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A GUIDE TO COMMUNITY-DRIVEN JUST TRANSITION PLANNING

Top-down decision-making and city planning concentrates power in the hands of those who profit from exploitation and extraction. Just Transition Planning flips that script by putting the planning process in the hands of grassroots organizations and resident leaders rooted in frontline communities.

This tool is a guide for developing a local/regional Just Transition planning process that links community power, vision, and solutions to initiate a transition from exploitation and extraction to resilience and regeneration.



TOP-DOWN PLANNING:

- Exclusive, disenfranchising
- ▶ Devoid of life and culture
- Serves the status quo
- Dominated by the interests of developers and big capital
- Can tokenize impacted communities



BOTH:

➤ Can have muti-generational impacts on our communities



JUST TRANSITION PLANNING:

- ► Community-driven
- Inclusive, collaborative, participatory
- Culturally vibrant and lifeaffirming
- Meets real community needs
- Balances uneven power dynamics



Above photos (L-R)

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Photo 3: Crocker Farm, an initiative of PODER (People Organized to Demand Economic and Environmental Rights)

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WHAT'S THE ROLE OF PLANNING IN A JUST TRANSITION STRATEGY?

A. ACTIVATING CULTURAL WEALTH AND COMMUNITY ASSETS:

Just Transition means reclaiming and activating our greatest strengths to govern for the benefit of the whole. For too long, a false democracy has suppressed and undervalued the cultural practices and vibrancy of our communities. In a Just Transition planning process, we bring our full selves, our cultural traditions, and the power of the arts (painting, music, theater, etc.) for visioning and creative problem-solving.

B. ACCOUNTABILITY TO COMMUNITY VISION AND VALUES:

The primary decision-makers in a Just Transition Planning process are the residents of frontline communities. The planning process gives community members the chance to learn together and to articulate their vision and values. As other partners align around the vision and values of the community, they share in the accountability.

C. ALIGNMENT AMONG KEY PLAYERS IN MOVING A JUST TRANSITION STRATEGY:

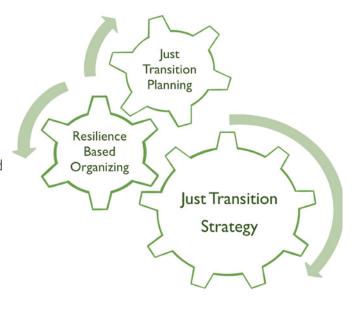
Whole systems solutions take collaboration between a range of players with different skill-sets, strengths, and assets that can be aligned towards a shared vision and strategy. A planning process is the chance to come together to align around a shared vision, values, and community priorities.

D. ADVOCACY AND ORGANIZING THAT IS RESPONSIVE TO COMMUNITY PRIORITIES:

The vision, values and priorities that flow from the planning process form the basis for Just Transition organizing, and advocacy. Policy solutions and organizing tactics can be tested against the strategic roadmap that community has defined for itself.

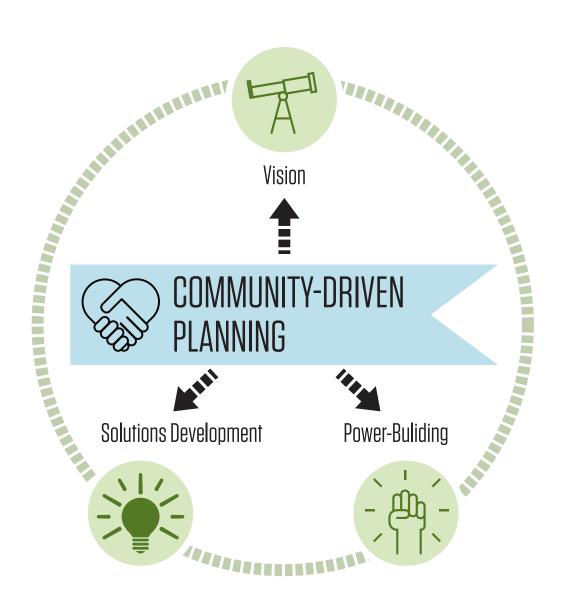
E. ACTIVATING COMMUNITY CAPACITY TO TAKE OVER PUBLIC PLANNING PROCESSES:

Finally, Just Transition planning builds the community capacity to effectively intervene on and/or take over public planning processes. The more aligned we are on our priorities, knowledgeable about the issues, and clear about the solutions we are advancing, the more equipped we are to ensure that public planning processes serve all the residents and ecology of our ecosystem.





JUST TRANSITION PLANNING ESSENTIALS





VISION:

A Just Transition is a fundamental shift from exploitation and extraction to resilience, regeneration, and interdependence. Every community has a unique culture, values, ecology, and economic reality, and therefore a unique vision of what resilience, regeneration, and interdependence look like. Leading a Just Transition Strategy means expanding our vision of what's possible and thinking inter-generationally about the impact we can have. When we have time and space to envision our own story of the future, then we come out of the shadows to be the protagonists of that story. The clearer we are about our vision and values, the more effective we can be at advancing our priorities.



POWER-BUILDING:

The stronger our relationships, the greater our power to transform existing systems. Power takes many forms from personal strength and community interconnections, to political influence and community ownership and governance of essential resources and democratic processes. Grassroots base-building groups actively building political, social, and economic power in frontline communities must be at the center of Just Transition planning and strategy.



SOLUTIONS DEVELOPMENT:

The best solutions are those developed by the people who will be most impacted by them, using the practices of community organizing to develop solutions that flow from a community's vision and values. Just Transition solutions require us to hold the full ecosystem in our view, understanding the root causes at the intersection of the different threats our community faces, and building diverse teams of partners to help design and manage integrated solutions that cut off the threats at their root.





STEPPING STONES TO A REGIONAL JUST TRANSITION STRATEGY'

	VISION	POWER-BUILDING	SOLUTIONS
1.	ENGAGE ARTS and CULTURE TO RECLAIM THE FUTURE	BUILD A TEAM THROUGH RADICAL CONNECTION	DO PROBLEM ANALYSIS AT THE INTERSECTIONS
	What is the world we want to leave to our grandchildren?	Who are the people ready for a Just Transition?	What are the problems affecting our community?
	What ancient wisdom do we need to allow to re-emerge (cultural, ancestral, familial, universal)?	What are the practices/ways of being that reflect our shared values and support us to embody our vision now?	What are the root causes that illuminate how the problems we face are connected?
2.	ARTICULATE COMMUNITY VALUES and PRIORITIES	INVEST IN COMMUNITY LEADERSHIP	CONDUCT COMMUNITY AS- SESSMENTS
	What are the core values and qualities at the heart of our vision? What practices cultivate those qualities?	What skills, capacity and resources do we need to lead a Just Transition?	What are the threats to our community and how are they connected?
	What is most important to us? What are our priorities?	Where are the opportunities to lead outside of conventional organizational structures?	What are our strengths and assets as a community?
3.	ENVISION A JUST ECONOMY	CULTIVATE A REGIONAL Just Transition HUB	HOLD COMMUNITY SOLUTIONS FORUMS
	How do we ensure everyone has healthy homes, food, water, air, and energy, in ways that heal the land and repair social relationships?	What is the range of skills and strengths needs to advance a Just Transition strategy here?	How can we build on our strengths and assets as a com- munity to end the threats at
	How are we redesigning our economy with our vision and values at the	How can we align and coordinate our actions with shared vision and	their root? Which solutions reflect
	center?	values?	our vi-sion and values as a community?
4.	DEVELOP VISIONARY STRATEGY	BUILD STRATEGIC ALLIANCES AND TAKE DIRECT ACTION	STRATEGIZE FOR SOLUTIONS IMPLEMENTATION
	How can we embody our vision as we advance our solutions? What does that look like? What shifts do we need to make that possible?	How can we build the political power and community assets needed to advance our vision?	How can we development these solutions in ways that generate community assets?
		Where do we need to fight and where do we need to build?	What policy and systems transformation is needed for our solutions to thrive and to governed by the community?

¹ Instructions for using the Stepping Stones to a Just Transition Strategy can be found on page 18 of this guide.

DESIGNING A JUST TRANSITION PLANNING PROCESS

PRINCIPLES and OBJECTIVES

WHOLE (ECO) SYSTEMS THINKING

- ▶ We live in a dynamic ecosystem of different people, cultures, problems, solutions, strengths, challenges, and power structures. We look at our full ecosystem to better understand our situation and to form the kind of team we need to advance our vision for a Just Transition.
- ▶ We aren't just working to increase access to resources and services. We are working to transform the systems of exploitation and extraction that are destroying our communities. We can re-design our local ecosystem with love, care, and community at the center.
- We build diverse teams to design, implement and manage comprehensive solutions at the intersection of economic, environmental, and social justice.

DESIGN QUESTIONS

- 1. How do we define our local or regional ecosystem?
- 2. What education is needed to orient towards an ecosystem view of our region, and towards an intersectional analysis of the threats our community faces?
- 3. What are the intersecting systems at play in this region that must be transformed? How can we create space for our communities to redesign these systems (along an intergenerational timeline) to be accountable to the whole?
- 4. What are the existing social and environmental justice efforts within our movement ecosystem we can be building with?
- 5. What public agencies serve this region? What role can they potentially play in our Just Transition strategy?

BUILDING COMMUNITY CAPACITY and POWER

- ➤ We understand the power structure and what we need to do to reclaim our power to decide our own futures. We build alliances that build power of frontline communities to interrupt and replace unjust processes and systems.
- ► We understand how racism, heterosexism, and other forms of oppression contribute to exploitation and extraction. We actively cultivate just relationships throughout the ecosystem.
- We are reclaiming our power to own and manage essential resources, developing financing models that generate community assets.
- We are investing in our own capacity to organize, advocate, design, implement, and manage Just Transition solutions.

- 6. What alliances can be made or strengthened during the planning process that help to increase the power and influence of our community/ frontline communities?
- 7. What are the power dynamics within our own alliances that need to be balanced to ensure deep participation and collaboration?
- 8. What are the political power dynamics that limit the voices and economic autonomy of our community/frontline communities? How can we design our planning process to be steady building political influence and economic autonomy?
- 9. How can we use community assessments to identify community capacity needs? What is our strategy for building community-based networks of expertise?



PRINCIPLES and OBJECTIVES

EMBODYING VISION and VALUES

- Our planning events are soulful, playful, inclusive, accessible, energizing, and culturally rooted. They are designed to ensure maximum participation by community members.
- ▶ We focus on healing, wholeness, and repairing the harm caused by the extraction economy.
- Our planning events and organizing efforts unite our community around a vision, values, and practices of a Just Transition.
- ▶ We develop demonstration projects that improve the health and wellbeing of our communities now.

DESIGN QUESTIONS

- 10. How can we design this planning process to activate the cultural wealth of our community?
- 11. What does racial justice look like within our planning process?
- 12. What demonstration projects are essential to illustrating the transformative power of Just Transition solutions?
- 13. What community traumas need to be addressed as we claim our power?
- 14. How can we use this planning process to demonstrate what real community power, participation, and leadership looks like?

LEARNING INTEGRATED THROUGHOUT

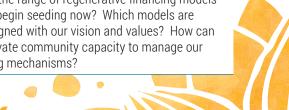
- ► All our partners seek to understand the root causes of economic and environmental threats and work to dismantle structural injustices that result in poverty, pollution, and political disenfranchisement.
- ▶ We carry out community assessments to understand our strengths, assets, and threats.
- ▶ We conduct our own research and actively educate decision-makers about how they can meet the real needs of the communities they are supposed to serve.
- ► We are re-learning and re-activating the skills needed to manage our own essential resources (food, land, water, energy, housing).

- 15. How can our Just Transition planning process serve to assert community definitions of health, safety, equity, resilience, climate justice, vulnerability, etc. to further build our base and influence the mainstream?
- 16. As resident leaders engage in community assessments, how can we use this as an opportunity to educate and organize a base for **Just Transition?**
- 17. Where are the opportunities for residents to educate current decision-makers about the impacts of economic and environmental injustices?
- 18. How can we use strategic storytelling and media throughout the planning process to build the courage and commitment needed to for our solutions to thrive?

PLANNING INTO ACTION

- Our vision and values guides organizing, advocacy, and solutions development.
- We look at what it will take to achieve a Just Transition, what strengths need to be activated, what roadblocks need to be addressed, and plan accordingly.
- ▶ We advocate for policies that make our solutions more viable, using direct action as needed to end extraction and build a living democracy.
- We are developing community financing models, reclaiming land, housing, food systems, waterways and the power to generate and distribute renewable energy.

- 19. How is our planning process building resident capacity to design and manage our own solutions?
- 20. What challenges and roadblocks to our solutions can we anticipate now, so that we are engaging the right people, the right resources, and the right relationships to make our vision a reality?
- 21. Where are the opportunities now to reclaim land, waterways, housing, food production, or energy systems? How can we use these sites to plan and practice Just Transition?
- 22. What is the range of regenerative financing models we can begin seeding now? Which models are most aligned with our vision and values? How can we cultivate community capacity to manage our financing mechanisms?



CURRICULUM GUIDE

► OVERVIEW: HOW TO USE THIS GUIDE

This section is for the facilitators of the design process to think through how to best utilize this guide to support the development of a planning process.

- PURPOSE
- · WHO IS THIS GUIDE FOR?
- · WHEN DO WE USE THIS GUIDE?
- DEEP DEMOCRACY PRACTICES OF Just Transition PLANNING

► INTRODUCTION TO JUST TRANSITION PLANNING

- FROM TOP-DOWN TO COMMUNITY-DRIVEN PLANNING
- Just Transition PLANNING ESSENTIALS
- STEPPING STONES (CONTENT and SEQUENCING)

▶ DESIGNING YOUR OWN JUST TRANSITION PLANNING PROCESS

- RADICAL TEAM
- OUTCOMES and DESIGN QUESTIONS
- METHODOLOGY
- SEQUENCING

Tip: When conducting these workshops make copies of page 5-10 and 31-39 as handouts for each participant.



OVERVIEW: HOW TO USE THIS GUIDE

WHY?

The purpose of this community guide is to support a small diverse team of community leaders to *design* a Just Transition Planning process for their own community.

WHO?

This guide could be used by a range of people or groups within a given community, given they are rooted in the ecosystem of that place and accountable to the residents of frontline communities. For example, this guide could be used by:

- ► A grassroots base-building group actively working in the frontline community that would lead the Just Transition Planning.
- ► A Community-Driven Planning facilitator working in partnership with (or for) a grassroots base-building group.
- ▶ A group of resident leaders organizing around any set of issues impacting the community (with or without affiliation to an organization).
- ► An intermediary organization working in authentic partnership with (or for) a grassroots base-building group.
- ➤ A subset of leaders from a coalition of groups in a region or locality looking to develop a Just Transition strategy led by frontline communities.



WHEN?

A Just Transition planning process can take anywhere from 6 to 24 months depending on the community context. A community can begin the planning process at any time, but some things to consider when developing a timeline of your planning process include:

- □ Opportunities to impact existing systems.
- □ Opportunities to build grassroots power to reclaim our economy and/or democracy.
- ☐ Timeframe for investments in community capacity to lead community-driven planning processes.

HOW?

In Just Transition Planning, methodology matters! We draw on our skills as organizers and cultural workers to build a deeply democratic culture to repair the harm caused by an extractive economy held up by generations of structural oppression.



WORKSHOP

INTRODUCTION TO JUST TRANSITION PLANNING

In this 4-hour workshop, community members come together to gain a shared understanding of what Just Transition Planning is and how it fits into the larger Just Transition Strategy. This workshop is best for a group size of 10-20 people, preferably leaders who might be interested in helping to design and organize a Just Transition Planning process (ideally with leaders from multiple groups from within a community alliance). NOTE: this training can be broken up in any which way serves your goals and context!

Process can conducted outdoors or in well ventilated areas, to adhere to social distancing protocols during a pandemic. It can also be adapted to an online space, although in-person is preferable.

WORKSHOP GOALS

- ▶ Participants can confidently describe what Just Transition Planning is and why we're doing it.
- Participants further internalize the elements of a Just Transition Strategy.
- ▶ Participants are ready to start designing a 6 to 24-month community-driven Just Transition Planning process.

MATERIALS INCLUDED

Handouts:

- ☐ "What's the Role of Planning in a Just Transition Strategy" (on page 2 of this quide)
- "Just Transition Planning Essentials" (on page 3 of this guide)
- ☐ "Stepping Stones to a Just Transition Strategy" (on page 4 of this guide)
- ☐ "Vision, Power, Solutions" (on page 20 in the appendix of this guide)

SUPPLIES NEEDED

- ☐ White board or flip chart paper
- Markers
- Drawing supplies

- Drawing paper
- Post-its



PARTICIPANT AGENDA

Time	Item
30 min	Welcome and Introductions
35 min	The Transition from Top-Down to Community-Driven Planning
15 min	Break
55 min	The Role of Planning in a Just Transition Strategy
1 hour, 30 min	Just Transition Planning Essentials
15 min	Next Steps and Closing



FACILITATOR AGENDA

LOGISTICS	ACTIVITY	OBJECTIVES
Make sure there is enough space for every one to join in a circle that respects	 Welcome and Introductions 1. Invite everyone to start in a standing circle. Acknowledge everyone around the circle and invite people to share their names and what inspires them to be here. 2. Ask the group to reflect on what is at the center of this circle. This is what unites us. 	Group unity and clarity about why we're here
everyone's physical abilities.	3. Share the purpose and agenda of the workshop and ask the group, "if this what we're doing together, why is it important that we start in a circle?"4. Invite the group to bring the values of the circle forward into the rest of the workshop	
35 min	The Transition from Top-Down to Community-Driven Planning	Using a game
White board or butcher paper	Ask everyone to find a partner to play "Columbian Hypnosis." (Instructions in the Appendix)	to gain shared understanding of the "dominant
Markers	 Let everyone take a seat and ask the group to reflect on any time they have been a part of a planning process, or what they see as dominant forms of "planning," that play out in ways similar to how Columbian Hypnosis played out. Take thoughts from the group and scribe them on the board. Explain that in the culture of the dominant power structure, planning has become something that is: Exclusive, disenfranchising Devoid of life and culture Serves the status quo Dominated by the interests of developers and big capital Can tokenize impacted communities 	power structure," participants get clear about the qualities of top-down vs. community- driven planning
	4. Ask the group: "Do you think "planning" has always been like that?" Take answers.	
	5. Build on what people say to explain: "For much longer than the current power structure has existed, communities have come together in councils (or circles!) to assess their situation and come up with solutions to the challenges they face. That's what planning is, and we are about to embark on a Just Transition planning process. The biggest difference between "Top-down" planning and Just Transition Planning, is who holds the power to make decisions."	
	 6. Share the qualities of Just Transition Planning: Community-driven Inclusive, collaborative, participatory Culturally vibrant and life-affirming Meets real community needs Balances uneven power dynamics 	
	7. "We'll explore these qualities more after the break."	

LOGISTICS	ACTIVITY	OBJECTIVES
10 min	BREAK	
Handout: "What's the Role of Planning in a Just Transition Strategy" Scribe: The group reflection during the last step on this process (the story, what feels powerful, and what questions we have) ²	 The Role of Planning in a Just Transition Strategy Ask people to count off by 5, to form 5 small groups (of 1-5 people each). Assign each group one of the 5 different descriptions of the role planning plays within a Just Transition strategy. Share the following instructions, also written on the board: One person read the description out loud. Discuss what it says and any words that people might have be new. Talk about what you would want this to look like in practice in our community. Draw a picture or a symbol to represent this aspect of Just Transition Planning. Prepare to share your picture and description with the group. Invite each of the groups to share their pictures and read their descriptions out loud. Hang all the pictures up together on one poster and make sure they each have a title. Once every group has shared, reflect: What story do this images tell? What feels powerful to you about a Just Transition Planning process? What questions does this bring up? 	Through small group discussion and generating images, participants gain a deeper understanding of what Just Transition planning is and how it connects to the rest of their work.
10 min	BREAK	

² Suggestion: Use these notes to draft the narrative of the planning process, and to inform the agenda for the next workshop.



LOGISTICS ACTIVITY OBJECTIVES

1 hour, 30 min

Just Transition Planning Essentials

- 1. Invite everyone to play the game, Cloak and Kryptonite (directions in the appendix)
- 2. Reflect: How did the energy and dynamic shifts once you were focused on creating balance between you and the other two people?
- 3. Share: Often we lose the broad view because we are so focused on avoiding what we don't want, and chasing what we do want. Just Transition planning is an opportunity for us to expand our field of sight, take a broad view of the situation and cultivate an ecosystem (or whole systems) approach to transitioning from exploitation and extraction to regeneration and interdependence.
- 4. Just Transition Planning is different than regular planning because it's rooted in community vision, power, and solutions and when all three are in balance it's like an engine for transformative change.
- 5. Let's divide into three groups, each group will dig into one of the three essential elements of Just Transition Planning, and then present back to the rest of the group.
- 6. Use the Vision, Power, Solutions Handout in the Appendix as the instructions for each group.
 - ➤ VISION: What does vision mean to us? Why is it important for our community to spend time articulating our vision? How is this critical to Just Transition planning? How much progress have we already made on developing our Just Transition Vision? What does our group recommend we do next on Vision?
 - ▶ POWER: What does power building mean to us? What role does power-building play in Just Transition planning? How have we been building power for a Just Transition? What opportunities do we have on the horizon to apply community power affect policy and system change and/or to reclaim and manage essential resources? What do we recommend in terms of how we can continue to build community power throughout our Just Transition strategy?
 - ➤ SOLUTIONS: How do we define real community solutions? What does it take to develop Just Transition solutions that are by the community, for the community? What have we already accomplished when it comes to solutions development? Given the current realities our community faces, what do we recommend as the next steps in our solutions development process?
- 7. After 45 minutes, invite the groups back to share out and discuss how the three elements (Vision, Power, Solutions) weave together and support one another.

Participants
gain a shared
understanding of
Just Transition
Planning as an
opportunity to
expand our field
of sight and take
an ecosystem
approach to
achieving
justice.

Participants see how Vision, Power, and Solutions work together to form a Just Transition Strategy.



LOGISTICS ACTIVITY OBJECTIVES

15 min

Next Steps and Closing

- 1. Based on the recommendations provided by the groups above, what are our next steps to begin initiating a community-driven Just Transition planning process?
- Closing: everyone share one word or phrase that describes what you see as your role/contribution/purpose in this Just Transition planning process.

The group is clear how the work of the day will translate into concrete action.

Group members express a sense of how they see themselves in the planning process based on their own strengths and passions.



2019, 64 organizations were represented in Detroit at the Frontline Green New Deal (GND)+ Climate and Regenerative Economic Policy Summit. This powerful gathering build political power for the frontlines for 2020 and beyond



WORKSHOP #2

DESIGNING YOUR OWN JUST TRANSITION PLANNING PROCESS

This workshop is to be conducted after a group has gone through the "Being the Change" workshop, and is best done after completing the "Introduction to Just Transition Planning" workshop in this guide. You might also combine the "Introduction to Just Transition Planning" workshop and this workshop, picking and choosing the most useful activities given the unique context of your team and planning work. You could also divide this workshop into smaller chunks if you want to break it up over a series of days.

DESCRIPTION

- ➤ The planning process design team deepens its bonds through the practices of radical connection.
- ► The planning team:
 - · Names outcomes of the planning process,
 - · Considers critical design questions, and
 - Develops a calendar of planning activities to engage residents in visioning, priority setting, problem definition, community assessment, solutions development, and policy advocacy.
- Participants make strategic decisions about sequencing, alignment, and rhythm of activities and actions.
- Participants are confident to facilitate the community-driven planning process they design and approach planning as a community organizing and capacity-building effort that includes visioning, power-building, and solutions development.



MATERIALS INCLUDED

Handouts:

- "What's the Role of Planning in a Just Transition Strategy (on page 5 of this guide)
- ☐ Just Transition Planning Essentials (on page 6 of this guide)
- ☐ Stepping Stones to a Just Transition Strategy (on page 8 of this guide)
- ☐ Designing a Just Transition Planning Process (on page 9 of this guide)
- ☐ Deep Democracy Methodologies (on page 33 of this guide)

Posters:

- ☐ "From Top-Down to Community-Driven Planning" (content generated during "Introduction to Just Transition Planning" workshop)
- □ "The Role of Planning in a Just Transition Strategy" (content generated during "Introduction to Just Transition Planning" workshop)

SUPPLIES NEEDED

- ☐ White board or flip chart paper ☐ Yarn
- ☐ Markers ☐ Hole punch
- □ Post-its □ Card stock

ADDITIONAL PREPARATION

▶ Prepare the name plates for the Real to Ideal exercise ahead of time. Cut pieces of card stock in half and punch a hole in each of the upper corners. Tie one end of a piece of yarn into one of the holes and then the other end of the piece of yarn into the other hole, so it makes a name tag that can be easily worn around the neck and hang over the chest.



PARTICIPANT AGENDA

Time	Item
15 min	Purpose and Values: Why Circles?
1 hour, 30 min	The Big Picture: Real to Ideal
10 min	Break
1 hour, 40 min	People and Process: Selecting and Sequencing Activities
10 min	Break
15 min	Next Steps and Closing



FACILITATOR AGENDA

LOGISTICS

ACTIVITY

20 min

Purpose:

Group unity and clarity about why we're here

Space:

Enough open space for a standing circle

Accessibility:

People have the option to sit if standing is outside their mobility needs

Posters:

From Top-Down to Community-Driven Planning (content generated during "Introduction to Just Transition Planning" workshop)

The Role of Planning in a Just Transition Strategy (content generated during "Introduction to Just Transition Planning" workshop)

Purpose and Values

- 1. Invite everyone to start in a standing circle near the poster from the "Introduction to Just Transition Planning" workshop. Acknowledge everyone around the circle and invite people to share their names and what inspires them to be here.
- 2. Make sure everyone is clear where the group landed after the first workshop. You could ask someone who was there to share the major take-aways, using the posters as a reference. For example:
 - ▶ A Just Transition requires a culture shift from top-down decision-making to communitydriven planning. That means as a community we are taken ownership over the planning processes that affect us. And it means... (refer to the "From Top-Down to Community-Driven Planning" on page 5)
 - ➤ Community-driven planning is possible when we activate Community Vision, Power, and Solutions... so we are going to engage residents of XXXX neighborhood or region in generating our own vision for this area and continue building grassroots power to achieve that vision. This could look like... (refer to the "Role of Planning in a Just Strategy" poster
- 3. Ask, "If this what we're doing together, why is it important that we start in a circle?" What are the values inherent in our shared purpose, that are also reflected in the wisdom of circles? (Ex: In a circle, everyone can see each other, everyone is important, all voices matter; In a circle, no one is above anyone else, it is conducive to cooperation, etc).
- 4. How do these values speak to how we want to work together as a team?
- 5. Invite the group to bring the values of the circle forward into the rest of the workshop (and into the larger planning process!)³.



³ Suggestion: Start every session related to this community-driven planning process in a circle, and ask, "Why Circle?" This is a simple ritual that help keep everyone grounded in the values that flow from our shared purpose of a Just Transition.

LOGISTICS

ACTIVITY

I hour, 45 min

Supplies:

White board or butcher paper

Markers for writing on the board (or flip chart)

Name plates made from yarn and cardstock with two holes punched in the top

Sharpies

Space:

Enough open space to create frozen tableaus

Handouts:

Designing a Just Transition Planning Process"

The Big Picture: Real to Ideal

- 10m Brainstorm: If the Just Transition in this region were a play, who would be the major characters? Write the names of the different characters on name plates.⁴
- 2. 30m Play the Image Theater game, "Real to Ideal" (detailed instructions included in the appendix on page 38)⁵
 - REAL: Create an image the current power dynamics at play in the region, particularly as it comes to ecology, economy, and politics.
 - Reflect: What do you see? What are our current challenges to and opportunities for transformative change?
 - IDEAL: Create an image that reflects how the regional dynamics will be transformed through a Just Transition.
 - Audience Reflect: What do you see? What are the qualities at the heart of this Just Transition?
 - Actors in the image reflect: What would you character need in order to move in this direction?
- 3. Explain: the community-driven planning process we are about to design is meant to support this transition. We are about to reflect on some design questions let's keep these characters in mind as we consider these questions.
- 4. Give everyone the handout, Designing a Just Transition Planning Process, (as well as the handout, Deep Democracy Methodologies as an additional resource)
- 5. 5m Divide the group into 5 small groups (of 2-5 people each), and give each group a topic from the handout. These are the core principles of community-driven planning, and there are some process design questions for us to consider for each of them:
 - ▶ WHOLE (ECO) SYSTEMS THINKING
 - ▶ BUILDING COMMUNITY CAPACITY and POWER
 - ► EMBODYING VISION and VALUES
 - ► LEARNING INTEGRATED THROUGHOUT
 - ► PLANNING INTO ACTION
- 6. 30m Give the group 30 minutes to generate answers to the design questions in their specific section, and to write their thinking on a poster paper that they will use to share out to the larger group. Posters should include:
 - ► Title
 - ► Bullet points for ideas generated
 - Optional: an image that illustrates the title
- 7. Walk around to support the groups as they are working.
- 8. 25m Invite the groups back to share (4-5 min each)
 - ► The title and definition (what it means to them)
 - ► The ideas they generated that they think are most important for the planning process
- 9. 5m After all groups have shared, ask: Any reflections? What is standing out to you?



⁴ Suggestion: You could brainstorm the majority of characters ahead of time, and have the name plates pre-made to save time during the workshop.

⁵ Suggestion: Keep these name plates through the planning process so you can keep engaging these characters through image theater or role plays – this helps to demystify the local power dynamics, and develop strategy

LOGISTICS	ACTIVITY
10 min	BREAK
1 hour, 40 min	People and Process: Selecting and Sequencing Activities
Space:	1. Use butcher paper to create a year-long calendar on the wall, that is pre-populated with all the key events you know are happening over the next year.
Tables for small group to work	 Invite the group to reflect (either as a whole group or in three small groups)⁶ What opportunities do we have to impact existing systems? For example:
Chairs that can move from one space to	 Is local government conducting a planning process that can be intervened on?
another Lots of wall space for	 Is a key local election coming up? Could we use the planning process to align around a candidate and/or to push candidates to take a stand for community
the butcher paper with the year-long calendar	priorities?Is there a piece of policy that needs to be defeated or a policy that our allies are pushing for which we could build community momentum?
Supplies:	Others?
Flip chart paper for three small groups	What opportunities already exist to build and strengthen grassroots power (to reclaim our economy and our democracy)?
Flip chart markers for the small groups	 Is there an alliance forming that brings communities together around a set of issues that can be addressed through a Just Transition strategy? Can this planning process support the formation process? Are there other timing considerations?
Handouts: "Stepping Stones to a	 Is there a significant action being planned that's relevant to our community? Where are the possible points of intersection?
Regional Just Transition Strategy"	 Are there plans to reclaim any community assets (land, waterways, energy systems, homes, etc.)? How can we best activate community leadership capacity?
"Deep Democracy Methodologies"	 Is there any preparation or capacity-building needed to ensure that the Just Transition planning process is community-led?
	 Now is time to start generating the actual activities you will organize to build community Vision, Power, and Solutions during this planning process. Here is a recommended process: If you are not already divided into three groups, then go ahead and divide into three
	groups now:
	 Vision
	• Power
	 Solutions

⁶ NOTE: If you already have answers to these fully populated on the calendar, then this is just a chance for you to present these opportunities to the group. If this is the case, maybe they are just generating ideas for the last question" "How can we best build community capacity and leadership?" You could also be asking their feedback on what you have already generated.



LOGISTICS ACTIVITY

- Pass out the handout (page 8), Stepping Stones to a Regional Just Transition Strategy and explain:
 - As we all know, vision, power, and solutions are the essential ingredients of a Just Transition planning process.
 - These stepping stones are laid out along a developmental process starting with Connection – our work always starts with first connecting to our own cultural wisdom and community strengths.
 - Then, we move to Capacity we are building the capacity of our community to take ownership over the decisions that affect them most.
 - Then, we take bold steps towards Culture Shift how are we actively flipping the script and unlearning the dominant narrative?
 - Finally, we move to Action from this foundation of connection, capacity, and culture shift.
 - Your job in your small groups is to use these stepping stones as inspiration to brainstorm the kinds of activities that we should include in our Just Transition Planning process with the community.
 - The VISION group will focus on how we are going to engage the broader community in the Visioning process.
 - The POWER group will focus on how we are going to use this planning process to build broader and deeper alliances, and how and when we might need to take direct action to disrupt public or corporate plans.
 - The SOLUTIONS group will focus on the kinds of activities that will engage our community in developing a set of Just Solutions to the problems we are currently facing.
 - Everyone can also use the "Deep Democracy Methodologies" handout for inspiration.
 - Pass out a stack of medium large post-its and ask them to write one activity per post-it
- 4. After 30 minutes, bring the groups back together (in front of the large calendar) to share out their activities and to name where in the sequence they should go. Post them up. NOTE: No pressure to get the sequence perfect, these are post-its so they can be moved around.
- 5. Once all the post-its are up, have a deeper conversation about sequence:
 - What stands out to you?
 - ▶ Does this look right? Anything you would change? Why?
- 6. Other questions you might ask to probe deeper (if you feel it's necessary):
 - Does this feel like the right rhythm of activities for our community?
 - ▶ Are we building in enough time for building capacity and relationships?
 - Are we taking good advantage of the existing opportunities to build grassroots power and affect systems change?
 - Are these the right activities to set us up well to advance a Just Transition in this region?



LOGISTICS ACTIVITY 15 min Next Steps

- 1. Once the sequence of activities feels complete, decide on your immediate next steps:
 - ▶ What do we need to put in motion now for this plan to move?
 - ► Is there a volunteer who would be willing to work with me on translating this into an actionable plan?
 - ➤ Are there other you think need to be a part of this small team to facilitate the community planning process?
- 2. Invite everyone back into a standing circle to give a one word closing:
 - ▶ What is one gift, strengths, or intention you would like to contribute to how we move forward together on this plan?



From September 20-21, 2019 UPROSE hosted the 7th Climate Justice Youth Summit (CJYS) in NYC.



APPENDIX OF GAMES AND TOOLS

EXERCISE: COLOMBIAN HYPNOSIS

(adapted from Agosto Boal's Games for Actors and NonActors)

OVERVIEW:

In pairs, partners take turns guiding each other around the room by having one person hypnotized by the palm of the other person's hand. A group of 5-10 then form a hypnosis chain with one person leading at the front, those in the middle both following and leading, and the person at the end simply following.

INSTRUCTIONS:

- 1. Start by modelling. Ask a volunteer to come up to the front and show the group that this person will become hypnotized by your hand. Put your hand in front of their face and ask them to follow you around, keeping his/her nose 3 inches from the palm of your hand.
- 2. Invite everyone to find a partner. Ask who is partner A and who is partner B.
- 3. Ask partner A to respectfully put his or hand in front of partner B's face and to guide him or her around.
- This is initially a practice in compassionate leadership, so you want to coach students to guide each other gently, paying close attention to their partner's well-being and level of comfort.
- 5. Once both partners have experienced being "hypnotized," bring the whole group back together to reflect on what they experienced.
- 6. To take the game to a level for deeper dialogue, ask for 10 volunteers to play again, but this time, have one leader at the front, a second person who is following her but also guiding someone else, and so on, until you have a chain of people both being hypnotized and hypnotizing someone behind them. The last person will not have anyone to hypnotize.
- 7. This chain structure is a hierarchical formation. No matter how compassionate the leader at the front, the rest of the group struggles to keep up, especially the one at the very end.

REFLECTION:

How was that? What did you notice? Who had the most power? The least power? If this game were a metaphor for real life, what could it represent? NOTE: this can spark a critical discussion about various hierarchical power structures.

EXERCISE: CLOAK AND KRYPTONITE

(adapted from Augusto Boal's Games for Actors and Non-Actors – "Predator/Protector")

OVERVIEW:

The group is moving randomly around the space, and then facilitator prompts everyone to choose person A and person B in their own minds (without indicating who in the room they have selected to be person A and person B). Person A becomes your Cloak and Person B becomes your Kryptonite, and so everyone is trying to position themselves in such a way that their Cloak is between them and their Kryptonite. After playing this way for a few minutes, the group shifts into trying to maintain a balance - keeping themselves equidistant from both people they have selected. *You will need open space to move around for this game!*

INSTRUCTIONS:

- 1. Start by letting the group know that this is a physical game that requires some walking fast and maybe even running. For anyone that doesn't feel comfortable running, they can serve as an observer of the game, and will be asked to share their reflections at the end.
- 2. Invite everyone who feels ready to move, to come into the center of the room and move randomly through the space, kind of like pinballs moving through a pin ball machine, changing directions as they please.
- 3. After about 30 seconds, ask everyone to freeze exactly where they are in the room, and in their own minds, select two people who are playing the game. Choose one person to be Person A, and another person to be Person B but don't indicate who you are choosing. In a moment, when I say, "Begin," person A is going to become your Kryptonite, and person B is going to become your cloak, so you always want Person B (i.e. your Cloak) to be between you and Person A (i.e. your Kryptonite). So you'll move around the space, always trying to keep your Cloak between you and your Kryptonite.
- 4. If anyone seems confused, model it by choosing someone to be your Cloak and someone else to be your Kryptonite, physically moving behind your Cloak person to protect you from your Kryptonite person.



- 5. Let the group play for about 1-2 minutes, and then say, "Freeze! Notice how you feel right now. When I say begin, we will play again, but this time Person A is your Cloak and Person B is your Kryptonite.
- 6. Play again for 1-2 minutes, and then yell, "Freeze! Okay we will play one last time, and this time, forget Cloak and Kryptonite. This time, your goal is to always be the same distance from Person A as you are from Person B.
- 7. Play for 1-2 minutes, and again yell, "Freeze! Notice how you feel right now." Pause for a moment, and then invite everyone to shake it off and give themselves a round of applause.

This is the most important part – the reflection! Ask:

- ► How was that?
- ▶ What did you notice?
- ► How did your experience change once you shifted from Cloak and Kryptonite to the equidistant triangle?



HANDOUT: VISION, POWER, SOLUTIONS

[Print the handout, cut into sections and give each team their respective section]

ESSENTIAL ELEMENT IN SMALL GROUP: COMMUNITY VISION

- 1. Read the section on VISION in the Just Transition Essentials handout, and the VISION section of the Stepping Stones to a Just Transition Strategy
- 2. Use a poster to share (and present) your ideas on the following questions:
 - MEANING: What does vision mean to us?
 - **PURPOSE:** Why is it important for our community to spend time articulating our vision? How is this critical to Just Transition planning?
 - ASSESSMENT: How much progress have we already made on developing our Just Transition Vision?
 - RECOMMENDATIONS: What does our group recommend we do next on Vision?

ESSENTIAL ELEMENT IN SMALL GROUP: COMMUNITY POWER

- 1. Read the section on POWER in the Just Transition Essentials handout, and the VISION section of the Stepping Stones to a Just Transition Strategy
- 2. Use a poster to share (and present) your ideas on the following questions:
 - **MEANING:** What does power-building mean to us?
 - **PURPOSE:** What role does power-building play in Just Transition planning?
 - ASSESSMENT: How have we been building power for a Just Transition? What
 opportunities do we have on the horizon to apply community power affect
 policy and system change and/or to reclaim and manage essential resources?
 - RECOMMENDATIONS: What do we recommend in terms of how we can continue to build community power throughout our Just Transition strategy?



ESSENTIAL ELEMENT IN SMALL GROUP: COMMUNITY SOLUTIONS

- 3. Read the section on POWER in the Just Transition Essentials handout, and the VISION section of the Stepping Stones to a Just Transition Strategy
- 4. Use a poster to share (and present) your ideas on the following questions:
 - **MEANING:** How do we define real community solutions? What does it take to develop Just Transition solutions that are by the community, for the community?
 - **PURPOSE:** Why is it so important that we define and develop our own solutions? What role do they play in the planning process?
 - ASSESSMENT: What have we already accomplished when it comes to solutions development?
 - **RECOMMENDATIONS:** Given the current realities our community faces, what do we recommend as the next steps in our solutions development process?



HANDOUT: DEEP DEMOCRACY METHODOLOGY FOR COMMUNITY-DRIVEN PLANNING

In Just Transition Planning, methodology matters! We draw on our skills as organizers and cultural workers to build a deeply democratic culture.

A community-driven Just Transition planning process is an opportunity to cultivate the practices of a deep democracy, through which communities have the power to repair the harm caused by an extractive economy held up by generations of structural oppression. Deep Democracy methodology cultuivates:

- 1. Healing and Wholeness
- 2. Community Voice and Power
- 3. Repairing structural Harm/Justice/Reparations/Equity



HERE ARE SOME CORE PRACTICES...

1 CULTURAL ROOTEDNESS AND RELEVANCY

We collaborate with community artists and cultural workers to engage our cultural wealth to create structures that allow us to connect and build in meaningful ways throughout the Just Transition Planning process. Some examples include:

- ➤ **Collaborative public art projects** (murals, sculptures, wheat pastes, screen printing, etc.) to develop and share our vision for a Just Transition.
- ▶ **Popular theater-based workshops** to explore our current conditions, and try-on new ways of being that support the shift to a regenerative economy.
- Community potlucks with live music and dance to build alliances with our Just Transition partners.
- ► Talking Circles to share stories, creating time for everyone to listen to one another and be seen and heard.
- Restorative Justice Circles to repair interpersonal harm in ways that deepen community connections.
- Community choirs or song clubs writing and singing songs that reflect the community's vision and values.
- Culturally rooted embodiment practices that cultivate connection and alignment with self, spirit, and community (martial arts, yoga, meditation, dance, etc.).

2 COMMUNITY LEADERSHIP AND PARTICIPATION

Our Just Transition planning events are facilitated predominantly by people who live in the communities at the forefront of the Transition. We work to ensure that members of our community can full participate and lead in the planning process. We support community leadership and participation through:

- Providing engaging childcare for young ones.
- ► **Scheduling** planning events at times when community members can attend.



- ▶ Investing in the **capacity** of community members (including youth leaders) to set the agenda and facilitate planning events.
- Facilitating events in the **languages** community members speak.
- Resourcing community members to conduct community assessments of current threats and assets.

3 COMMUNITY VOICE AND POWER

We make sure that decisions around community vision, values, and priorities are fully supported by and driven by the community. To fully build community power, we must educate ourselves in ways that help us assess current conditions, and how we can increase the political feasibility of our solutions.

- ➤ **Start with Questions** and needs that community members are sitting with. Allow planning events to be guided by real community needs and challenges, not be a pre-existing agenda.
- ► Engage Community Organizing Structures like door-to-door canvassing, house meetings, and resident leadership councils, that allow community members to voice their needs, concerns, interests and exercise their own leadership.
- ▶ **Political Education Workshops** that center peer learning and offer a shared language for us to name the problems and the solutions.
- ➤ Cross-Community Issue Analysis that helps us connect the dots and identify the root causes of the threats we face.
- ► Community Solutions Salons where we come together across difference to design comprehensive solutions that "feed many birds with one seed."
- ▶ **People's Assemblies** are mass gatherings of people organized and assembled to address essential social issues and/or questions pertinent to a community through developing solutions, strategies, action plans, and timelines to change various socio-economic conditions in a desired manner, not just hearing and/or giving voice to the people assembled.
- ▶ **Use Consensus Building** processes that allow everyone to express how aligned they are with a proposal and what they would need to be more fully aligned; this builds community capacity and expectation for more democratic processes.



- ▶ **Alliance Building** (sometimes with unlikely allies) as a way to build the kind of power needed to expand the political feasibility of Just Transition solutions; Inviting potential allies to key parts of the planning process can build important relationships and seed new alliances.
- ▶ Direct Action or the strategic use of immediate effective acts to achieve a political or social goal and challenge an unjust power dynamic, is sometimes necessary during a Just Transition planning process, particularly if a public works project is harming a community or the community is seeking to gain access to an essential resource and being consistently blocked by a public or private entity.

4 REPAIRING STRUCTURAL HARM

Just Transition Planning processes can increase our capacity to repair the structural harm that has led to poverty, pollution, and political disenfranchisement. Just Transition Planning processes are geared towards fighting the bad through policy, systems change and direct action, and to building the new through visionary resilience-based organizing. Here are some examples of actions that work to repair structural harm:

- ► Challenge the legacy of White Supremacy within existing institutions by uncovering the norms that inhibit participation.
- Identify local and statewide policies that cause harm in our communities; use planning processes as platforms for building political power to rescind such policies.
- ▶ Build infrastructure needed for community control over essential resources, such as regenerative financing mechanisms, community land trusts, energy democracy, and community farms.



5 GOVERNING FOR THE WHOLE THROUGH BOTTOM-UP ACCOUNTABILITY

Ultimately, the shift from top-down decision-making to community-driven leadership and planning is about building our shared capacity for new forms of governance that are rooted in community values and ecological principles. Current forms of government may eventually be dissolved into distributed, decentralized, networked governance models. During this period of Transition, communities can begin implementing or building capacity for forms of governance that better meet the needs of the whole communities:

- ▶ Worker-owned Cooperatives can be a goal set through Just Transition Planning processes since many Just Transition solutions can be run as worker-owned coops, such as Bike Share coops, cooperative farms, or worker-owned green businesses. Communities may also decide to transition existing enterprises to worker-owned cooperatives.
- ▶ Neighborhood Councils with rotating representation guided by a People's Assembly process can be established through Just Transition planning processes – make this a goal of the planning process to establish the infrastructure, protocols, and community capacity to serve on neighborhood councils that represent the interests of the community for a period of time and then rotate leadership. Such models can be used to transform policing or other oppressive governance models not serving the community.
- Neighborhood Funds are not only essential infrastructure for the shift to community ownership over essential resources, they offer important opportunities to practice governance for the whole, as they can be managed by rotating resident committees. Participatory budgeting can be applied to neighborhood funds in which communities use democratic process to set priorities for investment and make collective decisions about how to invest resources in regenerate resources.
- ▶ Running candidates for local office from impacted communities rooted in a People's Assembly process or other forms of direct democracy and community accountability is another possible outcome of a Just Transition planning process in which you are building community capacity to challenge top-down decision-making and represent the vision and priorities of an entire community.



EXERCISE: "IMAGE THEATER: REAL TO IDEAL"

OVERVIEW:

Participants use their bodies to form a frozen image of a challenging issue they experience and then create a second image representing the ideal solution. Group members then identify steps towards the ideal reality they'd like to create.

INSTRUCTIONS:

- 1. Choose a challenging issue relevant to the group. In this case, the current power dynamics in the region that limit capacity for a Just Transition
- 2. Designate one part of the room a stage and one part of the room the audience. Have everyone sitting or standing in the audience area and let them know where the "stage" is.
- 3. Facilitator: Let's create a snapshot of the <u>current power dynamics at play in the region particularly as it comes to ecology, economy, and politics</u> The way we will do this is one person will start us off by coming here onto the stage, choosing a character (from the name plates we generated) and striking a pose a frozen image that will form the first part of the snapshot. Model it. Next, one person at a time will add themselves into the image until we have a fairly complete frozen snapshot of the current power dynamics at play. We'll need at least 3 people outside the image to say what they see in it.
- 4. Once the image is complete, say to the actors in the image: Great. Now everyone in the image, make sure you are clear who your character is. What does your character care about most? What is your character thinking in this moment? What is running through your character's mind? Pause. Now, I am going to count down from 3 and everyone will say their characters' thoughts out loud. Ready, 3, 2, 1, all together!
- 5. Ask the audience members: What do you notice in this image? What stories does this image tell? What are these actors telling us about the current power dynamics in the region?
- 6. After the audience has shared, you can let the actors in the image relax by saying: **Okay let's give the actors in the image a round of applause, nice work.**
- 7. Ask the actors in the image if they'd like to add anything to what the audience shared.



- 8. Next, ask the group to create an image that represents the ideal: If you could wave your magic wands and take us into the future to show us how the regional dynamics will be transformed through a Just Transition, what would it look like? We'll create this image in the same way we created the last one.
- 9. Again, reflect on the image:
 - · How does your character feel now in this moment?
 - Did your character experience any transformation?
 - · Did it feel realistic?
 - What would your character need to experience to be a part of this transformation?
- 10. Finally, identify some steps need for the group to advance towards the ideal reality they have evoked. You can do this either by having a discussion about what it would actually take to get to the ideal image in real life, or by inviting the group to create a third image that shows that middle step-- some of the things that would have to happen to get to the ideal.



Climate Justice Alliance (CJA) formed in 2013 to create a new center of gravity in the climate movement by uniting frontline communities and organizations into a formidable force. Our translocal organizing strategy and mobilizing capacity is building a Just Transition away from extractive systems of production, consumption and political oppression, and towards resilient, regenerative and equitable economies. We believe that the process of transition must place race, gender and class at the center of the solutions equation in order to make it a truly Just Transition.

Our members have won significant victories against polluting and extractive industries, preventing new carbon emissions from reaching our atmosphere. We are building local alternatives that center traditional ecological and cultural knowledge and create a pathway for a regenerative future.



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