



# *Stronger Economies Together*

Strategies for Building New Economic Opportunities

Module Seven: Exploring Regional Assets  
and Barriers

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# Module Seven: *Exploring Regional Assets and Barriers*

Module Seven explores the regional assets and barriers to consider before finalizing regional goals.

## **Using the *Participants' Guide***

The *Participants' Guide* contains handouts designed to assist participants in planning their economic development effort.


## **Group Exercises**

The group exercises not only help the participants understand the materials, but also provide a break from listening to the presenter while allowing the participants to get to know each other.

- Slide 1: Group introductions; use ice breaker if desired
- Slide 2: Reflecting on the last session
- Slides 7-8: Tools to uncover hidden people assets (Worksheets One and Two)
- Slides 14-16: Uncovering assets of voluntary associations and local formal institutions (Worksheet Three)
- Slide 21: Defining the capitals (Worksheet Four)
- Slides 24-25: Asset mapping & barriers/community capitals (Worksheet Five)
- Slide 27: Final reflections

## **References**

- Beaulieu, L.J. (2002). Mapping the assets of your community: A key component for building community capacity. *SRDC Publication: 227*. Mississippi State, MS: Southern Rural Development Center. Retrieved from [http://srdc.msstate.edu/trainings/educurricula/asset\\_mapping/asset\\_mapping.pdf](http://srdc.msstate.edu/trainings/educurricula/asset_mapping/asset_mapping.pdf)
- BusinessDictionary.com. (2011). *Voluntary associations: Definition*. Retrieved from <http://www.businessdictionary.com/definition/voluntary-organization.html>
- Etzen, D.S. & Baca-Zinn, M. (2001). *In conflict and order, understanding society*, 9th edition, Boston, MA: Allyn and Bacon.
- Flora, C.B. & Flora, J.L. (2008). *Rural Communities: Legacy and change* (3rd ed.). Boulder, CO: Westview Press. Retrieved from <http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html>



Jacobs, C. (2007). Measuring success in communities: Understanding the community capital framework. *Extension Extra*. South Dakota State University. Retrieved from <http://agbiopubs.sdstate.edu/articles/ExEx16012.pdf>

Kretzmann, J.P. & Mcknight, J.L. (1993). *Building communities from the inside out: a path toward finding and mobilizing a community's assets*. Chicago, IL: ACTA Publications.

SparkNotes Editors. (2006). SparkNote on Social Institutions. Retrieved October 1, 2010, from <http://www.sparknotes.com/sociology/social-institutions/>.

## *Instructions :*

Module Seven explores the regional assets and barriers that the team needs to consider before finalizing regional goals.

## *Script:*

“The next SET module, Exploring Regional Assets and Barriers, will familiarize you with the important tools to help discover the variety of assets existing in the region and the possible barriers that might impede the successful pursuit and achievement of your team’s regional goals.”



**Slide: 1**

**Time:** 15+ Minutes. Have this slide showing as participants enter the room.

## Instructions :

Ask the group to reflect on Module Six. Not only do these questions serve to refresh people’s memory of the key concepts presented in the last session, but they also give participants the opportunity to share some of their reflections, especially if they’ve had a few days to think about some of the ideas, data and strategies that were addressed in the last module.

## Script:

“Before focusing on the important items in today’s session, let’s take a minute to reflect on what happened since the last module. As you may remember, the main focus of Module Six was exploring regional clusters and a variety of economic development strategies that can build or complement the cluster(s) that may exist in the region.

- Any thoughts on the economic development approaches presented to you in Module Six (i.e., entrepreneurship, business retention and expansion, community-business matching model, etc.)?
- Did you do any additional analysis of the regional economic development cluster information you were given? If so, please share your reactions to the data.
- What activities were you asked to complete after the last meeting of the team? Let’s get an update of what progress you’ve made on these assignments.
- Any other comments you want to share about Module Six?

[Allow for discussion.]

Thank you all for offering your valuable insights on the last session. Now, let’s get going on Module Seven.”

### Reflecting on the Last Session

- Since Module Six, have you:
  - Considered potential economic development strategies?
  - Explored additional economic data?
  - Developed any new insights?
  - Completed any assignments?
- Other thoughts or comments?



Slide: 2

Time: 5 Minutes

## Instructions :


Briefly cover each of the bullet points on this slide.

## Script:

“Here is what we will examine in the session today.

First, we’ll introduce you to the Asset-Based Community

Development (ABCD) approach, which includes a discussion of the four areas of regional assets and resources. Next, we’ll highlight the seven community capitals and outline the value of linking the asset-based community development process with the seven community capitals framework. Finally, we will give you the opportunity to apply the ABCD and community capitals concepts to your region, a process that will help you discover the many regional resources that can be tapped in working on your team’s regional economic development goals. At the same time, we will guide you through an honest assessment of the regional and external barriers that might threaten your team’s regional efforts.”



**What Module Seven Is All About**

- Introduce asset-based community development (ABCD)
- Discuss the four areas of the ABCD process
- Link the ABCD process to the seven community capitals
- Identify regional assets & barriers

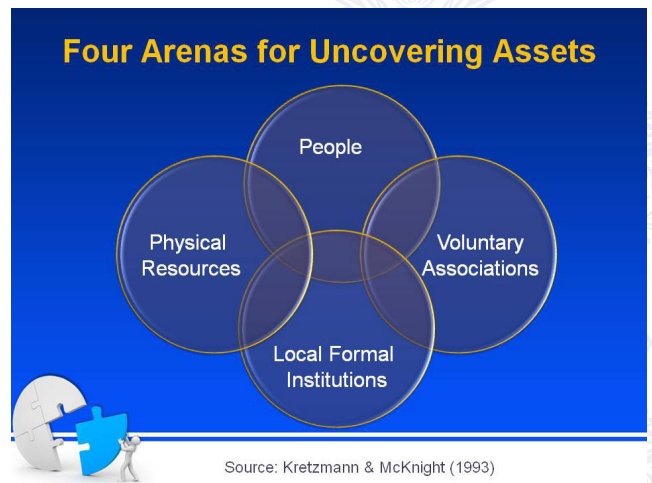
The slide features a blue background with a white border. On the right side, there is a graphic of a broken metal chain with a yellow caution tape wrapped around it. At the bottom left, there is a small illustration of a person pushing a large blue puzzle piece into a larger white puzzle piece.

**Slide:** 3

**Time:** 2 Minutes

## Instructions :

This information is adapted from a volume by John Kretzmann and John McKnight titled *Building Communities from the Inside Out*. Published in 1993, this book helped launch the growth of the asset-based community development movement in the U.S. and in a host of countries across the globe. It remains a highly respected and accepted process relevant for communities and regions of all types – rich or poor, urban or rural, demographically diverse or not, growing or declining, etc. This slide introduces the basic framework for asset mapping. Simply put, we seek to discover the capacities of individuals, voluntary associations, and local formal institutions and the breadth of physical resources that exist in your region.



**Slide:** 4

**Time:** 1 Minute

**Source:**  
Kretzmann, J.P. & McKnight, J.L. (1993). *Building communities from the inside out: a path toward finding and mobilizing a community's assets*. Chicago, IL: ACTA Publications.

## Script:

“The assets in a region, or its communities and counties, can be discovered in four important arenas:

- People
- Voluntary associations
- Local formal institutions
- Physical resources

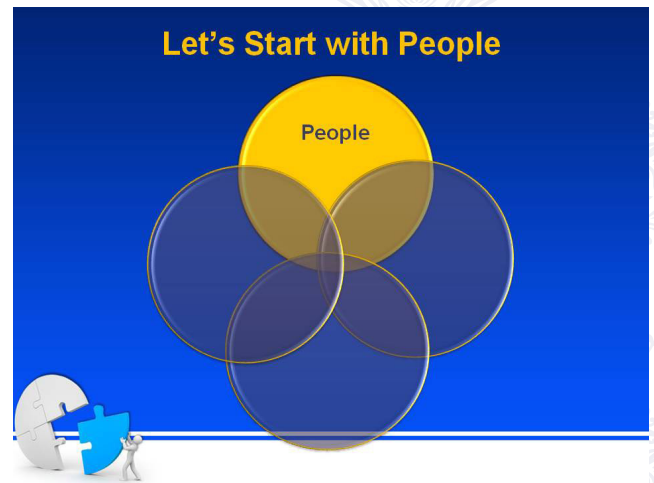
Let’s explore a bit more detail on each of these in the next few slides.”

## Instructions :

We are going to start by examining the assets of people in the region.

## Script:

“Let’s start with the first component of asset mapping – one that focuses on people now living in the region.”



Slide: 5

Time: 1 Minute



## Instructions :

This slide introduces the Asset-Based Community Development (ABCD) Approach – including the value of uncovering the talents and skills of both key leaders and regular citizens.

## Script:

“Successful regions and communities seem to find a way to get people involved in local improvement activities. The Asset-Based Community Development (ABCD) Approach argues that many local people who have skills and talents can be mobilized to help carry out the activities necessary to achieve your regional goals. Take time to identify the visible, as well as the more hidden assets, of local people.

Certainly, the most obvious assets are among those who serve in important positions in the local area, such as business, education and government leaders. Others, because of their family history or reputation, are seen as influential people. At the same time, a sizable number of local people have skills and talents that are rarely, if ever, mobilized for the purpose of helping improve their communities or regions. The ABCD Approach reminds us to tap both traditional and nontraditional ‘people’ resources to take an active part in the regional initiatives.”

### Assets of People

The Asset-Based Community Development (ABCD) Approach:

- Uncovers hidden talents and skills of people in your region
- Identifies people in key positions with access to important resources
- Taps the skills/talents of citizens who can help



**Slide:** 6

**Time:** 2 Minutes

**Source:**

Kretzmann, J.P. & Mcknight, J.L. (1993). *Building communities from the inside out: a path toward finding and mobilizing a community's assets*. Chicago, IL: ACTA Publications.

## Instructions :

Two tools have been developed to uncover the skills of individuals who often get overlooked when it comes to involvement in community and economic development activities. Worksheet One: Capacity Inventory of Individuals identifies the skills, talents and interests of individuals across a variety of categories. Worksheet Two: Community Participation and Leadership Inventory helps find people who have the beginning seeds of community leadership. Introduce the regional team to these two tools and encourage them to use either or both in the regional planning and implementation activities.

## Script:

“How might your team find local people with the talents and skills to advance your regional development goals and strategies? Two important tools will help you with that challenge.”

[Move to the next slide that offers, in table form, information on each of these tools.]

### Tools to Uncover Hidden Assets of Individuals



- Capacity Inventory of Individuals
- Community Participation and Leadership Inventory

**Slide:** 7

**Time:** 1 Minute

**Worksheets:**

*One-* Capacity Inventory of Individuals

*Two-* Community Participation and Leadership Inventory

**Source:**

Beaulieu, L.J. (2002). Mapping the assets of your community: A key component for building community capacity. *SRDC Publication*: 227. Mississippi State, MS: Southern Rural Development Center. Retrieved from [http://srdc.msstate.edu/trainings/educurricula/asset\\_mapping/asset\\_mapping.pdf/](http://srdc.msstate.edu/trainings/educurricula/asset_mapping/asset_mapping.pdf/)

## Instructions :

Briefly highlight the information outlined in this table.

## Script:

“This table highlights the purpose and importance of the two ‘people’ tools for your regional efforts.

**Capacity Inventory of Individuals:** helps identify the full spectrum of skills, talents and interests that local residents have developed at work, school, home or in other community venues. Individuals are asked to identify those skills/talents in which they feel they excel or the ones they most enjoy.

**Community Participation & Leadership Inventory:** helps find a pool of potential leaders and volunteers in the region. A large number of people that have not taken community leadership roles have the ingredients that make them ideal candidates. All it takes is an opportunity to exercise these talents or to be asked to contribute to some worthwhile regional effort. Many of these individuals have had a modest amount of involvement in community activities, civic clubs, parent/teacher groups or other organization-related activities. These experiences, however limited in their nature, provide the building blocks for expanding leadership in the region.

Applying this second tool helps locate people who have had some type of active involvement in one or more of the organizations highlighted in this inventory, or who have worked on specific issues of importance to their neighborhoods or communities. These efforts represent the very seeds of leadership. This tool can help your regional team uncover the leadership potential that exists in local people, including those who have been historically left out of decision-making activities in local communities. The key is making sure these individuals are offered the opportunity to further advance their leadership skills and participate in your broader, more inclusive regional team.

If you remember in Module Three, we discussed the need to have a succession plan in place – a way to get new people and new perspectives added to your regional team at some point. This inventory can also assist in locating these potential new regional team members.”

Summary of “People” Tools <span>People</span>		
Specific Tool	What It Does	Why It's Important
<b>Capacity Inventory of Individuals</b>	Zeroes in on the skills people have developed	Finds people with the skills needed to get projects and programs implemented
<b>Community Participation and Leadership Inventory</b>	Finds emerging leaders and uncovers the leadership potential in the region	Expands leadership and broadens the number of people working on regional goals



**Slide:** 8

**Time:** 5 Minutes

**Worksheets:**

*One-* Capacity Inventory of Individuals

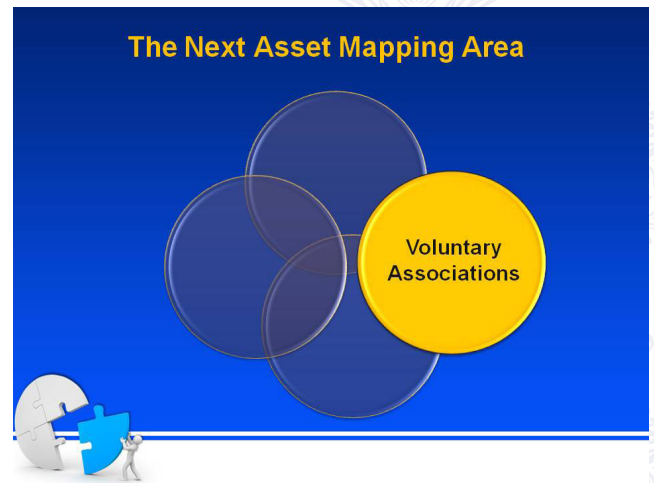
*Two-* Community Participation and Leadership Inventory

## Instructions :

Move into a discussion of the second component of the asset mapping process, one that focuses on local voluntary associations.

## Script:

“Now that we have discussed some ways to discover the assets of local people, we want to determine the voluntary organizations in the region that might contribute to the efforts of this team. Let’s begin by defining what we mean by voluntary associations.”



**Slide:** 9

**Time:** 1 Minute

## Instructions :

Highlight the important characteristics of voluntary associations listed on the slide.

## Script:

“Let’s define what is meant by voluntary associations:

Voluntary associations represent groups that work together on matters of shared interest. Some of the common features of voluntary organizations are outlined in our slide:

- Rely on regular or occasional volunteers
- Have few, if any, paid staff
- Have autonomy from the state
- Are self-governed by a board of unpaid individuals (usually)
- Tend to be not-for-profit organizations
- Provide a benefit or service to non-members

Certainly, voluntary groups can help promote the betterment of any neighborhood, community or region. It’s often through these types of groups that people are first willing to contribute their time and skills to worthy causes.”

## Voluntary Associations

- Rely on regular or occasional volunteers
- Have few, if any, paid staff
- Have autonomy from the state
- Are self-governed by a board of unpaid individuals (usually)
- Tend to be not-for-profit organizations
- Provide a benefit or service to non-members

Voluntary  
Associations



Source: BusinessDictionary.com

Slide: 10

Time: 2 Minutes

Source:

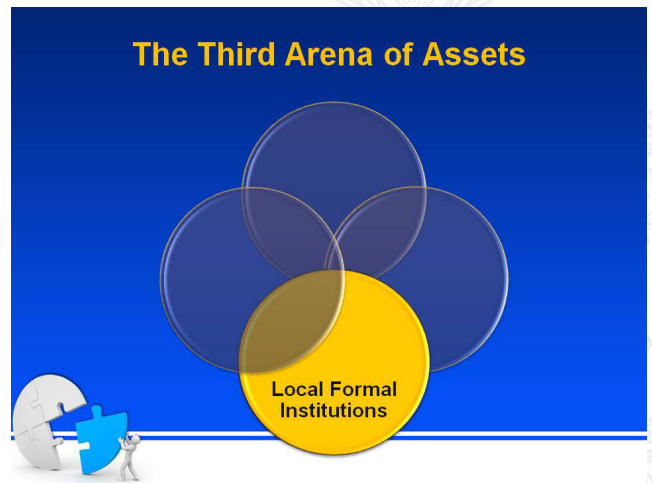
BusinessDictionary.com.  
(2011). *Voluntary associations: Definition*. Retrieved from <http://www.businessdictionary.com/definition/voluntary-organization.html>

## Instructions

Introduce the third element of the asset mapping process, one that focuses on the core community institutions relevant to the work of the SET regional team.

## Script:

“The next element of the regional asset mapping process is the key institutions that are important to the viability of your region and its communities.”



Slide: 11

Time: 1 Minute

## Instructions :

Showcase the definition of formal institutions.

## Script:

“It’s not always easy to figure out what we mean by ‘local community institutions.’ They are formal organizations that carry out, on an ongoing and persistent basis, activities to meet the important needs of local residents. Having strong local institutions can help a region and its communities survive and thrive. When local institutions are weak or absent, the vitality of a region and its communities can be jeopardized. In general, social scientists identify five primary institutions found in most societies – family, education, economy, political, and religion. For purposes of SET, we will focus on the local institutions likely to have the greatest impact on your team’s regional goals.”

### Local Institutions

Local  
Formal  
Institutions

#### Formal organizations that:

- Provide programs, facilities and services to meet needs of residents
- Carry out functions vital to long-term community sustainability
- Influence the vitality of the region by their presence and strength



Source: Etzen and Baca-Zinn, 2001; Sparknotes.com, 2006

**Slide:** 12

**Time:** 1 Minute

**Sources:**

Etzen, D.S. & Baca-Zinn, M. (2001). *In conflict and order, understanding society*, 9th edition, Boston, MA: Allyn and Bacon.

SparkNotes Editors. (2006). SparkNote on Social Institutions. Retrieved October 1, 2010, from <http://www.sparknotes.com/sociology/social-institutions/>.

## Instructions:

Introduce the four local formal institutions that play a major part in shaping the economic development opportunities in the region.

## Script:

“Four community institutions play a central role in determining the success of your regional efforts. These are education, economy, politics/government, and health. [Before sharing examples with the team, ask them why they think these local institutions matter when it comes to regional economic development. Invite individuals to share their thoughts. After a few individuals have shared their thoughts, highlight the key points below.]

Let me share with you some things associated with each of these institutions:

- **Education:** Encompasses the entire range of grades K-12, as well as post-high school educational resources. Assets include faculty and staff with strong educational training and experiences, facilities used to support training, technology, resource libraries, business support services, etc.
- **Economy:** Represents the variety of business enterprises, suppliers and purchasers of products, business support groups/cooperatives, marketing assistance, sources of financial capital resources, business mentors/coaches, etc.
- **Politics/Government:** Includes providers of key services and infrastructure (i.e., transportation systems, water/sewage, broadband), business supportive programs and policies, level of cooperation and collaboration across jurisdictions, a politically active citizenry, etc.
- **Health:** Consists of the availability of high quality health professionals and facilities available to address the health care needs of workers, businesses, and households; includes the diversity of medical specialties available; etc.

Are there other institutions that you feel should be added to this list? If so, tell us which ones and why you feel they are critical to the pursuit of your region’s goals.”

### Local Institutions Key to Economic Development

▪ Education



▪ Economy



▪ Politics/Government



▪ Health



Slide: 13

Time: 5 Minutes



## Instructions :

Begin introducing Worksheet Three, which can help identify the voluntary associations and local formal institutions helpful in advancing the regional priorities.

## Script:

“Now that we have briefly defined the terms ‘voluntary organizations’ and ‘local formal institutions,’ we want to introduce Worksheet Three: Inventory of Voluntary Associations and Local Formal Institutions, a useful tool that can help gather information about these organizations in your region. Let’s turn to our next slide to explore the information the survey collects.”

### Uncovering Assets of Voluntary Associations & Local Formal Institutions

**Challenge:** How to identify the relevant assets and resources of voluntary groups and community institutions?

**Solution:** Inventory of Voluntary Associations and Local Formal Institutions



**Slide:** 14

**Time:** 1 Minute

**Worksheet Three:**  
Inventory of Voluntary  
Associations and Local Formal  
Institutions

## Instructions :

Building on the work of Kretzmann and McKnight (to whom we referred in an earlier slide), we've developed a list of the key information that the regional team might want to collect on the voluntary associations and local formal institutions found in the region. Discuss this list with the team, sharing the additional information outlined below in the script. Once you've reviewed the list and examined Worksheet Three, ask if they want to make any adjustments/additions to the form. If changes are recommended, the group should modify the document and then be prepared to implement it in their region.

### Information Collected

- Mission or purpose
- Physical location
- Number of members and/or employees
- Current & planned activities or programs
- Partnering organizations

- Current resources:
  - Buildings
  - Equipment
  - Expertise
  - Grants, donations
  - External resources

Slide: 15

Time: 5 Minutes

**Worksheet Three:**  
Inventory of Voluntary Associations and Local Formal Institution

**Source:**  
Kretzmann, J.P. & McKnight, J.L. (1993). *Building communities from the inside out: a path toward finding and mobilizing a community's assets*. Chicago, IL: ACTA Publications.

## Script:

“The key information to collect from relevant local voluntary associations and formal institutions include:

- **Mission & Purpose:** Helps us determine if their ‘reason for being’ is consistent with the efforts of your regional team.
- **Physical Location:** Understanding the geographic distribution of voluntary associations and key local institutions across the region can aid in inviting and mobilizing groups across the region.
- **Number of Members/Employees:** These represent important ‘people’ resources this organization can access, people who can be recruited to help carry out various activities associated with your regional efforts.
- **Current & Planned Community-Oriented Activities/Programs:** The organization may have important projects or programs that can complement or add value to your regional goals and strategies. No need to re-invent the wheel. If projects or programs that you need to support your regional efforts are already in place, tap the expertise of these organizations/institutions to be part of your team’s work in the region. Likewise, taking a look at the activities they have planned over the next three to five years can help align goals for mutual support.
- **Groups with which the Organization Closely Works (Partners):** Networking, networking, networking! Involving organizations with an extensive network of contacts that can mobilize to support your regional efforts is always a good idea. By inviting a key organization to be part of your team, you are, in essence, expanding your reach to the many other groups and people with whom this organization works.

## Script (Cont):

- **Current Resources:** As you work in the region, knowing what groups have facilities available for meeting space or computer labs for training activities is helpful. Furthermore, knowing the specific areas in which these groups have technical or subject-matter expertise could be quite useful as you pursue your regional activities. Certainly, knowing if they have grants or monetary resources that can be tapped to support your regional work is quite important. For example, some may have funds that can be used to create micro loan or angel investment programs needed to help support local entrepreneurial activities. Finally, some groups may be linked to larger national organizations that have grants to support regional economic development activities. Others may have strong working ties with federal agencies with grant funds or low-interest loans to support local and regional efforts.

All of this information can provide key insights to the regional planning efforts.”

### Information Collected

- Mission or purpose
- Physical location
- Number of members and/or employees
- Current & planned activities or programs
- Partnering organizations
- Current resources:
  - Buildings
  - Equipment
  - Expertise
  - Grants, donations
  - External resources

**Slide:** 15 continued

**Time:** 5 Minutes

**Worksheet Three:**  
Inventory of Voluntary  
Associations and Local Formal  
Institution

**Source:**  
Kretzmann, J.P. & Mcknight, J.L.  
(1993). *Building communities  
from the inside out: a path  
toward finding and mobilizing a  
community's assets*. Chicago, IL:  
ACTA Publications.

## Instructions :

Please use either one of these options with the regional team members.

**Option 1:** We want to demonstrate the value and utility of Worksheet Three: Inventory of Voluntary Associations and Local Formal Institutions. One of the creative ways to do so is to ask the regional team to identify the different voluntary groups and/or formal institutions to which they currently belong (i.e., Red Cross, Kiwanis, Jaycees, women's faith sharing group, soccer club). List all of these on the flip chart. Once the list is complete, pair up a person who does not belong to particular voluntary associations or formal institutions with a team member who does belong to that organization. Ask the nonmember to use Worksheet Three to interview the other person who is a member. Have the person doing the interview jot down the information on the worksheet. [NOTE: If you have more people who aren't involved in any type of voluntary or formal organization, then have one person do the interview and the other person serve as an observer].

While the interviews are taking place, post five or six flip chart papers labeled "Current Community Projects" and five or six labeled "Future Community Projects" around the room. After about 15 minutes of interviewing, stop the discussions and ask the interviewers to write the following on the designated charts:

### *Current Community Projects:*

- Name of the organization discussed
- Two or three community-related activities the organization is doing right NOW (make sure they make this very brief)

### *Future Community Projects:*

- Name of the organization discussed
- Specific community improvement activities the organization hopes to get off the ground within the next 3+ years (brief description)

Debrief: When the posting to the charts is completed, ask the entire team to walk around and review the information. After a few minutes of reflecting, ask for their comments about the information. Any surprises? Do they see the value of taking time to collect this type of information from relevant voluntary associations and formal institutions in the region?



**Slide:** 16

**Time:** 25+ Minutes

**Worksheet Three:**  
Inventory of Voluntary  
Associations and Local Formal  
Institution

## Instructions (Cont.):

**Option 2:** Another option is to have each person complete the form and then have them post information on flip charts located around the room with different topics listed on each of the sheets. Among the topics to be listed are: (1) organizations or institutions to which you belong, (2) the organization or institution's current activities relevant to community and economic development efforts, (3) the organization or institution's future activities related to economic development, (4) external resources the organization or institution can access that could contribute to regional community or economic development initiatives. Once charts are complete, debrief as described above.

This activity is designed to help the group realize the value of gathering this information since various groups are focusing attention on similar issues to that of the regional team. By linking the hard work of these organizations, the team increases the level of resources and energy devoted to these issues within the region. Greater coordination is likely to improve the chances of these important issues being effectively addressed.



**Slide:** 16 continued

**Time:** 25+ Minutes

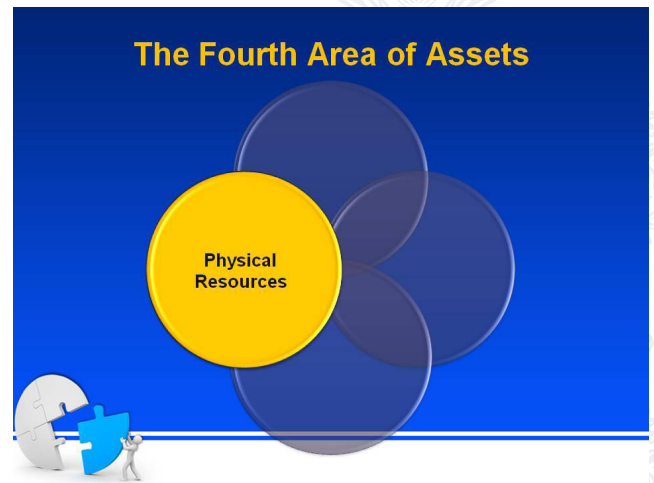
**Worksheet Three:**  
Inventory of Voluntary  
Associations and Local Formal  
Institution

## Instructions :

Introduce the fourth element of the asset mapping process, the core physical resources existing in the region.

## Script:

“We’d like to showcase the final element associated with the asset mapping process, the important physical resources found in the region.”



Slide: 17

Time: 1 Minute

## Instructions :

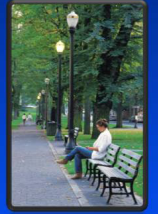
Discuss some of the elements of the physical resources asset mapping step.

## Script:

“The physical resources asset mapping arena includes a variety of resources, both natural and human-made. A few of these are listed on the slide such as water resources (rivers, lakes, oceans), land areas (farms, mountains, forestlands), and sites of historical or cultural importance. Vacant and underutilized buildings are also included. From the ABCD perspective, these vacancies are not eyesores in a community, but assets that can be used for new and innovative purposes (such as business incubators). Also the quality and variety of the housing stock and of the region’s road/transportation system are important physical resource considerations. Finally, important educational, workforce, and health-related structures are viewed as critical assets. What other types of physical resources are in this region?” [Allow for brief discussion.]

### Physical Resources: Natural & Human-Made

- Water and land-related amenities
- Vacant and underutilized buildings
- Historical & cultural sites; museums
- Recreational facilities; parks
- Housing stock
- Educational centers; health facilities
- Roads & transportation systems



Slide: 18

Time: 5 Minutes

## Instructions:

After completing the discussion of community asset mapping, we want to introduce another framework developed by Cornelia and Jan Flora, two community sociologists at Iowa State University. They note that communities have seven different types of “capitals” that serve as resources for a community or region. Use this slide to introduce the community capitals concept to the team.



## Script:

“Now that we’ve explored the four areas of regional assets, we will examine a second important framework that focuses on ‘community capitals.’ Developed by Cornelia and Jan Flora from Iowa State University, the framework suggests that the lifeblood of any community or region is shaped by the availability and strength of seven types of capitals. These capitals are resources that can be invested or utilized for positive purposes.

What are these seven capitals?” [Go the next slide.]

**Slide:** 19

**Time:** 1 Minute

**Sources:**

Flora, C.B. & Flora, J.L. (2008). *Rural Communities: Legacy and change* (3rd ed.). Boulder, CO: Westview Press. Retrieved from <http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html>

Jacobs, C. (2007). Measuring success in communities: Understanding the community capital framework. *Extension Extra*. South Dakota State University. Retrieved from <http://agbiopubs.sdstate.edu/articles/ExEx16012.pdf>



## Instructions :

Introduce the seven community capitals.

## Script:

“The seven capitals are: natural, cultural, human, social, political, financial and built capitals.

Why should we even care about the seven forms of capital in a community or region? The reason is pretty straightforward. Research has shown that places that invest and strengthen these capitals help contribute to vibrant communities (and regions), including the development of strong economies and a high quality of life.”



Slide: 20

Time: 1 Minute

## Instructions :

Distribute Worksheet Four: The Seven Types of Community Capitals and have the participants follow along as you briefly discuss the different capitals. The handout provides participants with more information and examples.

## Script:

“Let me quickly review the definition of each of the capitals as you follow along on Worksheet Four, which provides more information about each of the seven capitals. One thing worth noting is that the biggest payoff for a region occurs when you strengthen as many of these capitals as possible, creating increased synergy. On the other hand, if the capitals are working at cross purposes (or are not in sync with one another), progress is going to be pretty hard to achieve.”

### Defining the Capitals

Capitals	Definition
<b>Natural</b>	Quality & quantity of natural & environmental resources
<b>Cultural</b>	Values, norms, beliefs & traditions; includes historic material goods
<b>Human</b>	Education & skills of residents; learning opportunities, programs to build local leadership
<b>Social</b>	Connections among people & organizations; links inside & outside of region
<b>Political</b>	Ability to influence & enforce rules and regulations. Access to influential people in govt. positions; level of citizen engagement
<b>Financial</b>	Financial resources available for development efforts
<b>Built</b>	The infrastructure of the region – facilities, services, physical structures

**Slide:** 21

**Time:** 3 Minutes

**Worksheet Four:**  
The Seven Types of Community Capitals

## Instructions :

This slide demonstrates how the community asset mapping process and the community capitals framework can be used in a complementary fashion. We can use components of each of these perspectives to build a more comprehensive blueprint of the resources that can be used in strategic ways to help advance the team's priority goals for the region.



## Script:

“Up to this point, we’ve discussed two frameworks – Asset-Based Community Development and community capitals. Now, we want to show how they can be used together to help develop a comprehensive picture of the wealth of resources in the region that can be used in strategic ways to support your regional efforts. As you can see, this table has the four columns, each referring to one of the four asset-mapping categories we discussed earlier. The community capitals are listed in the table’s seven rows. The real value of this template becomes more evident when we apply it to a regional goal. We will do this in just a minute, but first, let’s discuss another issue that needs to be tackled head on.”

Slide: 22

Time: 2 Minutes

## Instructions :

Guide the team in identifying some of the constraints or barriers that may interrupt or interfere with realizing regional goals. While knowing the assets and strengths of the region is important, recognizing those factors that can serve as roadblocks for the regional team is equally important.

## Script:

“We’ve spent time exploring the many assets existing in the region and how they can be classified by each of the seven capitals. However, we also need to recognize potential roadblocks or barriers. Fortunately, many of these impediments can also be uncovered using the seven community capitals. For example, we may find it difficult to attract and retain high quality workers because of the inferior educational system in the region. In this situation, shortcomings in the human and built capitals are the key impediments to expanding the quality of the local workforce.”

### Exploring Possible Barriers: The Other Dimension to Consider



Are there forces at play that might impede your efforts to achieve your regional goals?

- Factors within the region?
- Factors outside the region?

How can we identify these possible barriers?



Slide: 23

Time: 2 Minutes

## Instructions :

We have added a new column to our table that is designed to take stock of the barriers/impediments in the region that could compromise the team's ability to achieve its regional goals.


## Script:

“Now that we have acknowledged that some factors could impede or hinder the work of your team, we have added a column to the template. So, now we can examine both the assets and barriers (both within and outside the region) across the seven community capitals that could impact the pursuit and realization of your goals.”

### Adding Barriers to the Template

Type of Capital	People	Voluntary Associations	Institutions	Physical Resources	BARRIERS
Natural					
Cultural					
Human					
Social					
Political					
Financial					

Adding a column to identify barriers



**Slide:** 24

**Time:** 8 Minutes

**Worksheet Five:**  
Asset Mapping & Barriers/  
Community Capitals Template

## Instructions :

Using Worksheet Five, lead the group through one of the activities described below to help synthesize the discussion of asset mapping, community capitals and barriers.

**Option One:** Ask the participants to select ONE potential regional goal from the list they have been developing since Module Four, and have them fill out Worksheet Five, identifying assets within each of the seven capitals that can help in the pursuit of their chosen goal. Also have them note any possible barriers. If you want, you can have participants work in small groups of five to seven to complete the table. Please note that the participants may not have information in all of the cells in the table, but the key is trying to fill in as many as possible.

**Option Two:** Divide the participants into seven small groups of equal size. Assign each group a flip chart paper posted on the wall labeled with one of the capitals (such as human capital). Each flip chart paper will have a listing of the four asset mapping categories (individuals, voluntary associations, institutions and physical resources) and the barriers category. In the first round, give each team seven minutes to add information under each of the assets and barrier for that specific community capital. Encourage them to identify assets/barriers that are most relevant to their potential regional goals.

Next, have the groups rotate clockwise to another sheet that highlights a different community capital and give them six minutes to add new information. Continue the rotation, reducing the time allowed by one minute with each rotation so that on the last capital chart they have only one minute to add items. Once the rotation has been completed, have the group review the information and ask them to offer their thoughts about the value of this exercise.

## Script:

**Option 1:** “We’re going to devote the next 30 minutes to an activity that will give you a good feel for the value of exploring local assets (people, voluntary associations, institutions and physical resources) across each of the seven community capitals.

### Let's Try the Template

- Select a potential regional goal from Module Four's list.
- Develop a list of assets across the seven capitals related to the potential goal.
- Identify existing or potential barriers across the seven capitals related to the potential goal.



Slide: 25

Time: 30+ Minutes

**Worksheet Five:**  
Asset Mapping & Barriers/  
Community Capitals Template

**Additional Comments:**  
Remind individuals to use the  
handout on the community capitals  
(Worksheet Four) as a reference  
for this activity.

## Script (Cont):

[Divide the team into five to seven groups of equal size and distribute Worksheet Five. Have each small group select one of the potential regional goals from the list started in Module Four. Jot the potential regional goal at the top of the page.]

As you can see, each column is labeled with one of the asset mapping categories we discussed earlier. We've also added a column that addresses barriers. Each row reflects one of the seven community capitals. We want you to determine the assets that exist in the region by each of the community capitals, specifically those that are critical to the successful realization of your team's potential regional goal. At the same time, identify possible barriers or roadblocks that might prevent your team's ability to achieve your goal. You will have 30 minutes. I will give you a 10 minute, five minute and one minute warning as that time comes to a close."

**Option 2:** "We will devote the next 30 minutes to an activity that will give you a good feel for the value of exploring local assets within each of the seven community capitals. I'd like to ask you to divide into seven groups of equal size. Each group should move to one of the flip chart sheets we have on the wall.

Now, take a careful look at the potential regional goal you have selected for this exercise [read out loud the goal selected by the team]. Keep this potential goal in mind as you complete this activity.

We want each small group standing in front of one of the community capital charts to identify the assets associated with that capital that could promote or impede the achievement of your regional goal. In round one, each team will have seven minutes to jot down the individuals, voluntary organizations, institutions and physical resources in the region that relate to that specific capital. Also make note of relevant barriers.

[If needed, provide the following example: Let's assume that one of your regional goals is to increase by 25 percent the number of micro businesses (up to nine employees) created in the region over the next five years. What local assets exist that can help you achieve this goal? For example, are there local agencies or organizations that provide education and technical assistance to micro businesses? Does government have business friendly programs/policies in place (a political feature)? Is there financial support to provide low interest loans to these macro-

### Let's Try the Template

- Select a potential regional goal from Module Four's list.
- Develop a list of assets across the seven capitals related to the potential goal.
- Identify existing or potential barriers across the seven capitals related to the potential goal.



**Slide:** 25 continued

**Time:** 30+ Minutes

**Worksheet Five:**  
Asset Mapping & Barriers/  
Community Capitals Template

**Additional Comments:**  
Remind individuals to use the  
handout on the community capitals  
(Worksheet Four) as a reference  
for this activity.

## Script (Cont):

level firms (a financial asset)? What barriers exist that might make this goal hard to achieve?]

After seven minutes, I'm going to ask you to move clockwise to the next sheet on the wall that highlights another community capital. Review what the first group did and then add other items that your team identifies. You'll have six minutes to complete this second round. I will guide you on when it is time to move to the next sheet. [Continue this process, reducing the amount of time by one minute with each rotation, until the teams have had a chance to review and add to the work of all of the capitals.]

achieve this goal? For example, are there local agencies or organizations that provide education and technical assistance to micro businesses? Does the government have business friendly programs/policies in place (a 'political' feature)? Is there financial support to provide low interest loans to these macro-level firms (a 'financial' asset)? What barriers exist that might make this goal hard to achieve?]

After seven minutes, I'm going to ask you to move clockwise to the next sheet on the wall that highlights another community capital. Review what the first group did and then add other items that your team identifies. You'll have six minutes to complete this second round. I will guide you on when it is time to move to the next sheet." [Continue this process, reducing the amount of time by one minute with each rotation, until the teams have had a chance to review and add to the work of all of the capitals.]

## Let's Try the Template

- Select a potential regional goal from Module Four's list.
- Develop a list of assets across the seven capitals related to the potential goal.
- Identify existing or potential barriers across the seven capitals related to the potential goal.



**Slide:** 25 continued

**Time:** 30+ Minutes

**Worksheet Five:**  
Asset Mapping & Barriers/  
Community Capitals Template

**Additional Comments:**  
Remind individuals to use the handout on the community capitals (Worksheet Four) as a reference as they work on completing this activity.



## Instructions :

The Asset Mapping & Barriers/Community Capitals Template will help identify a number of organizations across the various capitals that might be worth touching base with on a face-to-face basis or by telephone. As you contact these groups, ask the team to consider using Worksheet Three: Inventory of Voluntary Associations and Local Formal Institutions to help gather pertinent information about the organization. The team should feel free to add other items to the inventory document that might relate specifically to the regional goals they plan to address.

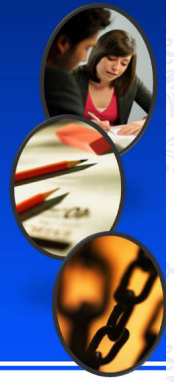
## Script:

“The group exercise you’ve just completed using the Asset Mapping & Barriers/Community Capitals Template has generated an impressive list of voluntary and formal organizations that might help advance your regional goals. We want to take the opportunity to remind you that when you build this type of list, it might be worthwhile to follow up with these organizations to find out about their current and future community-related activities. This would be the ideal time to use Worksheet Three: Inventory of Voluntary Associations and Local Formal Institutions to collect key information from these groups.”

## Keep in Mind . . .

As you identify key voluntary associations and formal institutions

- Interview leaders & members of the organizations
- Collect pertinent information using the “Inventory to Voluntary Associations and Local Institutions”
- Link the activities/interests of these groups with your regional goals and activities



Slide: 26

Time: 1 Minute

**Worksheet Three:**  
Inventory of Voluntary  
Associations and Local Formal  
Institution

## Instructions :

Take a few minutes to ask individuals what they felt were the major insights gained in this session. What did they find most valuable and what remains a bit unclear? Clarify these items, as appropriate.

In addition, please make sure the group is clear on activities that need to be accomplished prior to the next meeting of the SET regional team. Some logical next steps, given the content of Module Seven:

1. Are there representatives of local voluntary associations and community institutions that the team wants to interview using the Inventory of Voluntary Associations and Local Formal Institutions?
2. Are there people or groups you want to ask to complete the Community Participation and Leadership Inventory to begin identifying viable candidates to take on leadership roles on some of your team's projects?
3. Are sub-committees needed to help carry out specific activities associated with this module?

## Final Reflections

- What are the insights you've gained from this module? Anything still confusing?
- What needs to be done before the next SET meeting to build on this topic?
- Other issues to clarify or discuss?



Slide: 27

Time: 5 Minutes

## Instructions :

Briefly review what will be covered in Module Eight:

- Help finalize your regional goals
- Introduce the ABCs of success
- Guide you in the selection of strategies to achieve your goals
- Show you how to build a sound action plan

## What's Ahead

### Module Eight will:

- Help finalize your regional goals
- Introduce the ABCs of success
- Guide you in the selection of strategies to achieve your goals
- Show you how to build a sound action plan



Slide: 28

Time: 1 Minute

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