community groups in Topic 2.10 'Developing Community Organisations'.