Building Institutional Knowledge for Community Revitalization

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Today’s Agenda

1. Intro to Groundwork USA
2. Webinar Objectives
3. Defining Institutional Knowledge
4. Strategies to Maintain Institutional Knowledge
5. Resources to Support Institutional Knowledge
6. Institutional Knowledge in Action: PB-Inc and Groundwork Elizabeth, New Jersey
7. Q&A
Intro to Groundwork USA

Source: Groundwork Elizabeth

Source: Groundwork Hudson Valley

Source: Groundwork Denver
Workshop Objectives

**Understand**

The impact of institutional knowledge in brownfields & community revitalization projects

**Identify & Implement**

Strategies to maintain project momentum

**Learn to Develop**

Materials to prioritize critical information and equity goals in your project
What is Institutional Knowledge?

Key Questions

• What is institutional knowledge and what does it look like in the brownfields land reuse and community revitalization spaces?
• Who are your stakeholders?
• What is the value of institutional knowledge?

Source: Ontotext, 2021
Institutional Knowledge: What is It & What it Looks Like

1. Shared set of facts, concepts, connections, technical knowledge, and data that is held by a group working together

2. Ranges from tasks to interpersonal relationships

Source: Jarche.com, 2021
Web of Stakeholders

Institutional Knowledge of Project

- Nonprofits & Community Groups
- Elected Officials
- Residents
- Public Sector Employees
- Developers, Investors, & Consultants
- Public Sector Employees
- Residents
- Elected Officials
- Nonprofits & Community Groups

Public Sector Employees

Residents

Elected Officials

Developers, Investors, & Consultants

Nonprofits & Community Groups
Project Champions

From Brown to Blooming:
Groundwork USA's Field-Tested Guide for Getting from Brownfield to Neighborhood Asset

Project champions!

Institutional Knowledge of Project

- Residents
- Nonprofits & Community Groups
- Elected Officials
- Developers, Investors, & Consultants
- Public Sector Employees
Why does Institutional Knowledge Matter?

1. Helps stakeholders move projects forward efficiently
2. Reduces time, resources, and mistakes
3. Increases opportunities to replicate successful projects and minimize errors that led to unsuccessful projects
Institutional Knowledge Loss

• What does it look like?
• How does it differ across stakeholder groups?
  • Information loss vs. political and social capital
• What are its impacts?

Source: GovLoop 2021
In Summary

Institutional knowledge builds and maintains:

• Momentum, continuity, and project success
• Trust, equity and environmental justice with marginalized communities

But... how do we do this?!
Strategies for Building Institutional Knowledge

- Documenting Knowledge
- Managing Processes
- Stakeholder Relationships
Building Institutional Knowledge

What does NOT work?

• Multiple giant binders full of detailed information

• All the information living with a one single person

• Looping in everyone to everything
Documenting Institutional Knowledge

What should we document?

• Information that:

  • Documents site status & history
  • Records project progress
  • Conveys vision, goals, and objectives
Managing Project Processes to Maintain Institutional Knowledge

Recognizing the value of building in these practices!

• Sharing information & knowledge
• Centralized knowledge storage
• “Onboarding” new stakeholders
Managing Stakeholder Relationships

• Defining roles and ensuring accountability

• Building & maintaining Relationships

• Recognizing the value of community knowledge
Strategies for Building Institutional Knowledge

- Documenting Knowledge
- Managing Processes
- Stakeholder Relationships
Institutional Knowledge in Action

Sally Baker, Executive Director

Philmont Beautification, Inc.
Institutional Knowledge
Developing it & Retaining it
2020 POPULATION
1,259

POVERTY RATE 23%

70 YEARS
DISINVESTMENT

COMMUNITY
COLLABORATION?

BROWNFIELD
OPPORTUNITIES
OR
LIABILITIES?
WHAT DOES IT LOOK LIKE FOR BROWNFIELD DEVELOPMENT IN A SMALL VILLAGE?

STRETCHING OVER SEVERAL YEARS

FOR PBI IT MEANS DEMYSTIFYING THE PROCESSES INTO SMALLER CHUNKS & SHARING THE STORY

INSTITUTIONAL KNOWLEDGE

Small companies and departments need to take a more active role in organizing and preserving their organization's knowledge.
INSTITUTIONAL KNOWLEDGE

INTEGRATED PLANNING

INTERDEPENDENT OUTCOMES

HOW DOES PBI GROW IT & RETAIN IT USING A GRASS ROOTS COMMUNITY-BASED MODEL?

NO PROJECT IS DEVELOPED AS A STAND ALONE

EVERY PROJECT IS STARTED WITH THE COMMUNITY

EVERY PROJECT PRACTISES ENVIRONMENTAL JUSTICE

EVERY PROJECT HAS A WORKING GROUP DRIVING THE PROCESS
SHARING INSTITUTIONAL KNOWLEDGE

meeting in the field – not in an office
SHARING INSTITUTIONAL KNOWLEDGE

“Make the difference as a vital community partner”

BOA activities = total project $209,072

LWRP = $224,794

Provide the vision

Provide the limitations

Be real in every community presentation

Give your community the facts

Most people are very practical

They want to know what they are collaborating towards to make it happen
RETAINING INSTITUTIONAL KNOWLEDGE

HOW TO PARTICIPATE

ADD YOUR VOICE

1.) Neighborhood Focus Meetings to keep in the loop
2.) Serve on the Subarea 1 Working Group to get a vote
3.) Attend BOA Grant Committee meetings when required for final voting procedures

MAKE COMMUNITY-BASED PARTICIPATION ACCESSIBLE

NOT EVERYONE HAS THE TIME OR ENERGY TO BE INVOLVED AT 100% CAPACITY
Thank your community at every possible moment!

Send a thank you card. An image is worth a million words.

The story of Philmont is the story of hydropower, entrepreneurial spirit, and making history.
Institutional Knowledge in Action

Jonathan G. Phillips, Executive Director
Groundwork Elizabeth
BUILDING INSTITUTIONAL KNOWLEDGE FOR COMMUNITY REVITALIZATION
Up and at 'em!!
Building Institutional Knowledge for Community Revitalization
Before We Go, Some Reminders!

- Groundwork USA offers free technical assistance to communities across the country, and we’re currently accepting clients!

- Please complete the post-workshop survey to help us improve!
Thank You!

Please submit any questions or comments to Jalisa@GroundworkUSA.org and John@GroundworkUSA.org