

**LEADER  
SALTA**

**FACILITATOR'S  
GUIDE**

# LAND USE & LEADERSHIP



# SESSION OVERVIEW

**SESSION DESCRIPTION:** This last SALTA session will serve as a comprehensive review of all previous sessions by combining learnings through several activities. Participants will develop a vision for a model community and then prepare a presentation advocating for the new vision before an elected official. The presentation will incorporate the Problem/Solution/Action and personal story telling framework from prior sessions. Participants will sign a Leadership Commitment pledge.

## CORE CONCEPTS:

1. **Leadership development:** the process of identifying those common values, and acquiring knowledge and skills, to empower people to achieve justice for their communities
2. **Putting it all together:** Organizing, advocating, and effective messaging help us achieve environmental justice
3. **A look back:** Participants share what they have learned and how they have grown
4. **Looking forward:** Participants pledge to be EHC Leaders

## Agenda

Section	Time
1. Review and Introduction to Session	15 minutes
2. Review Leader SALTA Trainings	20 minutes
3. Community Mapping/Visioning Exercise	45 minutes
4. Advocacy Presentation on Community Visioning	50 minutes
5. Leader Commitment	10 minutes
6. Closing	10 minutes
<b>Total Time</b>	<b>150 Minutes (2-1/2 Hours)</b>

## EHC VICTORY(IES)

### FEATURED:

Current work is featured.

## ICON LEGEND



### Show Slide

Marks which powerpoint slide corresponds to the curriculum



### Post/Document

Denotes when something should be posted or a discussion should be documented and posted



### Alloted Time

Shows how much time is allotted for each section in minutes



### Tools

Lists the materials needed for a particular section



### Activity

Shows when something is used for an activity

## Land Use & Leadership Session Toolbox

**Click here** for easy-to-reproduce handouts, activity materials, power points, and other documents for this SALTA session.

Landuse Session PowerPoint



EHC Group Leader Pledge



Maps of Local Communities

Community Planning to Overcome Injustice -  
EHC Land Use Video

Build-a-Leader Components



### NOTEBOOK MATERIALS

EHC Leader Definition

Community-Driven Land Use Goals

Guidelines for Preparing a Presentation

EHC Individual Leader Pledge

Session Evaluation

### RELATIONSHIP TO PRIOR SESSION(S):

Builds on previous work of messaging and land use. Reviews all other sessions. Leadership Definition:

#### Characteristics:

- Publicly identifies as an EHC leader
- Participates regularly in EHC actions
- Attends the majority of EHC meetings
- Volunteers time in the campaign of their preference

#### Responsibilities:

- Is accountable to EHC and the Community
  - Represents EHC positions
  - Understands balance between personal and organizational perspectives
- Attends Key EHC Meetings
  - Community Action Team Meetings
  - Community Meetings
- Completes all sessions of the Core SALTA leadership training

#### Authority:

- Makes decisions by participating with the Community Action Team

### SESSION CHECKLIST

#### Staffing needs:

- ☐ Facilitator
- ☐ EHC Community Organizers who invited participants

#### Pre-Session Preparation:

- ☐ Print generic community maps depicting various environmental problems (freeways abutting homes, industries next to homes, no parks or grocery stores, housing in poor condition). 1 Large copy for each group as well as smaller copies for individuals.
- ☐ Complete PowerPoint presentation by adding scanned copies of the comic book evaluation pages. If any of the Comic Book evaluation pages haven't yet been scanned, do it before the session and incorporate into the PowerPoint presentation. Also add information concerning the celebration on the last slide.
- ☐ Print information about the graduation celebration to distribute to participants.
- ☐ Download *Creating Healthy Neighborhoods - Community Planning to Overcome Injustice*, EHCs Land Use Video

#### Equipment/other needs:

- ☐ LCD Projector
- ☐ Laptop computer
- ☐ Large copy of EHC Leader Pledge
- ☐ Video recorder/operator
- ☐ Camera/photographer
- ☐ Maps of four communities plus items for participants to use to create their vision of land use (markers, scissors, tape, magazines)
- ☐ Ball of yarn for closing activity
- ☐ Organizational T-Shirts

# 1 Review & Introduction to Session

Total Time: 15 minutes

## Participant Objectives

1. Review previous session
2. Learn personal vision for the future of their community



## Tools:

- PowerPoint Slide1
- Blank drawing paper



## HOUSEKEEPING

- a. When participants arrive have them collect their nametag.
- b. **Vote on best comic:** when participants arrive have them lay out their finished comic with their name written on the back. During dinner each participant will vote on the one they feel best represents the previous session.
- c. Post daily core concepts



## SESSION REVIEW

- a. **Welcome participants** to the last session of Leader SALTA.
- b. **Review last session.** Ask participants to share what they wrote in their comic book about advocacy. Solicit a few responses for each frame.
- c. **Clarify/answer concerns or questions.** Ask participants if they have any questions/comments concerning the prior sessions. Ask other participants to help answer/clarify the questions.
- d. **Make connection between prior sessions and the current session:**
  - **Messages to influence:** In previous sessions, Leaders created messages to influence community members and elected officials using the Problem/Solution/Action template. In this session participants will gain confidence in delivering their messages to elected officials through practice.
  - **Community Driven Land Use Planning:** In the previous session, the basics of community planning were discussed; in this session, participants will create their vision for a model community.

## Icebreaker

- a. Hand out a blank piece of paper to each participant.
- b. Give participants 5 minutes or so to draw a picture of how they view their community. It can be a map or a more abstract representation.
- c. Have them share their drawing with someone next to them. Ask for a couple of volunteers to share.
- d. Ask the group to discuss how these same communities may have looked about 50-80 years ago – when their grand-parents would have been young.
- e. Draw a picture or make a list of the differences on the board.
- f. Brainstorm a list or picture of how our community will look in the next 50-80 years if we continue to use resources and develop communities as we have thus far?
- g. Have participants draw on the back of their paper what they hope their community will look like in the future with informed community land use planning.
- h. Allow them to share with their neighbor and ask for a couple of volunteers to share their drawings.

# 2 Review Leader SALTA Training

Total Time: 20 minutes

## Participant Objectives:

1. To review/recap the whole Leader SALTA training
2. Review goals set the first session and set goals for the future
3. To provide new EHC Leaders an opportunity to share what they have learned/gained during the Leader SALTA



## Tools:

- PowerPoint Slides 2-9
- Video recorder/operator
- EHC Leader Definition
- Build-a-Leader Components



## LEADER PRESENTATIONS

Volunteers were recruited during the previous session to give a presentation on each of the eight previous sessions. Each presenter has approximately 2 minutes or less to review their session using the comic book sheet as a guide. Facilitator leads a round of applause after each and summarizes core concepts.



## REVIEW OF GOALS

**SIDE NOTE TO FACILITATOR:**  
**Videotape leader presentations.** Use the video to determine if the participants captured the core concepts for each session. It may also be used for promotional purposes.

- a. Participants look at their list of goals from the first day.
- b. Were they met? Anything missing?
- c. Remind them that training is ongoing and if a goal wasn't met it will be our responsibility to help them meet it in the future.
- d. Have each participant write two goals for their future as a leader at EHC.

## COMPLETED LEADERSHIP DEFINITION



Refer participants to the final leadership definition in their notebooks and on the build-a-leader poster. While all of the characteristics, responsibilities and authority have been discussed, leadership development is ongoing. EHC will continue to provide additional trainings and opportunities to practice their skills as they organize and advocate for their communities. The list of EHC Leader characteristics, responsibilities and authority will be completed.

- a. Actively participates
  - Volunteers time in the campaign of their preference
  - Always helps without being asked
- b. Represents EHC and provides EHC information to the community
  - Represents EHC and community perspectives in educational tours, at funder site visits and other meetings
- c. Leads and coordinates
  - Heads committees or work groups
  - Organizes events
  - Facilitates meetings
  - Seeks resources
- d. Knows or learns how to win
  - Develops and attends skill building, issue and other trainings
- e. Completes all sessions of the Core SALTA leadership training (round of applause!!)
- f. Represents EHC to decision-makers
- g. Represents EHC to the community



# 3 Community Mapping/Visioning Exercise

Total Time: 45 minutes

## Participant Objectives:

1. Able to combine learning from previous session to develop solutions to common community land use problems
2. Work as a team to develop a common goal for a community's future
3. Learn about EHCs Land Use Planning Process through viewing video and discussion.



## Tools:

- Community Planning to Overcome Injustice - EHC's Land Use Planning Video
- Staff or Community Action Team (CAT) members to facilitate each group.
- Four large maps of communities (approx. 12 square blocks) – each different, but each having a number of zoning/health problems (also a small copy of each original map)
- Community Driven Land Use Goals
- Things participants can use to modify their map: Post-its, magazine pictures, map symbols, color markers, scissors, pieces of felt, tape.
- PowerPoint Slides 10-11



## CREATING HEALTHY NEIGHBORHOODS: COMMUNITY PLANNING TO OVERCOME INJUSTICE - EHC'S COMMUNITY LAND USE PLANNING VIDEO

Download video and show participants. Have participants take notes and write down each step as it appears in the video as well as any other points they have questions about or would like to discuss further.

1. **Identify the Problem:** To identify the problem, the voice of the community is as important as the information gleaned from scientific research.
2. **Build Power:** Educating residents to ensure that they have the tools to make change is also essential. This enables individuals to become aware of the power they possess when they organize and take collective action.
3. **Develop Strategy:** When you are deciding which objective to tackle remember to do a power analysis of your own strengths and resources, of who the decision makers are, who has the power and what their positions are on your issue. This analysis coupled with what is most important to the community results in a strategy to move forward.
4. **Develop Core Community Principles:** EHC and our members took information about the neighborhood to the rest of the community to receive input and also to rank the level of importance of the community issues. This was then translated into our community principles and priorities.



5. **Develop Community Vision:** Now it's time to create the land-use plan that the community wants, based on its core principles. This is where our community vision is reflected to a greater audience – those that have the decision making power in our communities.
6. **Organize and Advocate to Win:** We have a community plan that reflects the community's priorities based on the problems and the goals they identified. Now we need to make it official. We will use the power we have built, both resident and political power to push for policy change. Utilizing community action and voice in organizing and advocacy efforts starts to bring about the acknowledgement of issues by decision makers and change around that issue.
7. **Achieve the Vision:** Many of these changes will take years to implement. It is critical that the community and community-based organizations keep vigilant through this process.



## DISCUSSION

Ask for participants feedback about what they thought of the video and if they felt like it was a process in which they could participate. Ask if they have already participated in any of the steps and discuss the definition of each step gathering responses and feedback from the participants.

## Community Mapping/Visioning Exercise



Being able to assess your community and envision a better, healthier place is the foundation of community-driven land use planning. Remind participants of the steps discussed in the Land Use Video and have them incorporate as much from the video as possible.

### a. Instructions for facilitator

1. Divide participants into four groups based on CAT participation; each group will be facilitated by an EHC staff member or a CAT member who has participated in land use planning.
2. Distribute a large map to each group along with a copy of the Community Driven Land Use Goals to be considered. Also refer participants to the slide of the Principles of Community-Driven Land Use - read through each point to ensure understanding.

### b. Instructions for groups

1. **Review map and identify problems** – either things that are there (e.g. polluters) or things that are missing (e.g. parks). Use the Land Use Goals as a guide.
2. **Develop solutions for problems** – using the post-its, markers, pictures, or notes, participants eliminate the problems and replace them with something that will benefit the community. For everything that is being eliminated (such as a polluting industry), participants identify the hazard/safety risk being eliminated and what benefit the replacement will contribute.
3. Facilitator makes certain that everyone has an opportunity to participate and that all of the Land Use Goals are discussed. Facilitator notifies group when they have 5 minutes left.

# 4 Advocacy Presentation on Community Visioning

Total Time: 50 minutes

## Participant Objectives:

1. Understand how to utilize personal story in advocacy
2. Gain experience in developing testimony to present to decision makers
3. Make transition from planning to action



## Tools:

- Guidelines for Preparing a Presentation for Decision Makers
- Small copy of maps handed to groups from previous exercise
- Video camera to record presentations
- PowerPoint Slide 12

## Advocacy Presentation Development



Once participants have completed their vision for their community, they will prepare a presentation advocating for the change.

- a. **Instructions for facilitator.** Distribute Guidelines for Preparing a Presentation and explain the activity, discuss steps of process for action and that they will be using every step in the following exercise.
- b. **Instructions for groups.**
  1. **Select a recorder.**
  2. **Develop presentation.** Since zoning and land use are the purview of local governments, the presentation will be directed at a City Councilmember (pretend you have invited the Councilmember to a community forum). Use the Problem/Solution/Action-Presentation template, incorporating personal stories to develop your message. Remember your introduction. Consider collateral materials – fact sheet, photos, a pledge form.
  3. **Presentation length.** No more than 5 minutes. They can use the small copy of the original map in their presentation.
- c. **Determine presenters.** Decide who is going to present which part. Include at least 3 participants; others can hold props or just be there to lend support.



## PRESENTATIONS

Time each presentation and cut them off after 5 minutes. Allow a few minutes to debrief each presentation. How compelling was the presentation of the problem? Did the solution improve the health and quality of life for the community? Was the action something the City Councilmember could do?



## DEBRIEF

Facilitator leads a short discussion covering the following topics:

- a. How did participants feel about the visioning exercise?
- b. Overcoming fear. Were the presenters nervous? Would they be more nervous presenting this information to an elected official? What are some of the things that could help them overcome their fear?
- c. The best tool to overcome fear is **PRACTICE!** Be sure to practice presentations and prepare ahead of time. The more prepared you are the less nervous you may be.

# 5 Leadership Commitment

Time Allowed: 10 minutes

## Participant Objectives:

1. Make a public commitment to be EHC Leaders
2. Understand that we are all connected and this is just the beginning of a relationship with EHC



## Tools:

- » A large printout of the EHC Leader Pledge
- » EHC Individual Leader Pledges
- » T-shirts for each participant
- » Camera
- » PowerPoint Slide 13



## THANK PARTICIPANTS

Community Organizers thank the participants for sharing their stories with each other, for being willing to develop relationships with each other, and for their commitment to EHC.



## READ/EXPLAIN LEADERSHIP COMMITMENT PLEDGE

The Community Organizers read the Leadership Commitment statement out loud and invite the participants to come up and sign the Commitment.

## DISTRIBUTE EHC-SHIRT

Each participant is given an EHC t-shirt (or other gift) after they have signed the commitment statement.

# 6

## Closing

Time Allowed: 10 minutes

### Objectives:

1. To discuss the graduation celebration



### Tools:

- » PowerPoint Slides 14-15
- » Handout with details of graduation party
- » Ball of twine/yarn



### DISTRIBUTE THE GRADUATION PARTY FLYER AND DISCUSS THE DETAILS

## Closing Activity

- Have everyone stand in a circle. One person starts with the ball of string and says one word (no repeats) that describes how they feel or what they think about the training etc. (only one word!) Then, **holding onto the end of the string** they throw the ball to someone across the circle. The next person holds their part of the string and throws the ball of string to someone else continuing until everyone is holding a piece of the string.
- After everyone has gone, in the middle of the circle there will be a web of string. Remind participants that we are all connected, with one another, with our communities, with the environment, with everything. Whenever they need support or advice, utilize this network/web of people they have gotten to know over the past 9 weeks.
- Take scissors and cut each person their piece of the web, have them tie it somewhere that will remind them that they are a part of a greater cause and that we are all working together.

### TAKE GROUP PHOTO

### CLOSE WITH A ROUND OF APPLAUSE