# COMMUNITY STRATEGIC PLANNING TOOLKIT

FedNor Canada

Nishnawbe Aski Development Fund

A Community Futures Development Corporation

ALGOMA UNIVERSITY COLLEGE

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**The Community Strategic Planning Toolkit is a Nishnawbe Aski Development Fund (NADF) project.**
It is funded by FedNor. It is an initiative of the Community Futures Program.

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2005
**CESD Team wishes to thank the following:**

- Nishnawbe Aski Development Fund for feedback on early drafts.
- Dr. Cynthia Chataway, York University, and the "Understanding of Strengths of Indigenous Communities" project for the focus group design.
- The Catalyst Centre for the Action Charts

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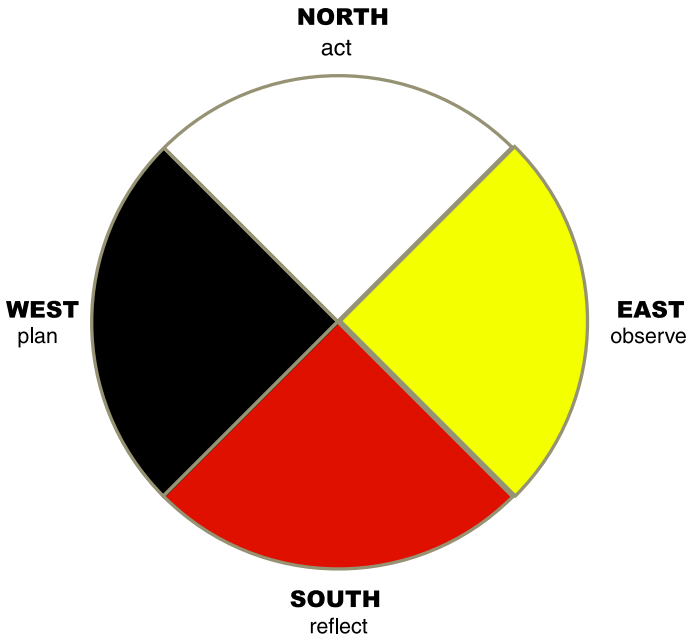

# THE COMMUNITY STRATEGIC PLANNING TOOLKIT


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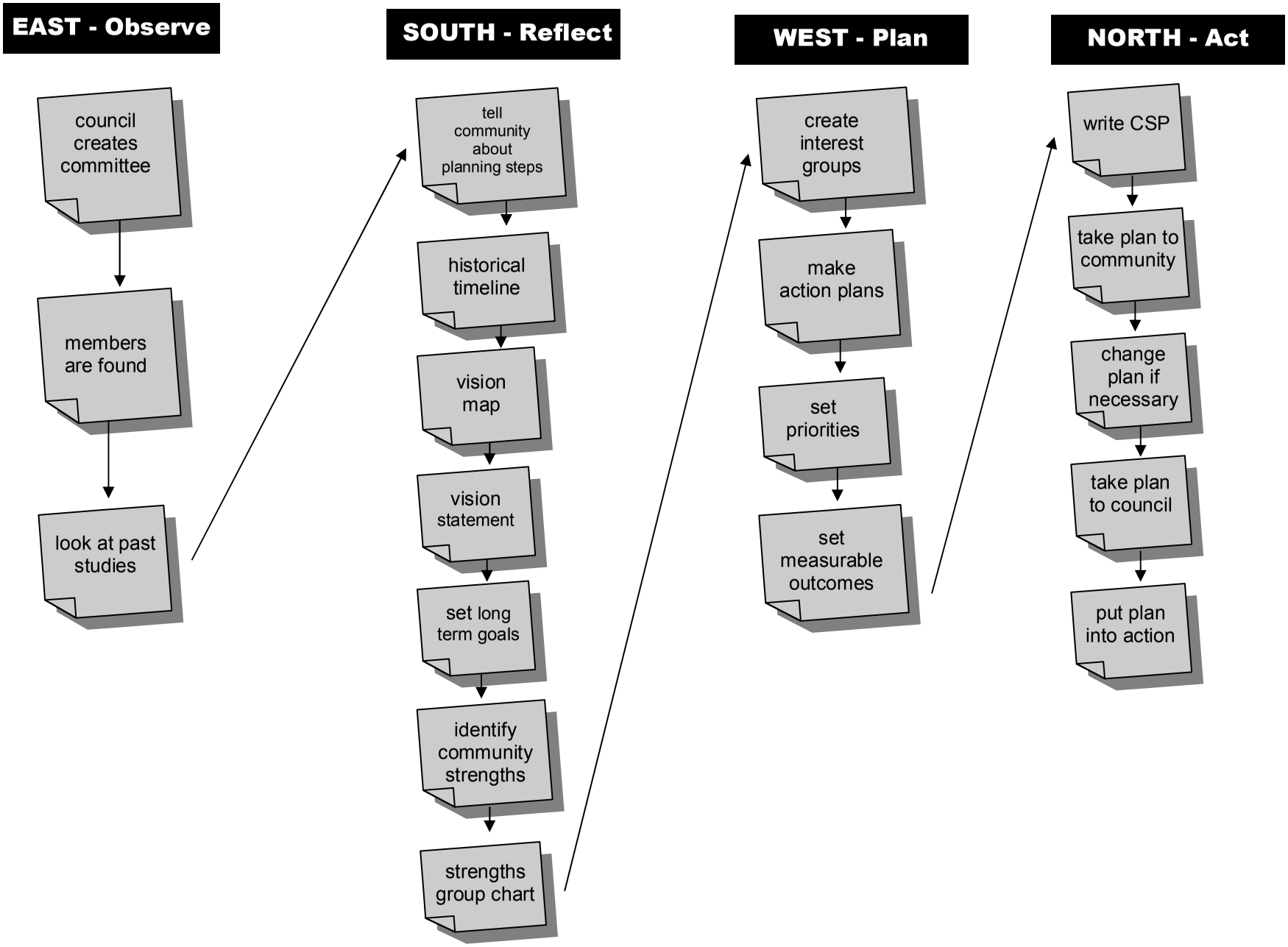
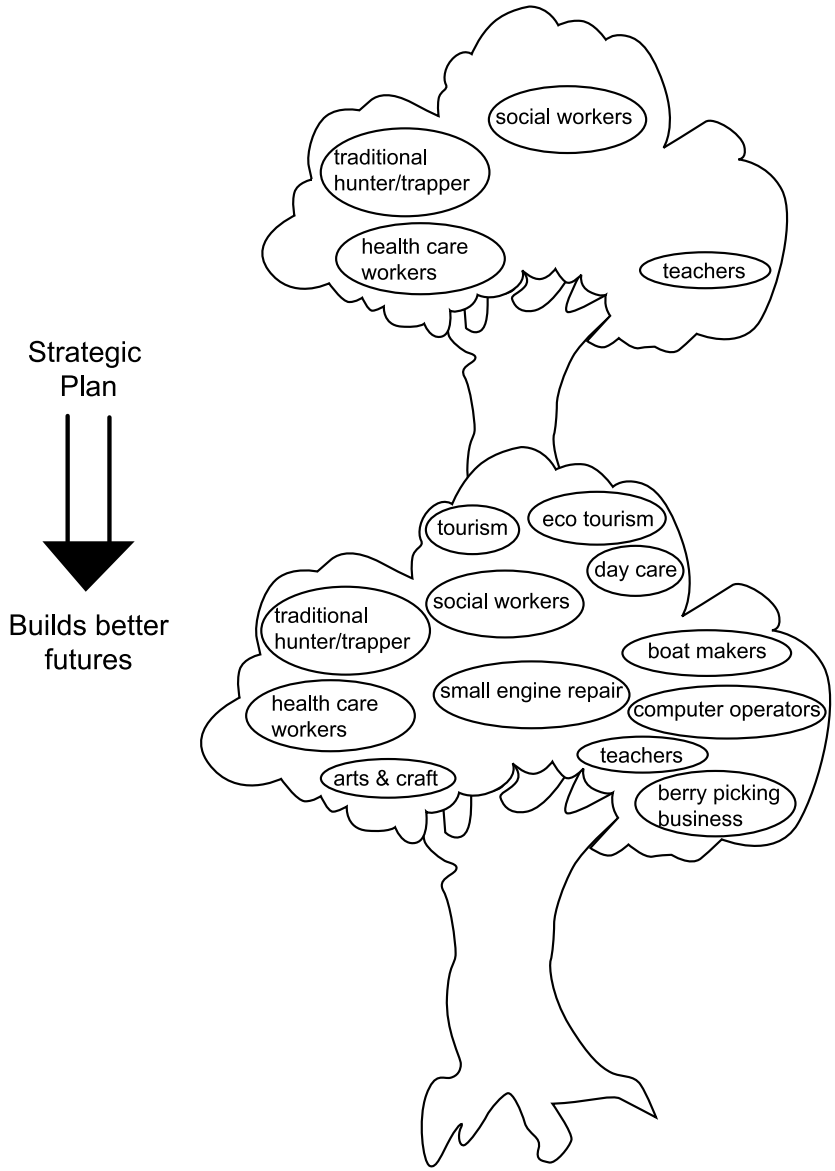





***Community Strategic Planning Flowchart***

# JOB CHART
## Who Does What

| EAST<br>**Observe - Where are we now?** | BDO | Committee | Council | Community |
|---|---|---|---|---|
| 1. Create a Strategic Planning Committee | | | X | |
| 2. Committee members found | X | | | |
| 3. Look at past studies | X | X | | |
| SOUTH<br>**Reflect - Where do we want to go?** | BDO | Committee | Council | Community |
| 4. Tell community about the planning steps | X | | | X |
| 5. Community Focus Group Meetings | | | | |
| Historical Timeline | X | X | X | X |
| Vision Map | X | X | X | X |
| 6. Make one community timeline | X | | | |
| 7. Vision Statement | X | X | | |
| 8. Vision Statement and long term goals | X | X | | |
| 9. Community Focus Group Meetings | | | | |
| Identify Strengths | X | X | X | X |
| 10. Strength Group Chart | X | | | |
| WEST<br>**Plan - How do we want to get there?** | BDO | Committee | Council | Community |
| 11. Create Interest Groups | X | X | | X |
| Make Action Plans | X | X | | X |
| Set Priorities | X | X | | X |
| 12. Set Measurable Outcomes | X | X | | X |
| NORTH<br>**Act - Doing it** | BDO | Committee | Council | Community |
| 13. Write the Strategic Plan Report | X | | | |
| 14. Take Plan to the community | X | X | | X |
| 15. Change the Strategic Plan if necessary | X | X | | |
| 16. Take Plan to Council for approval | X | X | X | |
| 17. Put the Strategic Plan into action | X | X | X | X |

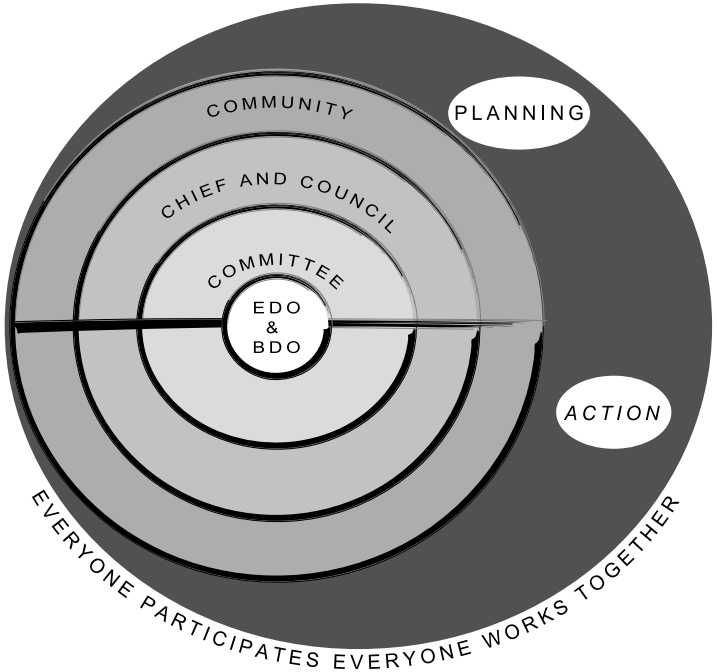



## What is a Community Strategic Plan?

### It's a plan that guides the community to a better future

- Helps the community make a vision and identify what values it wants to take in to the future
- Works toward a balance between meeting our needs and a healthy environment
- Helps keep a balance between economic development (new and different opportunities for employment) and social development (new and different opportunities for social programs and better social conditions).

## The Plan answers the questions:




**Where are we now?**

- Looks at the community's history

**Where do we want to go?**

- Shows community strengths and community resources that can be used to build a good future

**How do we get there?**

- Set priorities - What are we going to do first, second and third
- Make an Action Plan - What needs to be done to meet the goals and who does what
- Set Measurable Outcomes - Let's us know when we are getting there

**The community works together to make the Plan**

**Planning is on-going**

**Planning helps us reach our goals more easily.**

## GETTING STARTED

### Planning leads to a better future

Better futures and strong and healthy communities don't' just happen. They need to be planned for. Planning helps guide the community from where it is right now to becoming stronger and healthier.

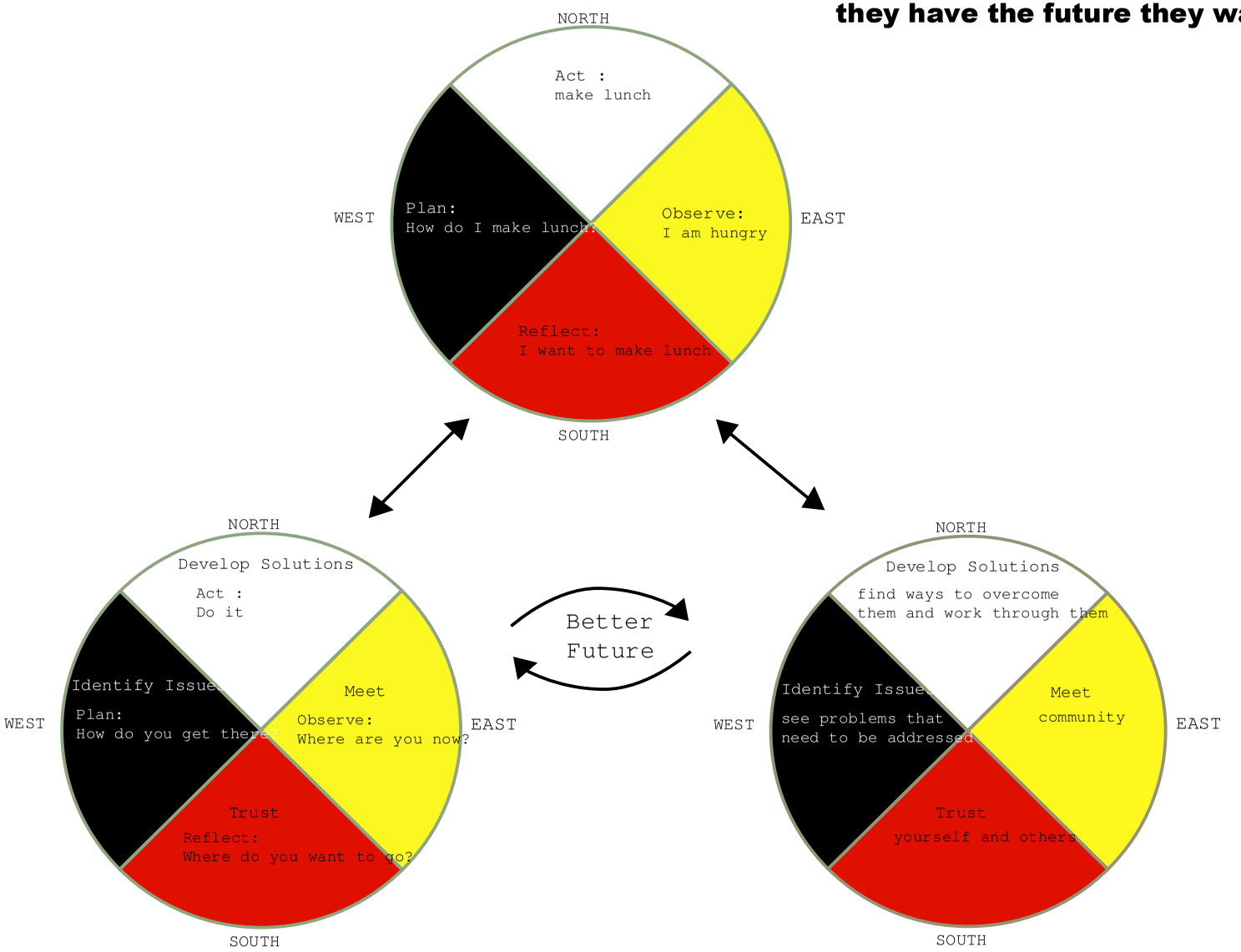
To build a better future the community needs to know where it wants to go- a vision - and have a plan that shows the steps to reach the vision. A Strategic Plan is the community's vision for the future and guides them, step by step, towards a better future.

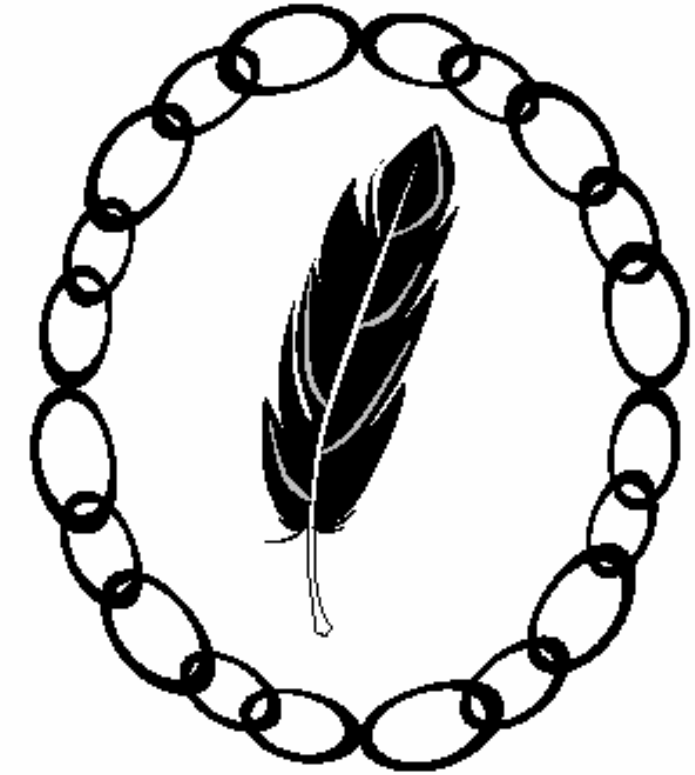
### Planning gets us to where we want to go

We make plans all the time. Strategic Planning is the same. The community decides where it wants to go and makes plans to reach its goals.

| Planning for lunch | Strategic Plan |
|---|---|
| Know you are hungry | Where are we now? |
| Decide what you want to make | Where do we want to go? |
| How do you make it? | How do we get there? |
| What do you need to make it? | What do we need to have? |
| What are you missing? | What are we missing? |
| What do we need to get? | Make plan to get them |
| Make lunch | Do it |

**Communities need to plan to be sure they have the future they want.**





*It is very important for us to remember that our community is a whole and everything needs to be considered when thinking about the future.*

**A strong and healthy community:**

**Plans**

- for more employment choices and social programs (economic development and social development).
- are clear and available so people are more willing to join in and help plan
- build trust
- include the whole community
- let the community know what is happening

**Respect** the different people in the community regardless of their livelihood.

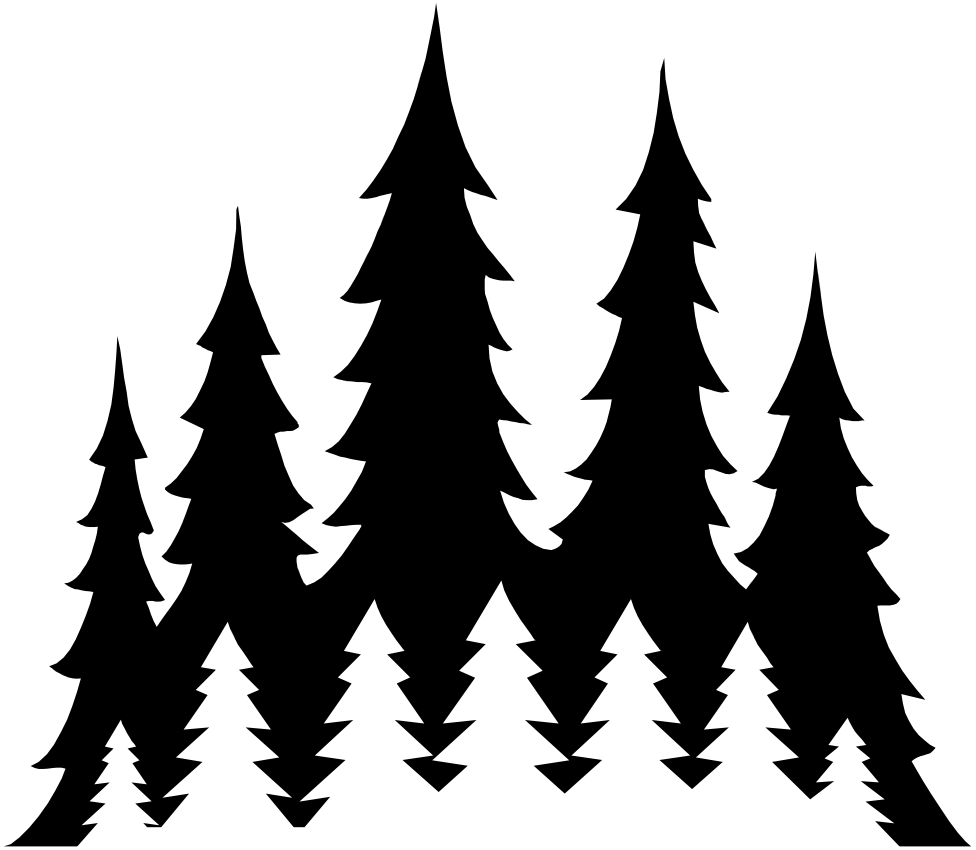
**Think** about the needs of individuals and what the community needs to stay healthy.

**Understand** the community and knows what they want

**Include** the community in the planning

## A community is like a forest

A forest is healthy when there is both underbrush and big trees. Having a lot of different people work together gets ideas going and helps to make a plan that means something to the whole community. The more people take part in making the plan the better. People will be more willing to work toward it.



## Our past is our strength

In the past our strong values have helped us keep going through many changes. There are a lot of changes to come so it is important to keep strong values and build healthy communities. Strong values help the community deal with change.

The traditional ways of making a living have value.

- We do not have to leave behind our traditional value.
- We can find ways to keep our traditional values in the changing world.
- Now other types of opportunities can be considered.

## Why Plan

All communities, First Nations and non-First Nations and all regions are concerned with their future. They are making plans to have more choices for opportunities in their communities.

Before things would just fall into place naturally, but since the natural systems have been disrupted by change, things need to be planned. We need to make plans so there are more opportunities in our communities.

- We are at a place in our history when change is all around us.
- We now have a political voice and some of our land claims are settled.
- We are now becoming more recognized.
- We are now becoming part of the bigger picture.
- We can no longer be isolated.
- It is very important for us to make the changes that we want to see in our communities rather than wait for others to decide what changes they want to make for us.

## Everyone must:

- Find ways to help increase employment choices and social programs.
- Keep a balance between meeting our needs and a healthy environment.

**Planning gives the community**

***A way of honouring our commitment to the community***

- A way of building a better future.
- Common community goals to work toward.
- A guide to make change happen more easily and get through tough times.

**Planning gives the community**

***A sense that:***

- There is a long term, a future, a tomorrow
- There is something coming down the road.

**Planning gives the youth**

***A focus:***

- Our youth is growing in number.
- We need to think about their future.
- We need to think about how they can help with their own survival and the survival of their community.
- Their interests may lead them to new and different Opportunities.

## Making Plans

If an eagle feather is coming down the river, we know that nature placed it there.

You have to decide if you want the eagle feather.

If you want to get the feather then you have to get out into the river to get it.

Getting out there is your commitment to reaching your goal.

If you want it you have to plan how to get out into the river and get back safely to shore.

You have to take risks in reaching your goal and measure the risks.

## Role of the Community Planner

**As the person facilitating the Community Strategic Planning process, the Community Planner has three very important tasks:**

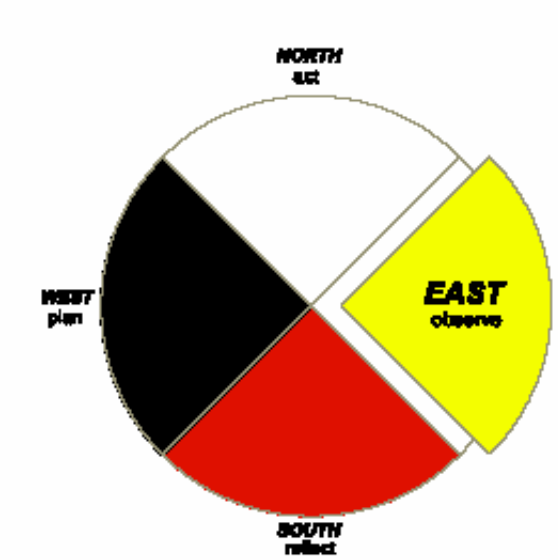
- To make sure that Chief and Council, the Planning Committee and the Community Members all know and understand the Community Strategic Planning process
- To make sure that as many members of the community as possible participate in the planning process
- To make sure that what people say is accurately and completely reported.

### What are Focus Groups?

People are very busy and sometimes it is very difficult to get feedback from a large number of people from the community. Focus groups are an excellent way of getting lots of different views without asking every single person to answer a lot of questions. To get good representation from the community, several focus groups should be held, that bring together different groups of people. Focus groups are small meetings of 3 – 10 people who share a common bond, for example:

- Youth
- Elders
- Women
- Band employees
- Members who work off-reserve
- People with disabilities
- People on social assistance

## EAST: Observe - Where are we now?




*STEP #1*

**CREATE A COMMUNITY STRATEGIC PLANNING COMMITTEE**

(Council)

- Council creates Community Strategic Planning Committee (5 - 8 people)
- Committee and Community Planner report back to the Council

*STEP #2*

**COMMITTEE MEMBERS ARE FOUND**

(Community Planner)

- Committee members are found by the Community Planner
- Community Planner is one member of the committee
- Committee should be a good mix of elected leaders, non-elected leaders, and community members like teachers, mothers, elders, business owners (men and women), and youth.
- Committee works in partnership with the community
- Committee can be the voice for the community
- Community Planner, Council, Committee and community work together to develop the plan
- Community Planner and Committee are available to answer questions from the community
- Sets aside specific time to do planning

***STEP #3***

## LOOK AT PAST STUDIES

(Community Planner and Committee)

***Look at:***

**Past studies and surveys**

Community profiles, housing surveys, infrastructure, capital plans, education surveys, human resource surveys, medical services surveys, social assistance statistics. Also look at studies and surveys from communities about the same size as your own. As they may provide some good ideas.

***Think about:***

- What do we have in the community?
- What has been done in the past?
- How has it been done?
    - What worked?
    - Why did it work?
    - What didn't work?
    - Why didn't it work?
    - Will it work this time?

*STEP #4*

## TELL COMMUNITY ABOUT THE PLANNING

### STEPS

**Why it is important for the community to participate**

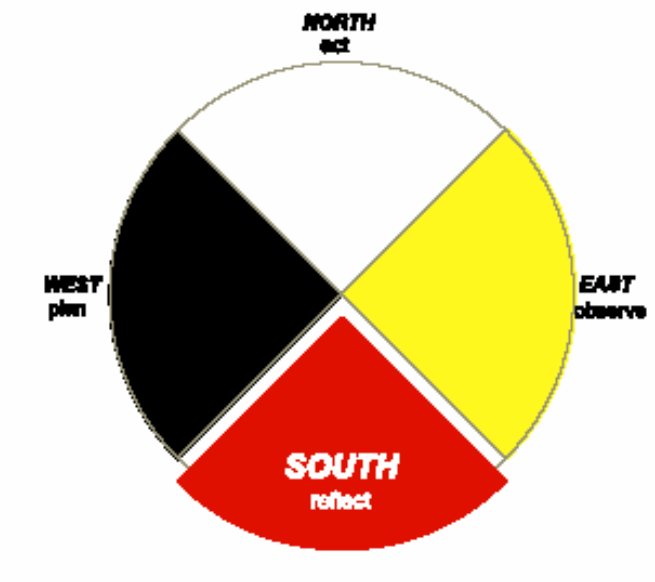
- More heads are better than one
- Need to have a say in their community
- Builds a strong and healthy community
- Community takes control of where it wants to go
- More likely to join in and work toward community goals
- Everyone can help and make a difference

**Telling the community**

- Give the community lots of notice before the meeting date - one month in advance if possible
- Invite them to participate in the community focus group meetings
- There will be a series of focus group meetings, ideally 8-10 people for each meeting, but if only 2 people show up the meeting should continue.
- Try to reach as many people as possible but at least 20% of the entire community
- Information about Community Meetings can be posted at: community radio, community newsletters, tribal council, newsletters, post office, band office, health centre, day care, grocery stores, churches, gas stations, restaurants, schools, etc.

***Community Strategic Planning Notice - see sample, Appendix 1***

## SOUTH: Reflect - Where do we want to go?




*STEP #5*

**COMMUNITY FOCUS GROUP MEETINGS:**
**HISTORICAL TIMELINE AND VISON MAP**

(Community Planner, Committee, Community)

*STEP #5.1*

**Historical Timeline**

The Timeline and a Vision Map are made during one community focus group meeting.

**What is a Timeline?**

- It's a line with dates and events are recorded along the line
- Records past events for about a 20 year period

**Why do we make one?**

- Reminds us of our history
- What we have lived through
- How far we have come
- Things we have overcome
- It provides a chance for all committee members and the Community Planner to identify event(s) that are important to the community, and First Nations people.

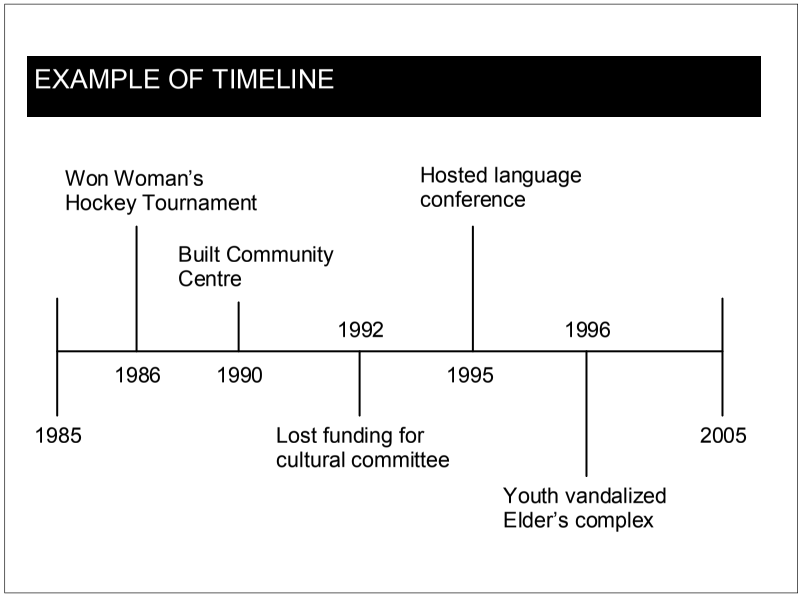
**Materials Needed:**

Flipchart paper, masking tape, markers, pens and post-it notes.

## Historical Timeline (20 - 30 min.)

### Steps

1) Hang two flip chart papers on wall horizontally.
2) Draw a line in the middle of the paper from one end to the other.
3) Divide the line into one year marks, beginning with 20 years ago.
4) Hand out post-it-notes and markers to everyone. The colour doesn't matter.
5) Say the questions: What events have been important to the community WE live in, and First Nations? What do you feel are the different events that have been important to our community? What important events do you remember? [watch people to know when to go to the next step - give 10 - 15 mins.] Ask them to write each event on one post-it-note.
6) Ask group to be ready to place the post-it-notes above the line, on the line or below the line. Placing the post-it-note above the line lets people know that the event was good. A post-it-note on the line shows that the event was both good and not good. A post-it-note below the line shows that it was an event that was not good.
7) Ask people to hang the post-it-notes on the flip chart paper one at a time and explain them. Ask each person to talk about the event(s) they remember.
8) At the end of the session the group will have a historical timeline of events that were important to themselves, the community, or First Nations.
9) A description and summary of the Timeline will be part of the Community Strategic Plan Report.
10) The Timelines should be kept in the office of the Community Planner for the future.



## Take strengths from the past and move into the future

Historically we came from a background of healthy sustainable living with a relationship with the land. Traditional people thought about sustaining their way of life by not over fishing or hunting and we must keep those thoughts in mind when planning for today and tomorrow.

***Strong values***

Have kept First Nations alive
Gives us a strong foundation

***STEP #5.2***

**Vision Map**

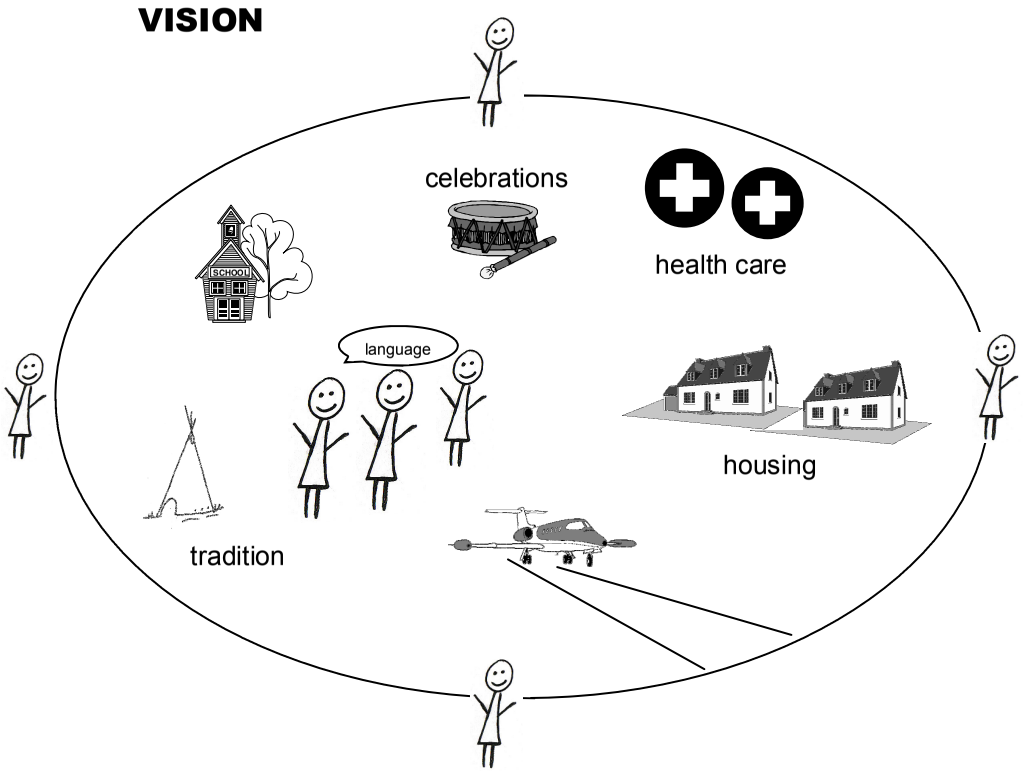
The Vision Map is done during the same meeting as the Historical Timeline. The Vision Map is considered when setting priorities.

### What is a Vision Map?

- Creates a picture of an ideal community
- Vision Map does not have a time frame.
- Includes present community and future vision
- Made up of pictures
- Everyone works together to create it

### Why do we create a vision map?

- Identifies the values that the community wants to take with them into the future.
- Creates a vision of what is possible
- Beginning of change
- Opens the mind to possibilities




## Materials needed

Magazines, markers, flip chart paper, glue or tape, scissors, fun, imagination

## Steps

1. Talk to the group about what a Vision Map is, and why a map is made. Look for those people who may have questions about the steps of making a Vision Map for the community.

2. The Vision Map is made up of drawings, words and pictures.

3. Hand out the magazines, markers, glue or tape, scissors to everyone.

4. Tell the group the purpose of the magazines. The magazines are for people to look through and find pictures that help them show their vision. The pictures can be cut from the magazine and pasted on the Vision Map. People can also draw their own pictures with markers and use words to describe their meaning.

5. Everyone will be asked to paste their drawings and pictures on the Vision Map. Be sure to check to see if all visions are included on the map.

**Sample Vision (or Mission) Statement:**

*The vision statement is short, but sets out the foundation for the community's plan, outlining its major beliefs.*

**Sample 1:**

*A strong, vibrant community which provides every member with a strong sense of belonging and meets their spiritual, emotional, mental and physical needs.*

**Sample 2:**

*The Mission of the Moose Cree First Nation is to revive and preserve our cultural, traditional and spiritual beliefs in order to enhance a healthier community in which we live together and respect one another for the betterment of our future.*

(Moose Cree First Nation website accessible at: http://moosecree.com/chief-council/mission-statement.html)

***STEP #6***

## MAKE ONE COMMUNITY TIMELINE

(Community Planner)

The Community Planner combines all the community focus groups' Timelines into one Timeline.

***STEP #7***

## MAKING THE VISION STATEMENT

(Community Planner, Committee)

The community focus group meetings' Vision Maps are looked at to see repeating themes. Each map must be considered. The Vision Statement is made from all of them.

The Vision Statement says what the community wants to do and may include how to do it. It must be clear and to the point. It must be specific to your community and give the idea of the vision and what the community wants to become.

***STEP #8***

## SETTING LONG TERM GOALS

(Community Planner, Committee)

Based on the vision maps and vision statement long term goals are set by the Community Planner and Committee for each of the repeating themes. These goals will be used later in making the action plan. There may be several long-term goals for each repeating theme.

*STEP #9*

## COMMUNITY FOCUS GROUP MEETINGS

## IDENTIFY COMMUNITY STRENGTHS

(Community, Community Planner)

It is important for the community to identify its strengths in the Community Strategic Planning steps. At the meetings people are asked to identify what they feel are the strengths of the community.

### Why we identify our community strengths

- Focus on the resources of our own community
- Community's views about their own resources
- Get to know the community in a good and healthy way
- Focuses on strengths rather than needs, problems or concerns
- Overcomes feelings in the community that are not good
- Gives us strength
- Leads to the next step of planning
- Will help us realize that we have the ability to keep going and continue to grow through difficult change.
- Helps us realize that we CAN do it.

## Materials needed

Flip chart paper, markers, pens, paper, tape, three different colours of post-it-notes, Individual Agreement Forms, (Appendix 1), People's Information Sheet (Appendix 2), Project Information Sheet (Appendix 3), note taker and refreshments.

- Community Planner leads meetings
- Meetings take approximately 2-3 hours
- The community's ideas are written on flip chart paper
- The note taker makes notes about what the people say when they are Talking about the community's strengths
- It is important to remember that only what is said is written down. Who says it is not written down.

**AGENDA**

1. Introductions and icebreaker
2. Group agreement
3. Individual agreement and information sheet
4. Identifying our strengths
5. Mapping our strengths
6. Closing Circle

***Step# 9.1***

**WELCOME AND INTRODUCTION**

Community Planner talks about the project

- How this project is different from other ones
- Project to assist each community to develop a Community Strategic Plan
- From the communities' Strategic Plans NADF will make a regional Strategic Plan

***Purpose:***

To assist the community to work together to create a Community Strategic Plan

***Result:***

Strategic Plan gives community leaders a plan to follow that will guide the community to a balance between meeting our needs anda healthy environment.

Community Planner's Role [1 min]

- May ask questions that seem obvious
- May summarize what has been said to be sure she/he understands
- Role is to ask and learn, not to give opinions or judge

***Step #9.2***

**Agenda [hang up agenda] [5 min] - review with group**

Introductions & Icebreaker
Group Agreement
Individual Agreement
Identifying our strengths
Mapping our strengths
Closing circle

**Icebreaker:**

**"If I could take only one thing with me to Venus"**

**Purpose of this session:**
To welcome participants and to help them begin to recognize that each participant has something interesting to contribute to the Strategic Plan.

**Introduction of exercise:**
Ask each participant to close their eyes for a minute, and picture themselves on a spaceship in the year 2020, on their way to the planet Venus. Venus has been found to be populated by an unusual kind of being, and this is the first meeting between people from Earth, and the Venus beings. Each person selected for the trip has been asked to bring one thing from their community that they think would be most valuable for a Venus being to know about.

*Give the participants 2-3 minutes to think about this.*

Then go around the circle and ask each participant to tell what they have brought and why. Allow 1-2 minutes per person.

***Step #9.3***

## ICEBREAKER [10 min]

A short game to break the ice

***Step #9.4***

## GROUP AGREEMENT: [5 min]

This is an agreement as to how the group will work together today.
Ask the group, "What would help you feel safe to share your opinions and learn from others?".
People make suggestions and it is written on a flip chart.
Hang on wall so people can see it during the meeting.
Confirm that this is how we have agreed to work together.

**Sample Group Agreement**

- One person speaks at a time
- Be respectful of each other
-
-
-

*Step #9.5*

## Individual Agreement and Information Sheet [7 min]

Agreement Form: **See sample in Appendix #1**

- The Agreement Form is filled out so people understand that they can choose to participate or not. If they choose to participate then they sign the consent form.
- Privacy is respected and the consent forms are kept in a safe place.
- The forms are destroyed after the Community Strategic Plan Report is written.

Project Information Sheet: **See sample in Appendix #3**

- Gives the people information to take home to remind them about the meeting
- Lets them know who to call if they have questions.

People's Information Sheet: See sample in Appendix #2

- Track's people's background to make sure that the people who attend the different meetings represent many different views.
- People's privacy will be respected. No names are on the sheet. The sheet will be destroyed after the Community Strategic Plan Report is written
- The information will be summarized and be part of the Community Strategic Planning Report.

***Step #9.6***

**<u>Question:</u> [1hr15min.]**

What do you feel are the strengths of our community?

1. Hand out paper and pens

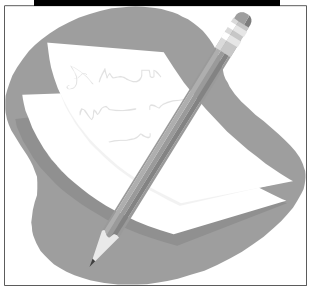
*paper & pens*

2. Ask the question: What do you feel are the strengths of our community?

*What do you feel are the strengths of the community?*

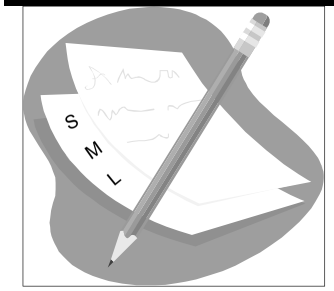
3. Write those strengths on one side of the paper [watch people to know when to go to the next step - make sure all are finished - 15 min]

*list strengths*

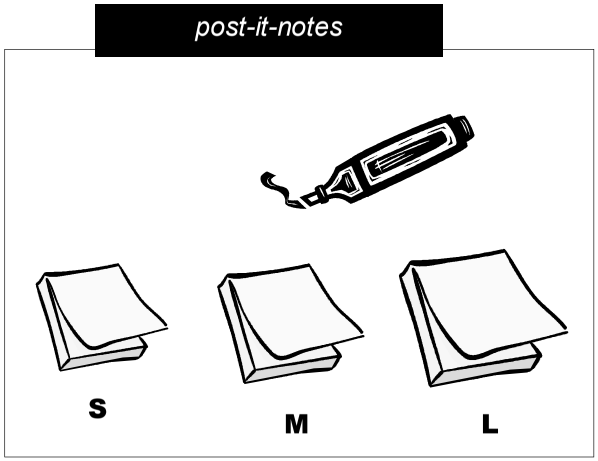


4. Beside each strength put Small, Medium or Large. [watch to know when to go to the next step - 5 min or so]

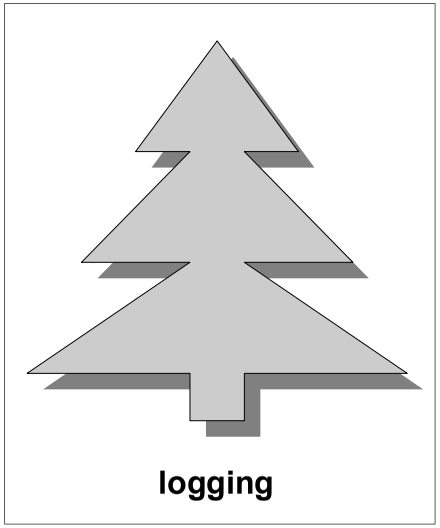
*list S M L beside strengths*



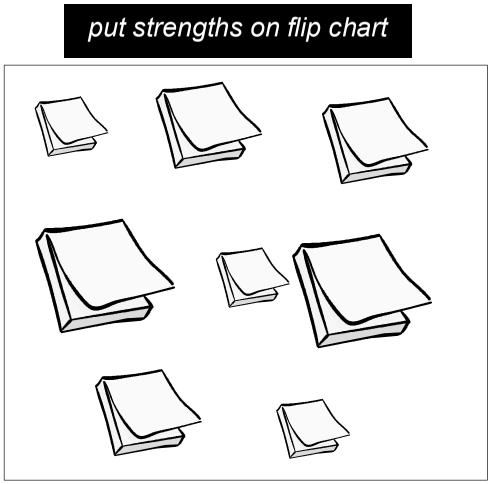
5. Collect the pens. Hand out markers. Explain that we are using post-it-notes rather than a flip chart because we will be moving them around afterwards.
6. Hand out post-it-notes. Explain post-it-notes colour coding. Each size of strength will be the same colour. All Small strengths will be the same colour, all Medium strengths will be the same colour and all Large strengths will be the same colour.



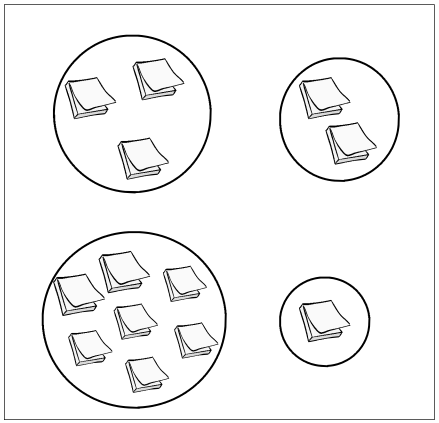

7. Ask group to draw each of their strengths on a post-it-note and write the strength on it. One strength per note. People are asked to draw rather than use words because a picture is worth a 1,000 words. It relaxes people. Helps people to think of other things like the larger picture. Pictures spark new ideas.



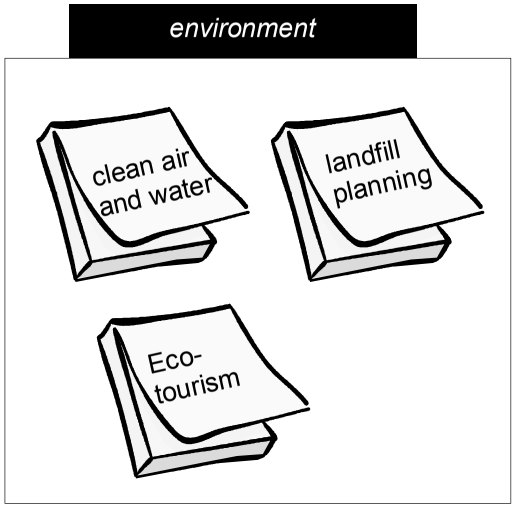

8. When everyone has finished, ask people to hang post-it-notes on flip chart paper and explain them. One at a time, one from each person.



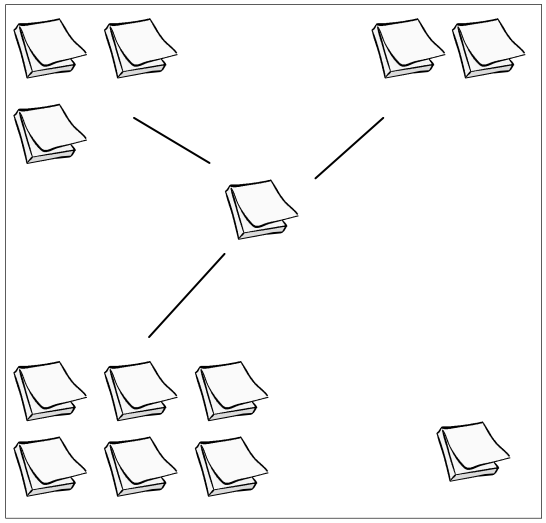

9. Ask the group to arrange similar post-it-notes into groups on the flip chart. Everyone must agree to moving the post-it-note before it can be moved.



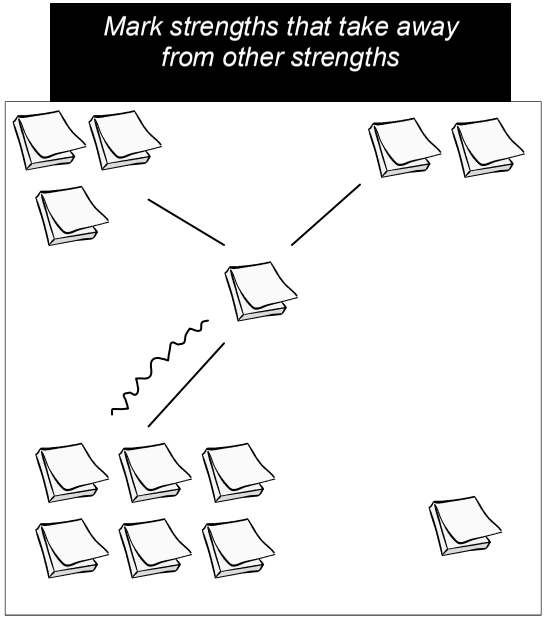
10. Name the group of strengths. i.e. tourism, environment, education




11. The group draws lines to connect the groups that are related to each other



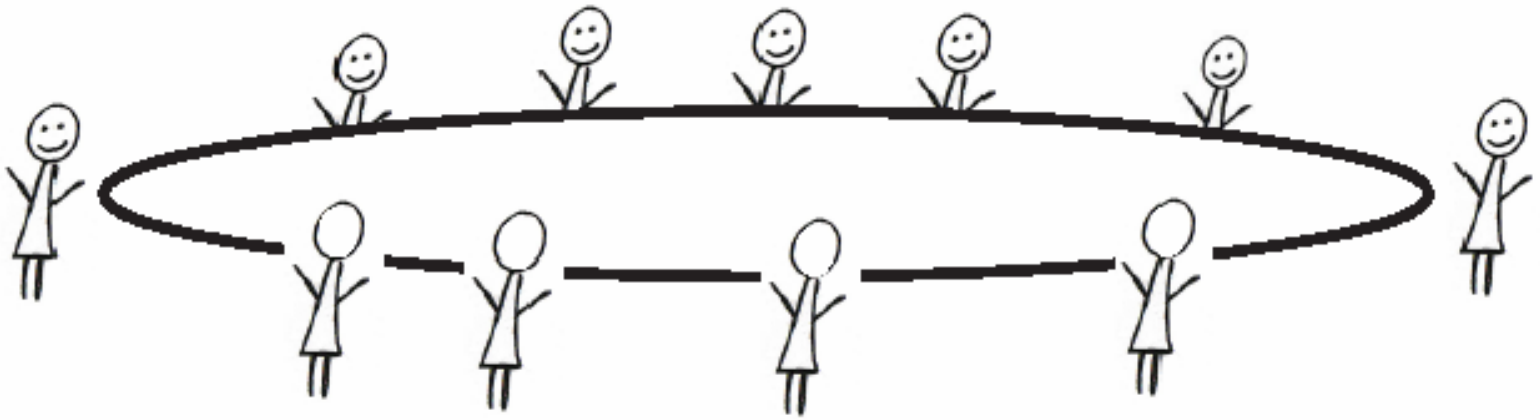
12. Ask people if there are any groups that take away from another group. If so people may want to draw a jagged line between the groups.
13. When everyone is satisfied with the arrangements of the notes and showing the relationships let the group know that this is their group "Map of Strengths".



*STEP #9.7*

**Closing Cirlcle [15-20min]**

This is an opportunity for people to provide their thoughts on their participation.  Ask them if they have any final thoughts on the community's strengths'.



| STRENGTH GROUP CHART | |
|---|---|
| Community Meeting #1 | Friday June 4, 2004 |
| **STRENGTH GROUP** | **Totals** |
| Group 1 - Human Resources | |
| Aboriginal Growth | 5 |
| Aboriginal Voice | 3 |
| Jobs | 5 |
| Large Aboriginal Population | 2 |
| **TOTAL** | **15** |
| Group 2 - Education | |
| Own school | 2 |
| **TOTAL** | **2** |
| Group 3 - Environment | |
| Environment | 5 |
| Great Lakes | 4 |
| Eco-Tourism | 3 |
| Wilderness | 4 |
| Clean air, water | 5 |
| Animals | 3 |
| Four Seasons, Fall Colours | 2 |
| Forests | 3 |
| Gardens | 4 |
| Trees | 5 |
| **TOTAL** | **38** |
| Group 4 - Community Attitude | |
| Family Ties | 5 |
| Sense of Community | 3 |
| Care for Each Other, Care giving | 4 |
| **TOTAL** | **12** |
| Group 5 - Services | |
| Social Services | 5 |
| Police | 3 |
| **TOTAL** | **8** |

*STEP #10*

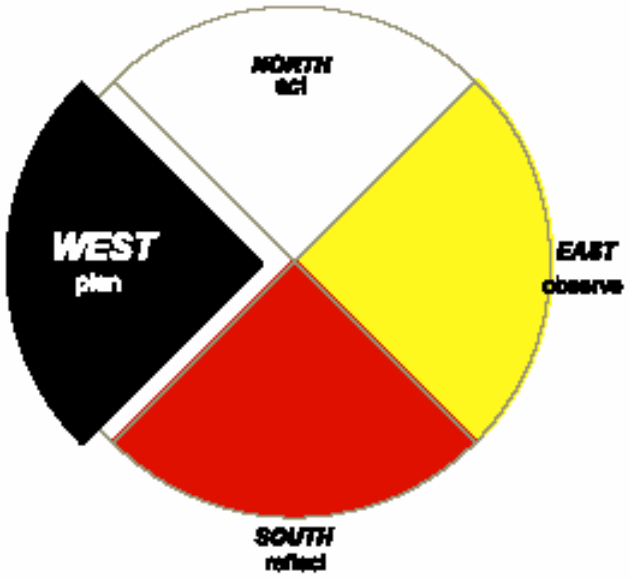
## STRENGTH GROUP CHART

(Community Planner)

Organize the information from Strength Maps made during the community focus group meetings.

1) Look at all the Strengths Maps and create a list of the Strengths Group
2) List each strength under each group heading
3) Total the number of times each strength appears

**WEST - Plan**
**How do we get there?**




*STEP #11.1*

**Create Interest Groups**

(Community Planner)

- Community members are asked to work on developing Action Plans in areas of their interest.
- Interest Groups of 4-6 people are formed.

*Step #11.2*

**Make Action Plans**

(Community Planner, Committee, Interest Groups)

- What we need to do to reach our goals and who does what.
- Interest Groups fill in the Action Plan Chart. All of the charts go back to the Community Planner and Committee.

***A. An Action Plan will be made for each long term goal.***

- Helps us make the vision into a Strategic Plan.
- For each of the vision themes one Action Plan is filled out.
- The Plan has 4 parts
  A. The long term goal: Longer than 5 years (vision)
  B. The short term goal: Within 5 years (can do right away)
  C. Strengths/Unknowns/Threats
  D. Action/Who does what/When

| ACTION PLAN CHART | | |
|---|---|---|
| A.<br>Long Term Goal | | |
| B.<br>Short Term Goal | | |
| C.<br><u>Strengths</u><br>Things that are working for us | <u>Unknown</u><br>Things we don't know about yet - if they are for or against us | <u>Threats</u><br>Things that are working against us |
| D.<br><u>Action</u> | <u>Who does what</u> | <u>When</u> |

***Steps***

A. Fill in the long term goal: longer than 5 years (vision)

B. Fill in the short term goal: within 5 years (can do right away)

C. *Thing that are working for us*
Strengths - What is working for us to help us meet our goal?

*Things that we don't know about yet*
Unknown - What things we don't know about yet that might hold us back from meeting our goal. What are we not sure of yet? i.e. financial commitment

*Things that are working against us*
Threats - What things are working against us and keeping us from meeting our goal?

D. Actions that need to be taken:
- to make things happen to meet our goal
- to make the unknown into a force that is working for us and helping us meet our goal.
- to overcome the things that are working against us.

Who does it?

When?

*STEP #11.3*

## Set Priorities

(Community Planner, Committee, Community, Interest Groups)

### What are priorities?

A list of things to do first, second and third.

### Why do we set priorities?

- So we know what to do first and we don't try to do too much at once
- We focus our energy on a few jobs so it isn't overwhelming
- Increases our chances of being successful

### Some things to consider when setting priorities

- Does this action plan fit with the Vision Map and long term goals of the community?
- What is easily within our reach?
- What will take a long/short time to achieve?
- What is financially sound?
- Do we need outside resources?
- Is this something we can do on our own?
- How much work is involved?
- Do we have the human resources?
- Do we need additional training and is it easily available?
- What would make the greatest difference?
- How quickly will it be profitable?
- How much will it cost?
- Timeframe to reach the goal

### At Action Planning meeting:

- The Community Planner places all of the action charts on the wall.
- Everyone is give 3 dots
- Everyone is asked to pick what they think are the top three priorities for the community. They put the dot on the action chart they feel is most important. They can put all three dots on one priority if they want.
- The facilitator looks for the priorities with the greatest number of dots. This shows the top few priorities.
- She/he writes them down on new flip chart paper.
- The new list is then hung on the wall.
- Everyone is now given one dot and asked to pick only one priority.
- The facilitator looks to see which priorities have the largest number of dots.
- The top priorities are then put in the final report.

*Sample*

**Measurable Outcomes**

| Action | Measurable Outcomes |
|---|---|
| Develop Child Care Centre | • Committee authorized by Band Council to proceed by end of April 2005<br>• Feasibility study completed by June 2005<br>• Funding application submitted to INAC by September 2005<br>• Training agreement signed with College to train child care workers by December 2005<br>• Funding approved by February 2006 |
| Develop eco-tourism strategy with long-term goal of employing 25 people | • Develop community support for initiative by hosting workshop with a speaker on Indigenous eco-tourism<br>• Form a committee to work on this development from conference attendees by August 2006<br>• Funding proposal for a feasibility study submitted by September 2005 to FedNor and MNDM<br>• Invite community to submit ideas for eco-tourism development through a series of open houses on types of development possible (Nov. 2005)<br>• Conduct feasibility study and set priorities for development (Jan-Mar, 2006) |

***STEP #12***

## SET MEASURABLE OUTCOMES

(Community Planner, Committee, Interest Groups)

Set measurable outcomes for each priority.

***What is a measurable outcome?***

- Checklist to make sure the steps have been completed
- Measuring the success of reaching your goals
- Tells you when more work is needed to be done - the gaps
- Helps keep the work on track

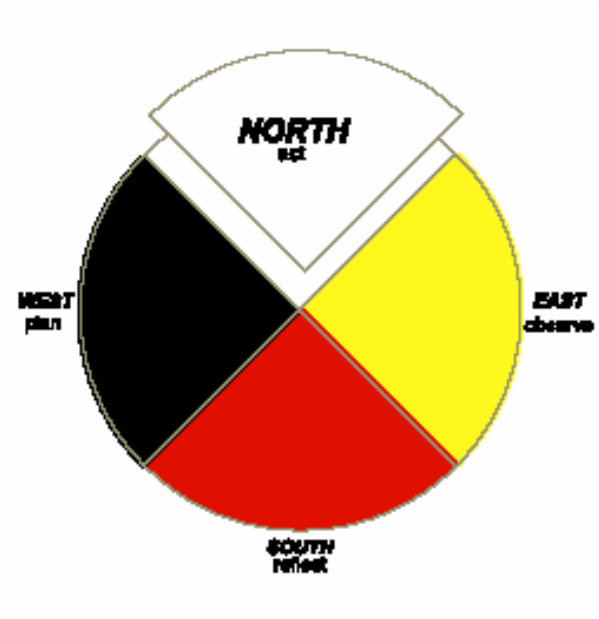
## Community Strategic Plan Final Report

Community member want to hear their voices in the final report - if they do, they will support the recommendations and help follow through on the plan of action. The report also needs to be thorough and complete. An "Executive Summary" at the beginning of the report can show the recommendations without all the details, and sometimes this is very helpful to communities, so that not everyone had to read the whole report.

**Final Report Outline:**

1. **Cover page** - *contains title, vision statement, date completed, and names of funders.*
2. **Acknowledgment** - *Thanks all the people who have contributed to the plan such as the community participants, the planning committee members, funders, anyone who has proofread it, Chief and Council, etc.*
3. **Executive Summary** - *2 to 3 page summary of why the plan was completed, how it was done, and the main recommendations of the report*
4. **Index** - *A list of each section of the report and its page number.*
5. **Introduction** - *This provides some information as to when the report was done, who did it, why it was needed (for example, the last strategic plan was done fifteen years ago, or there has been no strategic planning done before).*
6. **Methodology** - *Who decided to do the plan, who did the plan, how was the planning committee set up, who funded it, how were the community members involved - how many of them participated, how many community meetings were held, etc. If a consultant helped with some of the work, that information should be included here.*
7. **Where are we now?** - *Using the results of the historical timeline, and the strengths exercise to answer this question.*
8. **Where do we want to go?** - *Use the visioning exercise to identify where the community members want the community to develop over the next 10-20 years.*
9. **How are we going to get there?** - *Use the Action Plan Chart (page 35) to outline what actions need to be taken to achieve the vision statement.*
10. **Conclusion/Recommendations** - *Organize the actions into a series of steps and identify what organization (for example, Chief and Council, or Economic Development Officer, or Planning Committee) is responsible for taking that action. These recommendations then form part of the Executive Summary of the report.*

## NORTH: Act - Doing it




***STEP #13***

**WRITE THE COMMUNITY STRATEGIC PLAN REPORT**

(Community Planner)

This is the report that will be presented to the community

- It gives them background information about the steps and all of the steps that went into making the Strategic Plan.
- Keeps the steps clear and is available for everyone in the community to see.
- Builds trust.
- Shows community that work has been done.

***STEP #14***

**TAKE THE COMMUNITY STRATEGIC PLAN TO THE COMMUNITY**

(Community Planner)

1. Community Planner sets up a community meeting
2. Community Planner and Committee present the Plan
3. Community looks over the plan and provides their thoughts
4. Community Planner changes plan if necessary

***Why should the community look over the plan?***

- More head are better than one
- Need to have a say in their community
- Builds a strong community
- More likely to join in and work toward community goals
- Everyone cal be a part of it and make a difference

*STEP #15*

## CHANGE THE COMMUNITY STRATEGIC PLAN IF NECESSARY

(Community Planner, Committee)

The community may have very good ideas or suggestions about the plan. The Community Planner and Committee should think about these suggestions. The Plan may need to be changed. The Community Planner changes the plan and then takes it to Chief and Council for approval. At this time the Community Planner and Committee will have a very strong idea about what the community wants, its priorities and how to achieve the community's goals.

*STEP #16*

## TAKE PLAN TO COUNCIL FOR APPROVAL

(Community Planner)

- Chief and Council look over the Plan
- Chief and Council commit to the Plan by approving the Plan
- Council gives direction to the BDO/EDO to put Plan into action

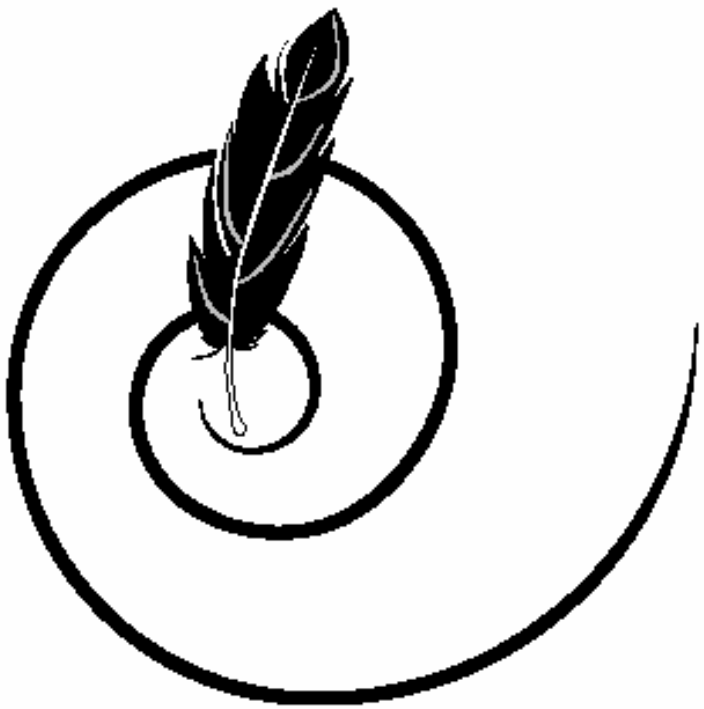
*STEP #17*

## PUT THE PLAN INTO ACTION

(Community Planner, Committee, Community)

- Community Planner and Committee members follow through with the work that is needed to reach each goal
- This may mean that the Community Planner needs to write grant proposals, conduct feasibility studies, develop business plans,

**Then we go back to the EAST to begin again.**
**Each year the Strategic Plan should be reviewed...**



**EAST - Observe - Where are we now?**

1. Look at how things are going (Community Planner and Committee)
2. Check measurable outcomes (Community Planner and Committee)

**SOUTH - Reflect - Thinking about where we want to go?**

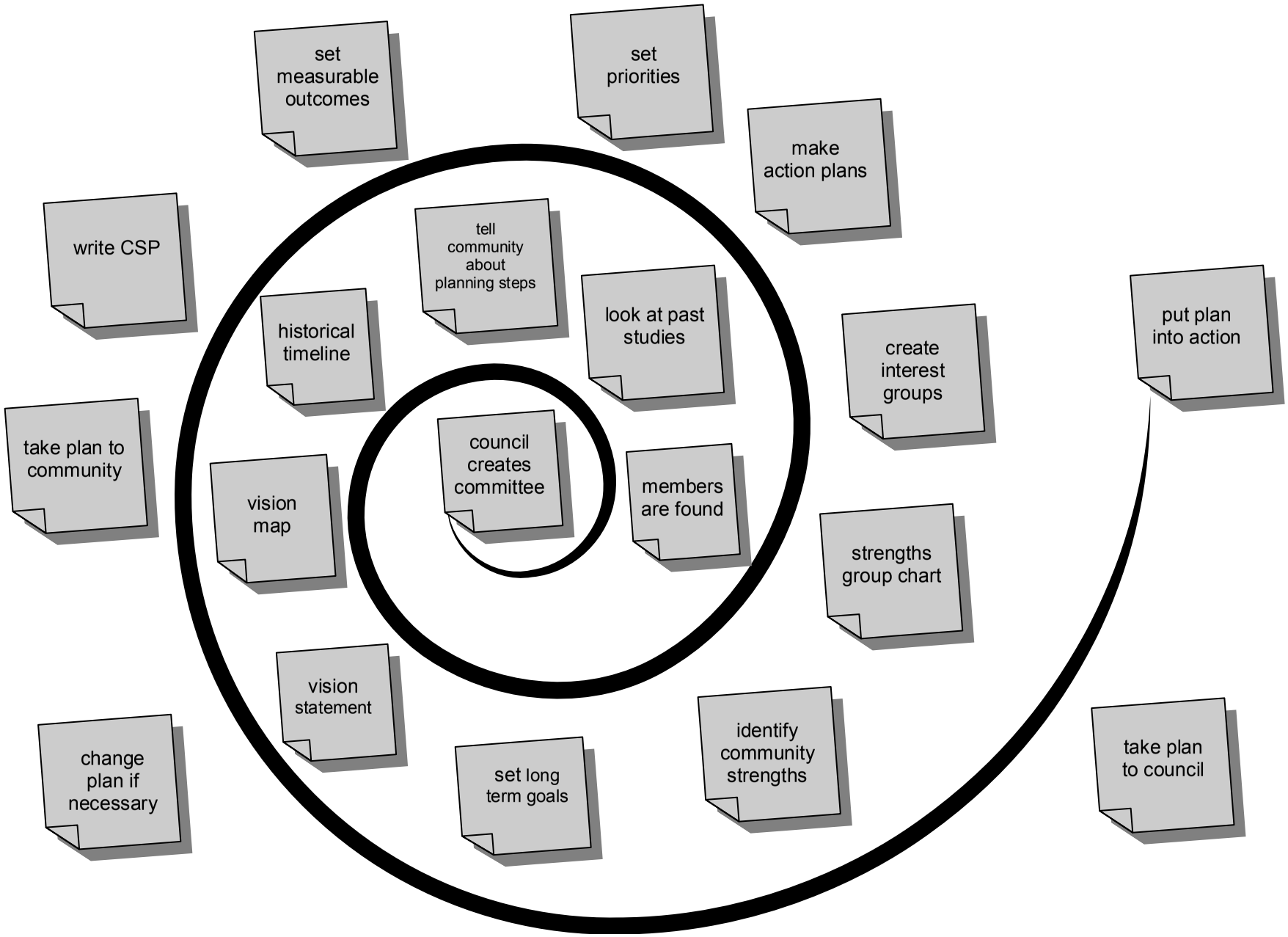
1. Let the community know what has been done (Community Planner and Committee)
2. Check with the community to see if plans are still on track
3. Get ideas from the community

**WEST - Plan - How do we get there?**

1. Change the Community Strategic Plan if necessary (Community Planner and Committee)
   What has changed?
   Are we following the steps of the plan?
   Do we have to change the priorities?
   Check financial position

**NORTH - Act - Doing it**

1. Put the Community Strategic Plan into action (Community Planner continues to put plan into action with Committee support)
2. Check the plan and follow steps (Community Planner and Committee)


set measurable outcomes
set priorities
make action plans
write CSP
tell community about planning steps
historical timeline
look at past studies
put plan into action
create interest groups
take plan to community
council creates committee
vision map
members are found
strengths group chart
vision statement
change plan if necessary
set long term goals
identify community strengths
take plan to council

## Strategic Planning Community Notice

_____First Nation is developing a Community Strategic Plan. We would like your ideas and thoughts about what you would like to see for the future of our community. The plan from our community and from other First Nations will be used to help NADF develop a regional strategic plan.

## What is a Community Strategic Plan?

**It's a plan that guides the community to a better future**

Helps the community to decide its values and what values it wants to take into the future
Works toward creating a balance between a good quality of life and prosperity

***Helps to balance economic development and social development.***

**The Plan answers the questions:**
Where are we now?
Where do we want to go?
How do we get there?

## Your Participation

An important part of this Community Strategic Planning is your **participation**. We are inviting you to take time out and share your thoughts and ideas about the future of economic and social development within your community and our territory. Your thoughts and ideas are respected and are a much needed part of the Community Strategic Planning process in your community and in the region.

Come to our (open house) (first community meeting) (second community meeting)
at (time) (date)

## Individual Agreement to Participate

Nishnawbe Aski Development Fund (NADF) is pleased to be working with communities on **Community Strategic Planning**. This planning in the communities will be led by the local Community Planner. When communities finish their community strategic plan, NADF will gather all the community strategic plans to make a regional strategic plan. The community strategic plans and the regional plan will be used to **guide the economic and social development of our territory into the future.**

An important part of this Community Strategic Planning is your **participation**. Your thoughts and ideas are respected and are necessary for the Community Strategic Plan at the local level and at the regional level. You are free to choose whether or not you want to take part in this community planning. If you choose to participate, you may refuse to answer any questions or leave the meeting at any time with no problems.

The community meetings will take approximately 2.5 hours. Notes will be taken at the meetings. The notes will record what was said. They will not record who said it. No one's name will be in the report and your identity will be strictly confidential. The information from the community meetings will be kept by the Community Planner in a safe place.

If you choose not to take part in this community planning, this information will be kept confidential too. Agreement to Participate forms (which have names) will be kept separately by the Community Planner in a safe place during the project and will be destroyed after the Strategic Plan is finished.

If you have any questions or concerns about this project, you can call the local Community Planner at (807)-___-____ .

You are free to choose whether or not you want to take part in this community planning. If you choose to participate, you may refuse to answer any questions or leave the meeting at any time with no problems. If you choose not to take part in this community planning, this information will be kept confidential too.

Person Agreeing to Participate

Print name: _____ Signature: _____

# People's Information Sheet

**A BIT OF INFORMATION**

It is important that the project include as many different community members as possible. Including many different community members will help us get a better picture of what the whole community wants as a group. To track the community members who participate, we are asking you to fill out this form. This form will help us see if we need more participation and from what groups i.e. Elders, youth, women, leadership, employed, unemployed etc. This information is gathered by the Community Planner for this reason only and not used to identify who takes part in the project. The information is summarized and reported in the Community Strategic Planning Report for the community. This form will be destroyed after the report is written.

Please ***circle*** the option that best describes you:

**Sex**

Male / Female

**Age**

(16 – 25) (26 – 35) (36 - 45 ) (46 - 55) (56 - 65) (66 - + )

**Income**

(0 - 10,000) (11,000 – 20,000) (21,000 – 35,000) (36,000 – 50,000) (51,000 - +)

## Project Information Sheet

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You are free to choose whether or not you want to take part in this community planning. If you choose to participate, you may refuse to answer any questions or leave the meeting at any time with no problems. If you choose not to take part in this community planning, this information will be kept confidential too.

**If you have any questions or concerns about this project, you can call the local Community Planner at (807)-___-____ .**

***Please keep this paper in case you have questions about the project in the future***.

# New Words

**Agenda:** A list of things that you want to do during a meeting. The list tells you what order you will do them in.

**Action plan:** A plan of action. Work that needs to be done to meet goals. It tells you what you need to do, who is going to do it and when.

**Appendix**: Additional information that is found at the back of a book

**Business plan:** A plan that maps out the future development of a business, usually for a period of several years.

**Closing circle:** A time at the end of a meeting for people to speak freely about the meeting. It closes or ends the meeting.

**Community development:** New and different opportunities for growth and employment

**Community Focus Groups**: The community holds focus groups to gather people's ideas about a special issue or subject.
It is a small group (8-10 people) of community members that have a common bond. They meet to talk about the subject and give input.

**Community input:** Community members' thoughts and ideas that are considered during Strategic Planning.

**Community Strategic Plan:** A Strategic Plan that the community makes for itself to guide their economic and social development.
See Strategic Plan below

**Community Skills:** Skills, abilities, or what people in the community are already good at doing. Things people are good at doing right now.

**Community Resources:** Resources that are shared by the community. For example, Human Resources, (people and their skills) buildings, Infrastructure (roads, sewage systems, landfills, etc.), financial resources, natural resources.

**Compare:** To look at two or more things to see how they are the same or how they are different.

**Development:** An increase, growth or more opportunities.

## New Words (Cont'd)

**Elected:** People who are chosen by a vote.

**Non-elected:** People who have not been chosen by a vote.

**Economic Development:** An increase in the number of jobs and/or types of jobs that are available in the community

**Explain:** To talk about something in detail

**Facilitator:** Somebody who leads the group through the meeting agenda and helps to make sure everyone follows the group agreement and has a chance to contribute. The facilitator does not participate in the exercises. She or he answers questions and helps the group do the exercises.

**Financial resources**: Banks, bank accounts

**Financial commitment:** Someone or an organization that is willing to give money for a project.

**Grant proposal:** A plan that asks the government or an organization for money for a project.

**Group agreement:** An agreement that is made at the beginning of the meeting. Everyone helps to make the agreement. The agreement lists things that will help the group feel safe so they can work well together.

**Historical Timeline:** A line with dates and events that happened during the past 20 years. It reminds us of our history; what we have lived through; how far we have come and things we have overcome.

**Human resources:** People. And the skills that they have or skills that they can develop.

**Icebreaker:** An activity or exercise that relaxes a group and helps to make everyone feel welcome.

**Identify:** To recognize something or it make known.

**Infrastructure:** Large-scale services, and facilities like power and water supplies, public transportation, telecommunications, roads, and schools

**Interest groups:** Small groups (8-10) of people that are interested in the same things, like education, health, eco-tourism.

## New Words (cont'd)

**Long term:** A future time that is about 5 years or more.
**Short term:** A future time that is less than 5 years.

**Measurable outcomes:** Helps you to measure the success of reaching your goals. It is a checklist to make sure the steps have been completed. It tells you know where more work is needed to be done. Helps keep the work on track

**Natural resources:** The environment, such as trees, (wood, syrup), lakes and rivers (water ways for travel, fresh water for drinking), rocks (mining, climbing) ponds (beaver dams, hand made paper), soil (growing) clay (pottery), animals, birds, etc.

**Note taker:** Someone who takes notes at meetings. They record what was said but not who said it.

**Organize:** To put information into groups, lists or order.

**Opinions:** What you think. A personal view or idea.

**Outside resources:** Resources that the community can ask for help. They are no in the community. For example, government people, other communities' leaders.

**Participate:** To be included in an activity, exercise or project

**Partnership:** An agreement between a community and another community, organization, business, or government department. Usually partnerships are made to help each other make a project happen.

**Past studies:** Reports that have been done in the past that give information about the community

**Priorities:** A list of what is most important to what is less important. What you are going to do first, second and third, etc.

**Possibilities:** Something that the community does not have or is not doing right now but the community could have it or it could be done in the future.

**Positive:** Something that is good or has a good feeling about it.

**Post-it-notes:** Small pieces of paper used in an office that have sticky glue on the back. They come in different sizes and different colours. They can be stuck to something and then easily moved again.

## New Words (Cont'd)

**Refreshments:** Snacks and drinks

**Reflect:** To think about an event after it happened. To give a past event some thought.

**Research:** A study that is looking for some specific information.

**Social Development:** New and different opportunities for social programs and better social conditions.

**Strategic Plan:** It's a plan that guides the community to a better future. It helps the community decide what it wants to have in the future. It helps the community to plan for economic and social development.