

Phase 3. Collaborative goals and vision

Collaborative goal setting; Selecting the challenges to address

Learning objectives

- Can apply techniques of collaborative goal setting.
- Can formulate an approach and/or a possible solution for a selected challenge that is related to your own competences and role in the system.

Session 3.1

17.00-17.20

Damien Conaré : Theoretical background

17.20-17.50

Marc Nielsen (Terres en villes) : A case study from the metropolitan area of Saint-Étienne (FR)

17.50-18.20

Exercise (mural) in breakout rooms according to the living labs

18.20-18.30

Presentation next session: assignment 3

Collaborative goal setting/visionning

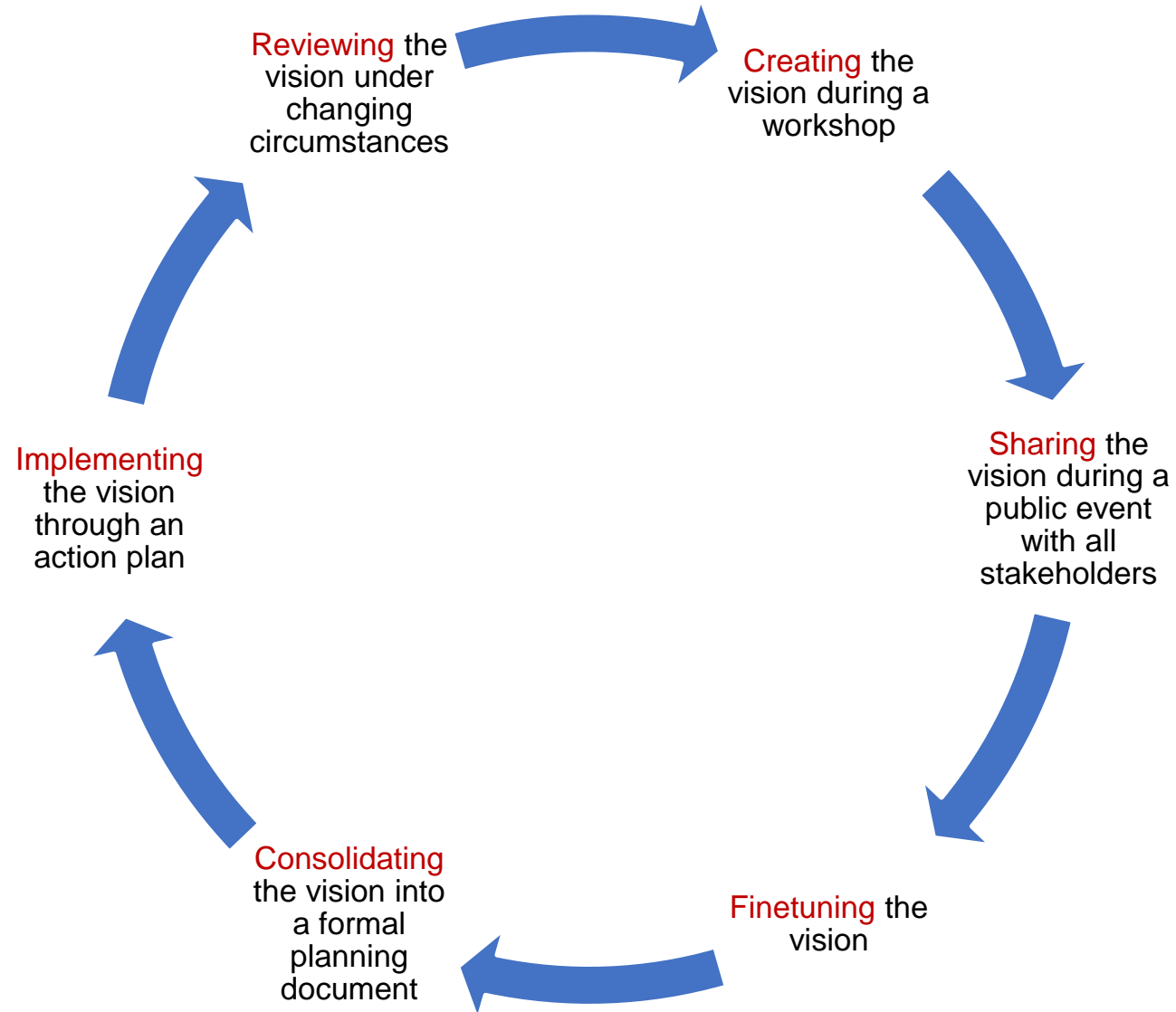
Collaborative goal setting is a strategy to decide on and set goals as a collective.

This process typically includes :

- identifying stakeholders needs,
- prioritizing and allocating available resources,
- evaluating goal performance over time.

« **Visioning** is basically a process by which a community envisions the future it wants, and plans how to achieve it. It brings people together to develop a shared image of what they want their community to become. » (UN-Habitat, 2012)

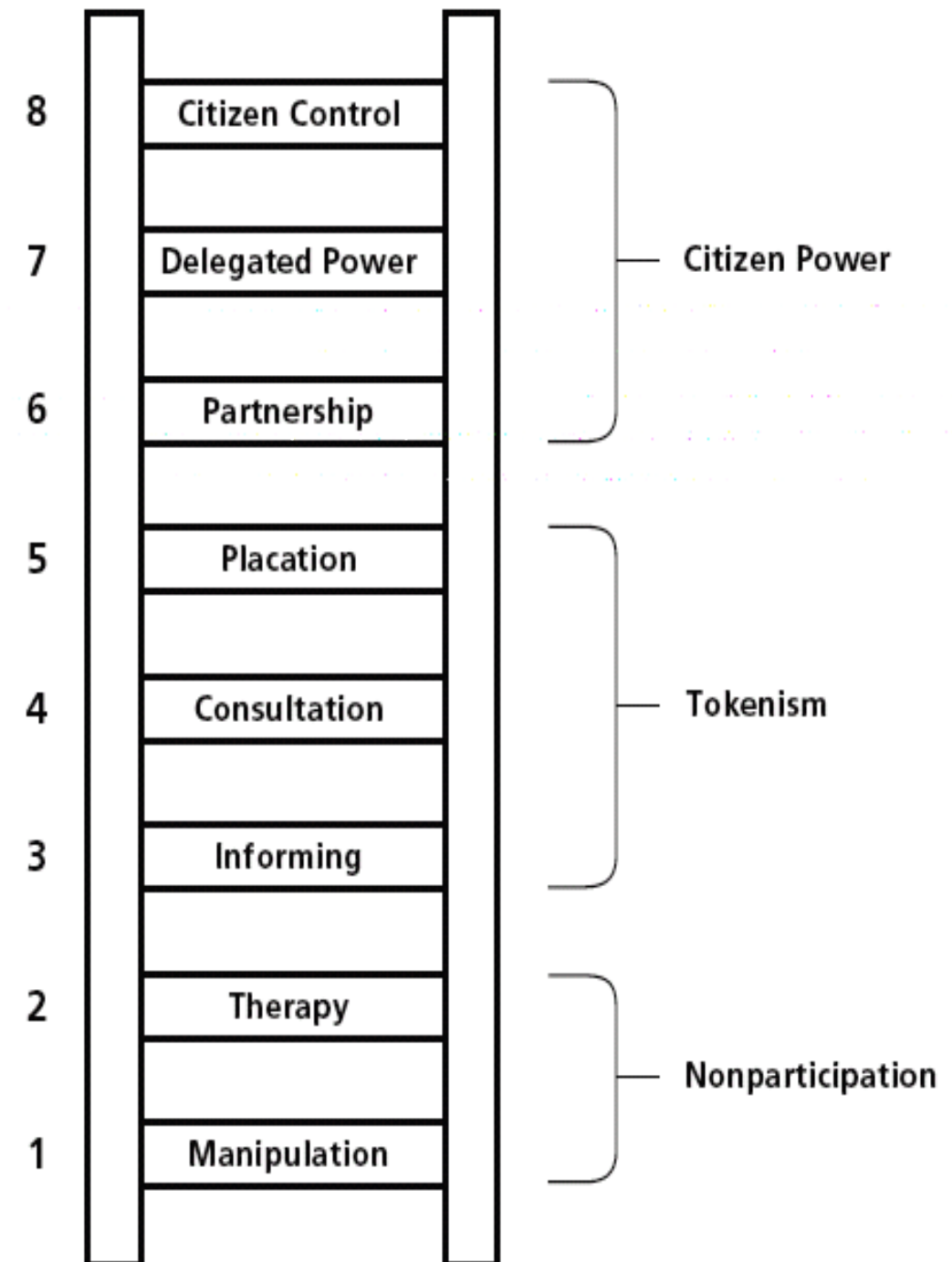
- Accepting different agendas / allowing all kind of expressions
- Building local capacity
- Spend money
- *Now* is the right time! The best time to start involving people is at the beginning of any planning process; the earlier the better, even before the data- gathering phase.
- Record, document and follow-up.
- Work on location!



Arnstein's (1969), Ladder of Citizen Participation

ARNSTEIN Sherry R. (1969), "A Ladder of Citizen Participation", *Journal of American Institute of Planners*, n°35/4.

It is about power structures in society and how they interact. Specifically it is a guide to seeing who has power when important decisions are being made.



From vision to action

The definition of an **action plan** calls for taking into account the necessary and available resources (technical, human, financial, legal, institutional, etc.), establishing a provisional timetable and anticipating the measurement of expected impacts.

Actions must be relevant, feasible, and coherent. Beware of actions that may contradict each other or those that would mobilise too many resources.

1. *Start with what exists*
2. *Prioritise realistic actions*
3. *Develop a plan shared by the different stakeholders*
4. *Mobilise possible funding*

Evaluation and evolution



« **Evaluation** encourages reflexive learning and continuously revitalizes thinking. »

Reflexivity refers to the ways local food actors reconsider their principles and practices through time.

« Expanding the boundaries of food policy: The turn to equity in New York City », N. Cohen, R.T. Ilieva, Food Policy, vol. 103, 2021.



Saint-Etienne Métropole

Territorial dialogue for designing and implementing a food strategy

25 of May 2022

Marc Nielsen (Terres en villes)



You can see the complete presentation here: <https://drive.google.com/file/d/1EF7MV96dh2ilr1tA-OpXneDxd-yvgjne/view?usp=sharing>

Exercise

Step1 Challenge

Define the food planning challenge you want to address in this process.

You may have different challenges on your mind, because landscapes are complex.

Focus on one. Make this decision before you start defining goals.

Step2 Three goals

Select individually your top 3 strategic goals to address the challenge you work on (and write them on the sticky notes).

Use an action-oriented verb, an object, and qualifiers (adjectives and adverbs).

Place your sticky notes on the goal board area

Step3 Organize the goals

Reorganize the board: match similar goals, but keep the diversity and avoid generalizing.

Moderator.

Step4 **Vote**

Vote on your top goals:
each one has 5 dots to
spend as you wish (one,
several or all of your score
on a single idea).

Step5 **Vision**

Formulate a vision:
bring all your goals
together and frame
them with an
overreaching idea
or sentence.

Step6 **Actions**

Select one goal and define
2-3 actions that would lead
to this goal.

Select on action and try to
identify responsibilities,
actors, resources and
achievable targets in the 3
years to come.

Session 3.2 – Wednesday June 1st

Assignment 3

This assignment relates to the living lab you are working with.

The guiding questions are:

- How to set up a visioning process?
- How to agree on shared goals?
- How to formulate a vision based on your goals?
- How to translate this vision into an implementation strategy?

For the presentation, in any creative form :

- Describe your sustainable food planning challenge you want to tackle
- Make a problem-statement based on the food systems evaluation and assessment
- Introduce the main stakeholders who contribute to the goal setting
 - Let us know who is involved in the visioning process and why
 - Let us know how the visioning process took or is taking place

You can use for instance as a reference: UN Habitat, 2012: Visioning as a Participatory Planning Tool

https://issuu.com/unhabitat/docs/visioning_as_participatory_planning_tool