

Minnesota Active Citizenship Initiative Case Study

Civic Governance **Updated July 2014**

Civic Governance is a new approach to policymaking that produces the civic infrastructure needed to govern for the common good and sustain democracy as a just system of governance.

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EXECUTIVE SUMMARY

THE PUBLIC POLICY ISSUE

Minnesota's greatest water quality challenge, nonpoint source pollution, is not getting solved at the watershed scale, which is needed to impact the problem for the long-term. To date, roughly 40 percent of Minnesota waters have been found to be impaired (not meeting state water quality standards). The majority of those impairments come from nonpoint source pollution – diffuse pollution created by the diverse land uses taking place across Minnesota's landscapes.

WE NEED A NEW APPROACH TO POLICYMAKING IN WATERSHED GOVERNANCE

Decisions that are made by citizen leaders inside our many diverse institutions, organizations, communities and government agencies have an impact on the common good. These are, because of their public effect, governing decisions. In light of this, we must transition from a traditional policymaking approach focused on institutional or individual self-interest to a civic policymaking approach focused on the interest of the common good. We do this by developing Civic Leaders who:

- Connect with their identity as citizens in a democracy,
- Develop their civic leadership capacity to govern according to civic principles and standards,
- Build a civic infrastructure through which this capacity can grow and that connects us across sectors and regions,
- Create civic policies that allow us to meet our own interests by advancing the interests of the common good.

QUESTIONS WE ARE ASKING

- What is the role of citizenship in the broader picture of managing water quality?
- Where does this role need to be developed?
- How can existing institutions support this role?

CIVIC GOVERNANCE SOLUTION STRATEGY

We are testing a framework and approach, called Civic Governance (also called Civic Policymaking), as a strategy for transitioning our current approach to watershed governance to a civic approach. We are intentionally moving away from an expert-based, government-agency-driven system, toward one that is partnership-based and made up of citizens across our watersheds so that governing our waters is within the role and responsibility of all citizen leaders, from public and private sectors, throughout Minnesota. We have established three pilot projects to test this approach: two in the mostly rural St. Croix River Basin and one in the mostly urban Como Lake watershed.

EVIDENCE TO DATE THIS STRATEGY IS WORKING

In the St. Croix River Basin pilot staff from local and federal government agencies housed in two counties – Kanabec and Mille Lacs, are working together across their agencies and in partnership with local landowners to test this new approach to shared watershed governance. To date, they have had

success in reframing internal operating procedures that can be a barrier to citizen engagement and are testing partnership-based approaches for working with local landowners interested in improving water quality and land management practices.

Another rural St. Croix River Basin project has recently been initiated called the Interstate Civic Organizing Agency, made up of citizens from Minnesota and Wisconsin who represent state and county government agencies and lake associations. Working across state boundaries, this organization seeks to link citizenship and local leadership to water quality improvement efforts in the river basin. A special emphasis for this group is on creating the right kind of systems and processes within government organizations that can enable this to happen on a day-to-day and ongoing basis.

In the St. Paul Como Lake pilot, community residents are working in partnership with local government agency and local organization leaders to increase local leadership and local collaboration capacity to tackle the water quality impairment of Como Lake as a community. Key to this goal is transitioning from project-based organizing to citizenship-based organizing.

RECOMMENDATIONS WE ARE ADVANCING

1. Water quality restoration and protection work must be linked to active citizenship and a higher purpose (i.e., all citizens in communities and institutions have a central role in and obligation in a democracy to solve the challenge of water pollution and working toward the common goal of clean water).
2. In order to ensure there are effective and sustainable local efforts to control water pollution within watersheds across Minnesota, we must develop the civic capacity of local leaders willing to engage in all aspects of the policy making process (including strategic planning, civic engagement, and transparent, accountable decision-making).
3. In order for active citizens and civic leaders to emerge and thrive within watersheds, all institutions collaborating toward the goal of clean water must develop the civic mindset that enables all citizens to have a meaningful governing role in the process. This requires a dedication of resources to sustaining citizen efforts across time and generations.
4. Advance recommendations 1-3 as a Civic Policy Agenda.

Civic Governance: a MACI case study

SECTION 1: THE PUBLIC POLICY ISSUE

Minnesotans face a significant challenge in addressing the large number of polluted water bodies that have been identified across the state. To date, roughly 40 percent of Minnesota waters have been found to be impaired (not meeting state water quality standards). The majority of those impairments come from nonpoint source pollution.

What is Nonpoint Source Pollution? As rain falls and snow melts it moves over the ground and makes its way to the nearest stream, river, wetland or lake, either through a piped stormwater drainage system that empties into local waters or through direct runoff into local waters. This flowing water picks up and carries with it a variety of pollutants including soil, leaves, grass, salt, fertilizers, pesticides, bacteria, oil and grease, toxic chemicals, and heavy metals. This kind of pollution comes from many diffuse, land-based sources: rooftops, parking lots, streets, sidewalks, construction sites, farm fields, gullies, lawns, bridges and many other places across the landscape. The impact of these pollutants

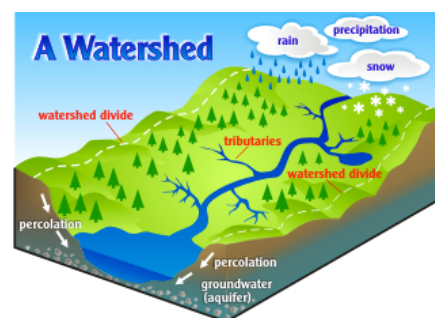
flowing into our waters is that aquatic ecosystems are altered and damaged, economic and recreational opportunities are diminished, and clean-up costs climb higher.



Water is an incredibly valuable resource that is central to Minnesota's economy, identity, culture, and health. And in Minnesota, because we are fortunate to have a great deal of water, we invest a great deal of our resources protecting, managing, and restoring it.

What is a Watershed? A watershed is an area of land where all the water (rain, snowmelt, groundwater, irrigation) flows to the lowest point in the landscape usually ending up in a stream, river, wetland, or lake. Smaller watersheds, called sub-watersheds, are embedded within major watersheds. Major watersheds make up a basin. Because watersheds are connected by rivers and aquifers (water underground) pollutants in one

watershed can impact other waters downstream.



We all contribute to the problem. We are all needed to contribute to the solution. Because the sources of polluted runoff are numerous, nearly everyone contributes to this problem in some way. We all live and work in a watershed. Collectively, we make decisions in our daily lives that unintentionally create nonpoint sources of pollution on our landscapes that add up to major problems for local and downstream waters. Millions of individual and institutional decisions and actions every day collectively result in degraded water quality impacts. What is perhaps most challenging is that the scale of the impact is vast. For example, what happens within the Minnesota River basin eventually impacts water quality in the Gulf of Mexico.

SECTION 2: WE NEED A NEW APPROACH TO POLICYMAKING IN WATERSHED GOVERNANCE

Specifically, land use and water use decisions and policies that impact the common good are made by all of us everyday in our households, farmsteads, businesses, congregations, non-profits, and government agencies-within and across each of the watershed jurisdictions where we live and work. All of the land use decisions made in all of these jurisdictions impact water quality.

In our current system, the problem of water pollution is seen as government's to solve, with little obligation for other sectors to play a role, and little incentive to organize the existing infrastructure to work together. For the past 50 years, federal and state legislation has given government agencies the responsibility, authority and funding to tackle and solve our water quality challenges. Government agencies, by providing a variety of expert-based services, have developed specialized areas of technical expertise as well as complex management systems to accomplish this work. As this expert-based system has developed, we have put much less emphasis on developing local capacity for solving environmental problems. In some respects, this has created a system that discourages local community members and local organizations from taking an active role in governing for clean water. Our current system does not consider "citizenship" as the basis for governance.

The extent to which communities are involved in this work, their role is largely focused on stewardship activities on private properties. Education campaigns, led by non-profit organizations and government agencies, are seen as the key strategy for engaging the public in water quality issues. A meaningful role for citizens and citizenship in policymaking has not yet been imagined.

There is an amazing amount of institutional infrastructure in our current water management system, but none is focused on the role and obligation of active citizenship as the way to address the complexity and scale of the problem. Instead the existing infrastructure has inadvertently caused fragmentation, inadequate coordination across sectors and organizations and a competition for resources. It has become clear we need a new approach to water governance and policymaking that includes all citizens working together across sectors to govern our watersheds in the interest of the common good. The role of "citizenship" is one we all share and that obligates us to work together to solve this complex problem.

The Questions We are Asking – From the analysis of the need for a new approach to policymaking, comes an opportunity to focus on these questions:

- What is the role of citizenship in the broader picture of managing water quality?
 - Where does this role need to be developed?
 - How can existing institutions support this role?
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SECTION 3: CIVIC GOVERNANCE SOLUTION STRATEGY

Through a MACI pilot project of the Citizens League, called Civic Governance, we are testing a new approach to watershed governance and policymaking as a solution strategy for solving the complex problem of nonpoint source pollution. Civic Governance is grounded in the Citizens League’s 2009 water policy work (see <http://www.citizensleague.org>), which recommends testing a new approach to “collaborative watershed governance” using civic policymaking. Testing the value of this approach in addressing complex public issues like water quality is the League’s Civic Policy Agenda (see <http://activecitizen.org> for the full text of the Civic Policy Agenda).

What is Civic Governance?

Also called civic policymaking, civic governance is a citizenship-based framework for solving problems and making policies in both public and private arenas. It is grounded in an analysis of what policymaking really is, who carries it out, where it is carried out, and how it impacts the common good. The approach starts with asking individuals to first relate to the over-all process of policymaking within their own role and within their institution. If you ask individuals what a policy is, most will say “rules” made by the government, the boss, or the board. Individuals are meant to comply. They do not make the policies. In truth, everyone is a policymaker, whether they know they are making policy or not.

There are 3 essential functions involved in the process of policymaking:

- **Problem-definition** – The way a problem is defined is based on a principle or value - something that is thought to be good - a hoped for outcome.
- **Problem-solving** – The actions taken and resources leveraged to solve a problem as it is defined.
- **Rule-making** – The decisions made in the process of defining, solving, and sustaining solutions to the problem. This policy process includes the decision to follow the rules, ignore them, or establish new rules in the process. It also includes the formal rules and regulations established to reward or sanction particular behaviors and practices.

The literal definition of policymaking can be summarized as a *principled course of action*.

Facts about policymaking:

- Every individual is a policymaker in that they define problems, solve problems, and participate in rulemaking as part of everyday life.
- Their decisions and actions that follow impact the common good whether they imagine that impact or not.

- Every institution – family, faith, community, workplace, education, government – is a place where policy is produced. Problems are defined, solved, and rules are made, ignored, or enforced. This policy function is meant to achieve the principles and purpose of the particular institution.

What is *civic* policymaking?

Individuals are policymakers. Civic policymaking requires citizenship and civic principles and standards to be the basis for policymaking. When we engage in policymaking in our many roles within our lives, we must be conscious of our citizenship role and our impact on the common good. Our actions are aligned with civic principles and standards when we engage in civic policymaking. Practicing this kind of policymaking increases our capacity to govern for the common good. In this way we build our civic capacity as leaders, as organizations, as a community, region and state.

Where is civic capacity developed?

As individuals we all have places where we spend our time and have the authority to act – within our family, our place of worship, our community, our workplace, our schools and universities, our public institutions (government). In a democracy all of these institutions form a civic infrastructure, a networked web through which we produce the mindset, resources, and practices that make it possible for “we the people” to govern for the common good. the civic policymaking (civic governance) framework and approach includes strategic planning and practice methods that organize this civic infrastructure inside and between our institutions, so we can develop the civic imagination (mindset) and civic capacity (skills) necessary to carry out the obligation of citizenship: to govern together in the interest of the common good.

Civic capacity and a civic infrastructure are created for watershed governance when the Civic Governance Policy Document, which encapsulates the civic governance framework (see Appendix A), is advanced by citizen leaders working to meet water quality standards. Where? Within their institutions and across a larger base of institutions using the civic governance framework. In using this civic approach, citizen leaders strengthen existing approaches to water policy.

Civic Governance is advanced through a structure called a Civic Organizing Agency. Through our Civic Governance pilot we have established a civic organizing agency. It is a governing circle made up of cross-sector citizen leaders working on water quality. We have a time and place to learn and practice the civic governance approach.

Civic Governance Pilots – We have launched three pilots to test the civic governance approach in three watershed settings for building civic capacity and a civic infrastructure inside watershed-based institutions – families, communities, congregations, schools and universities, businesses, non-profits, and government agencies – within the St. Croix River basin and the Como Lake watershed. In the process, we are building a cross-sector base of governing citizens who:

- Define problems, solve them, and create policies from inside the places where we spend our time and have the authority to act;
- Work through the tensions between our democratic ideals (e.g., private property rights vs. public trust doctrine) to find and advance the common good; and

- Create civic policies that hold all citizens accountable to sustain the solutions that have positive and lasting impact.

Our watershed-based pilots have been launched in jurisdictions commonly found within watersheds across the nation:

- St. Croix River Basin pilots (there are two) involve working with more than a dozen government and private organizations in multiple watersheds that drain to the Lake St. Croix in the St. Croix River Basin. This also includes the Rum River watershed that drains to the neighboring Upper Mississippi River watershed. These watersheds are made up of largely rural, agricultural, and forested lands and all are experiencing a variety of water quality problems in many lakes and streams.
- Como Lake watershed, which is located within a larger Metro Area watershed, includes land area in St. Paul, Roseville, and Falcon Heights. The predominant land use in the Como Lake watershed is urban and suburban homes, businesses, churches, non-profits, schools, and parkland. Como Lake is impaired due to excessive levels of phosphorus and salt.

Members of the St. Croix River pilot projects are primarily focusing on reforming government agency procedures and policies that often stand in the way of partnership-based governing approaches to solving water pollution problems. Members of the Como pilot work from inside a community-based network (the Como Lake Neighbor Network). This pilot is testing whether civic governance can provide a bridge between expert-driven, government-led solutions and community-driven, resident-led solutions. Both pilots are using the same Civic Governance Policy Document to govern and organize their work.

Success in these watershed jurisdictions will require organizing a cross-sector, institutional-based civic infrastructure among institutions that share a common interest and approach to policymaking. Any success will have the potential to impact water quality work taking place in all watersheds across Minnesota.

SECTION 4: EVIDENCE TO DATE THIS STRATEGY IS WORKING

From two jurisdictions, Civic Governance shows promise:

St. Croix Civic Governance in Kanabec and Mille Lacs Counties – Led by Lynne Kolze of the Minnesota Pollution Control Agency (MPCA), she is testing Civic Organizing as an approach to building civic capacity and a civic infrastructure inside (and between) several federal, state, and county government agencies that each play a watershed management role in the Snake River and Rum River watersheds (both watersheds span both counties in a mostly rural setting). The Snake and Rum River watersheds both have stream and lake impairments, including excess phosphorus in various lakes. Lynne’s fellow St. Croix CG members are Kelly Osterdyk (Kanabec Soil and Water Conservation District), Susan Shaw (Mille Lacs Soil and Water Conservation District), and Shannon Carpenter (Mille Lacs Natural Resources Conservation Service).

An additional Pilot was recently initiated in Baldwin, WI, called the Interstate Civic Organizing Agency. These citizens represent state and local government staff from Wisconsin and Minnesota. All members understand that solving the St. Croix River's pollution problems will require an interstate effort. Civic governance provides the higher purpose and aspiration for all members to work together across state lines for the common good of clean water in the St. Croix River and its tributaries. Members meet monthly to share what they are learning as they apply the civic governance framework and practical disciplines within their own particular jurisdictions.

Civic Policymaking Workshops – On February 7, 2013, a public workshop was held in Mora, MN to introduce Civic Policymaking to 25+ citizens representing key stakeholder groups within the St. Croix, Snake and Rum River watersheds. Sean Kershaw of the Citizens League made the over-all case for the need for civic policymaking and clarified how outcomes from the pilots will impact the League's Civic Policy Agenda. Participants came prepared to share from their direct experience what they believed to be effective practices that improve water quality. They included stakeholders from:

PICKM-Lake Associations
County Board and Staff
Soil and Water Conservation District Staff
SWCD and Township Elected Officials

Local Farmers and Landowners
Business Owners and Non-Profit Organizations
State and Federal Agency Staff
University of Minnesota Staff

From that meeting, 5 local leaders initially expressed an interest in participating in the pilot and agreed to take part in a training series (April 2013-March 2014) to test whether civic governance shows promise in creating the kind of civic infrastructure that breaks down barriers to collaboration on water issues, and whether it helps them in coordinating and organizing the efforts of land owners, businesses, non-profits and others toward meeting clean water goals.

Outcomes – Since April, each member of the pilot has begun taking small steps toward creating a different kind of governing structure within their roles and jurisdictions and bringing a different mindset to the work they do both alone and together in several watersheds. By focusing on the common obligation of citizenship as the governing role that applies to everyone, they have produced common ground between individuals who work within governmental hierarchies and those working directly on the land. This shift in imagination produced small changes in how they carry out their governing role with their staff, their board members, local landowners, and others, which in turn is producing examples of better participation in problem-definition and problem-solving.

In addition, Kanabec SWCD, Mille Lacs SWCD and Mille Lacs NRCS are working together to develop common civic purpose, civic standards for governance, and goal statements that each agency can use to restructure existing resources toward partnership-based, mutually accountable governance and to work across agency jurisdictions more successfully. Already, the agencies are seeing small successes where they have begun to apply the new framework. At a recent meeting, when asked why they have continued to come to the trainings, the pilot participants provided these responses: (these are not exact quotes, but are paraphrases)

"I am concerned about public cynicism about government. Government at the

federal and state level appear to operate too top-down which acts as a barrier for local government to work in partnership with individuals and institutions in their communities. I would like to see the District use civic governance practices and standards and for citizens to have a more active role.” -- Kelly Osterdyk, Kanabec SWCD

“I keep finding ways to use what I am learning here. It is multiplying itself everywhere and I am integrating it more and more. It has helped me to find solutions to tie citizen responsibility to the goals citizens may expect government to fix.” -- Susan Shaw, Mille Lacs SWCD”

“I have really enjoyed this process so far, and I have started to enjoy my job again. I have a new spring in my step. We are lacking a common sense approach to our work and this helps me to bring that back into my work. We now have greater public transparency. Our internal communications are better. We are more efficient, communicate better and are more effective. It has restructured how we do our work.” – Shannon Carpenter, NRCS

2014 is dedicated to advancing civic governance work plans, tracking evidence of outcomes, working to integrate civic governance concepts, disciplines and skills into specific watershed projects and establishing a plan to expand the St. Croix portion of the Civic Governance pilot within the original partnership base. The Kanabec-Mille Lacs project will provide valuable information that we can use as we determine if we can take this work to scale (watershed-wide or statewide).

Civic Governance Pilot Project in St. Paul’s Como Neighborhood – The St. Paul Como pilot, led by Janna Caywood and Angie Sechler of the Como Lake Neighbor Network (CLNN), is testing civic governance as an approach to building civic capacity and a civic infrastructure in the urban neighborhood of Como. Through the Como Civic Governance Organizing Agency, civic leaders in training organize Como residents and leaders in partner organizations – those with a stake in and impact on Como Lake’s impaired water quality condition – to form a civic infrastructure. Como Lake is impaired due to excessive phosphorus and salt.

The Como Lake Neighbor Network has over 40 members who are residents of the Como neighborhood. The purpose of the network is to build an organized base of active citizens who work together to help solve the problem of Como Lake’s impaired water quality condition. The CLNN has established relationships with organizations working in some capacity on Como Lake’s impairment:

Capitol Region Watershed District (funder)	North Presbyterian Church
University of Minnesota (ecologist researchers)	Hubert H Humphrey Job Corps Center
City of St. Paul’s Parks and Recreation	7 Corners Printing
Como Community Council	Advanced Disposal
Ramsey County (yard waste staff)	Local Girl Scout Troops

In March 2013, the Como Civic Governance Organizing Agency was launched with three members: Peg Michels of Civic Organizing Inc, Janna Caywood (lead organizer) of Como Lake Neighbor Network, and Angie Sechler of Como Lake Neighbor Network.

Training and Practice within the Como Civic Governance Organizing Agency includes:

- Developing a citizenship mindset to imagine themselves as having a role in public life, being publicly accountable for the decisions they make in the settings where they spend their time (including home and community), and an ability to impact the common good;
- Building their capacity to engage in all phases of the policymaking process: identify problems, define them in light of their values, work through the tensions that exist between competing goods, find the right balance (the common good), make decisions (set policies) that are in alignment with civic principles, and advance solution strategies that are sustainable.
- Creating an infrastructure – a place and time - for this imagination and capacity to emerge and grow, and for practicing a democratic governing process that identifies, frames, and advances the common good through the role they share as governing citizens.

Outcomes – Both Janna and Angie are using their training in civic governance to re-frame the CLNN’s community-based work in citizenship terms, grow the CLNN membership, and use one-on-one meetings and the Civic Governance Policy Document to identify and organize other Como citizens who’d like to join the Civic Governance pilot. They are also using the framework to restructure the implementation of a large community project, the Como Curb Cleanup, which organizes neighbors across the community and several partner organizations to their role as citizens in helping to solve Como Lake’s impairment. A key strategy for this project is to transition from project-based organizing to citizenship-based organizing, so that the focus is on the people rather than the project.

Success to date includes organizing residents across the Como community (well over 100 households) to remove phosphorus sources (primarily fall leaves) from neighborhood streets, before and after City street sweeping – as much as 60% of the phosphorus pollution flowing to Como Lake comes from leaf litter in street gutters. In the process of implementing the project, Janna and Angie are introducing the civic governance approach to participants. Key representatives from three of the partner organizations have expressed an interest in learning more about civic governance and are leveraging their resources to help advance the work of the CLNN.

Pilots are putting themselves inside the problem. Building the capacity to impact the problem of water pollution, leveraging relationships and resources, taking solution strategies to scale, and creating a cross-sector base of governing citizens with shared civic principles, standards, and disciplines who work from inside the places they have the authority to act – this is how complex public problems get solved. (See appendix B for examples of decisions that impact water quality.)

SECTION 5: RECOMMENDATIONS WE ARE ADVANCING

In March 2014 a Civic Governance Institute was convened in Mora, MN. The institute was led by the Civic Leaders of the St. Croix pilot: Kelly Osterdyk, Susan Shaw and Shannon Carpenter. Each engaged in one-on-one meetings with key stakeholders in their jurisdiction, introduced them to the Civic Governance pilot, principles, standards, and goals and invited them to attend the institute to give feedback on the case study and help shape recommendations for taking the approach to scale.

Over 25 stakeholders from the St. Croix River Basin including Wisconsin citizens and two from Como attended the institute. Following a presentation by the St. Croix pilot leaders, participants worked in groups to share feedback on this case study and the civic governance pilots. From this discussion the following recommendations were developed and adopted by both the St. Croix and Como pilots. Each pilot will now be advancing these recommendations in their respective jurisdictions.

Effective water quality governance requires citizen leaders to:

1. Water quality restoration and protection work must be linked to active citizenship and a higher purpose (i.e., all citizens in communities and institutions have a central role in and obligation in a democracy to solve the challenge of water pollution and to work toward the common goal of clean water).
2. In order to ensure there are effective and sustainable local efforts to control water pollution within watersheds across Minnesota, we must develop the civic capacity of local leaders willing to engage in all aspects of the policy making process (including strategic planning, civic engagement, and transparent, accountable decision-making).
3. In order for active citizens and civic leaders to emerge and thrive within watersheds, all institutions collaborating toward the goal of clean water must establish internal policies that develop civic capacity and enables all citizens to have a meaningful governing role in the process. This requires a dedication of resources to sustain citizen efforts across time and generations.
4. Advance recommendations 1-3 as a Civic Policy Agenda.

Next Steps:

Civic leaders from both the St. Croix and Como civic governance pilots will introduce these recommendations to their key stakeholders and apply them to water quality projects or programs they implement within their jurisdictions. They will track insights and outcomes as they advance these recommendations and will integrate those into this case study report.

On September 4, 2014 the civic governance civic leaders will convene another policy institute with their key stakeholders (which may include an expanded group from March 2014) to again reflect on work done to date advancing this case study and its recommendations, link insights and agreements to the meaning of a Civic Governance Policy Agenda, and update the case study with additional steps for taking Civic Governance to scale within Minnesota's diverse institutions, watersheds and regions.

Civic Governance Identity Statement- Civic Governance is a new approach to policy making that produces the civic infrastructure needed to govern for the common good and sustain democracy as a just system of governance.

The Purpose of the Civic Governance pilot is to develop the civic imagination, and organize the civic infrastructure needed to make a case for Civic Governance.

The Civic Governance Identity is grounded in the following Civic Principles:

Human Capacity (to govern for the common good)

- Every individual is a policy maker and has the capacity to know what is good, to grow in that knowledge, to govern for the common good, and to be a co-producer of justice in the world. Civic Leaders are obligated to organize the infrastructure to achieve this outcome.

Democracy (A system of governance that requires citizens to govern for the common good)

- Rule by “the people” is the best system of human governance. All stakeholders organize a civic infrastructure to govern for the common good and produce justice in the tension between individual and diverse interests.

Active Citizenship (Civic Leadership) (Role that obligates all stakeholders to govern for the common good)

- An active citizen is a governing member. In a democracy, citizens are obligated to govern for the good of the whole. In return for their contributions, citizens share in the rewards of a just society. Civic Leaders are obligated to organize the infrastructure needed for individuals to be active citizens in institutions of family, faith, community, work, learning and governance.

Political Competence (mindset and skill needed to carry out obligation of active citizenship)

- Politics is the “work of the citizen”. All citizens are responsible to develop the political competence to define problems, produce solutions, and establish policies in light of civic principles and standards while achieving their particular goals. This mindset and the civic skills needed to carry out the role of active citizenship is dependent upon civic leaders who organize the capacity for key stakeholders in their jurisdiction to carry out the obligation of active citizenship.

Institutional Efficacy (Societal structure needed to sustain democracy and develop active citizenship)

- In a democracy, institutions of family, faith, work, community, learning, and governance sustain the democratic values of our society and ensure the capacity to govern for the common good. Civic leaders and active citizens know they are obligated to produce the civic institutions and infrastructure necessary to sustain democracy as a just system of governance.

Civic Standards guide all decision-making

- All those impacted by the problem are stakeholders and help define the problem in light of civic principles and the realities of their situation.
- All stakeholders are accountable for contributing resources (leadership/time, knowledge, constituencies & dollars) to solve the problem.
- All stakeholders are engaged in decision-making and policy-making that contributes to the common good.
- All stakeholders implement policies grounded in civic principles in the places where they have the authority to act.

Civic Organizing Disciplines and Political Skills are used to meet Standards while achieving goals.

Civic Organizing Disciplines

- Civic Governance Policy Document-Primary policy document
- Civic Leadership Development-Basis for implementing Policy Document while achieving goals. (Civic Organizing Agency)
- Power Analysis-Guides Strategic Planning
- Work Plan-Implements agreements
- Used to advance work plan:
 - Principled Driven Calendar
 - Public Meeting
 - Public Evaluation
- Civic Policy Making-Outcome from use of disciplines and skills-organizes the civic infrastructure needed to solve complex problems and sustain a just democracy.

Political Skills

- Critical thinking: Distinguishing objective reality (facts) from subjective reality (interpretative) as both relate to achieving our principles and common goals.
- Open-ended questions to engage different perspectives.
- Strategic listening to determine and clarify self-interest as it relates to common goals.
- Suspending judgment to understand divergent points of view.
- Ability to negotiate and compromise while staying accountable to civic principles.
- Fostering constructive tension to work through values that are each good in their own right but often conflict (e.g. freedom and equality).
- Holding self and others accountable for following through on agreements.

Appendix B:

How do civic leaders advance Civic Governance when they implement recommended strategies for achieving water quality?

Civic Leaders meet civic standards and civic organizing measures while they organize key stakeholders impacted by each strategy. In the process of organizing, civic leaders use civic organizing disciplines to advance the strategy. The outcome develops civic imagination, the governing obligation that comes with the role of citizenship, and organizes the permanent civic infrastructure needed to address complex problems.

- All those impacted by a problem are stakeholders and help define the problem in light of hoped for outcomes
- All stakeholders contribute resources – time, knowledge, leadership, relationships, dollars – to solving the problem.
- All decision-making is open and transparent, making it possible for all to influence the process and the outcomes.
- All stakeholders advance solutions in the places where they have authority to act and where they can leverage resources on behalf of the common good.

Individual Actions to Improve Water

- Food choices- organic foods help water quality
- Cleaners – buy non-toxic brands
- Reduce, reuse, recycle as much as you can
- Keep oil off streets – address leaking oil from cars
- Keep lake home septic systems in good condition
- Do not dispose of leftover drugs down the toilet or drain!
- Buy non-toxic health and beauty aids and products
- Limit pesticide/fertilizer/salt use around the home
- Increase infiltration of stormwater on site (put downspouts on the grass)
- Clean up leaves/garbage/debris/pet waste in your street gutter
- Leave natural vegetation near lake shore to reduce shoreline erosion
- Organize other citizens around these ideas

Other recommended actions that may apply in rural areas

- Apply best management practices in managing agricultural lands to limit runoff of nutrients, chemicals, pesticides and sediment to surface waters
- Don't burn prohibited materials in burn barrels or stoves, that emit harmful toxins in to the air
- Dispose of household solid waste materials properly
- Make sure sewage wastes from individual sewage treatment system – septic tanks, is disposed of properly
- Make sure individual sewage treatment systems are up to standards and protect groundwater and surface waters

- Protect shoreline property, improve water quality and wildlife habitat, by maintaining deep rooted - vegetative buffers near the waters edge

Organization Actions to Improve Water

- Reduce water use in the facilities (toilets, faucets, washing machines, dishwashers)
- Review product stewardship*
- Use non-toxic cleaners, soaps
- Review meat/milk production techniques to ensure alignment with water quality stewardship
- Buy local where possible
- Increase infiltration of snowmelt and rain water on sites (permeable pavement, rain gardens)
- Ask if snow plow drivers have training in road salt application – idea is to minimize application while getting the job done in parking lots
- Organize other businesses around these ideas

Other recommended actions that may apply in rural areas

- Use best management practices to control erosion on road / ditch improvement projects
- Minimize the loss of gravel from the top of gravel roads during winter by keeping snowplow blades from scraping gravel off the road surfaces. This gravel often ends up on the road shoulders and in road ditches, causing excess sediment in streams and tributaries

*Product stewardship is the act of minimizing the health, safety, environmental, and social impacts of a product and its packaging throughout all lifecycle stages, while also maximizing economic benefits. The producer of the product has the greatest ability to minimize adverse impacts, but other stakeholders, such as suppliers, retailers, and consumers, also play a role.