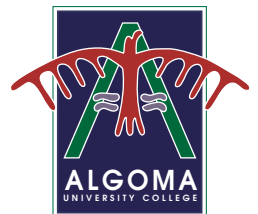




COMMUNITY STRATEGIC PLANNING TOOLKIT



Nishnawbe Aski Development Fund
A Community Futures Development Corporation



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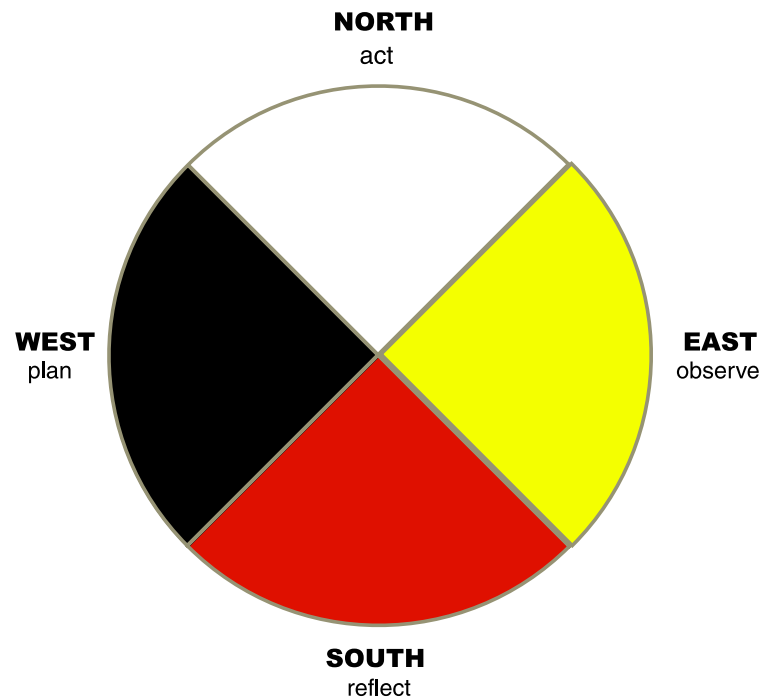
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2005 Community Economic and Social Development Program (CESD)
Algoma University College, 1520 Queen Street East, Sault Ste. Marie, Ontario, Canada P6A 2G4

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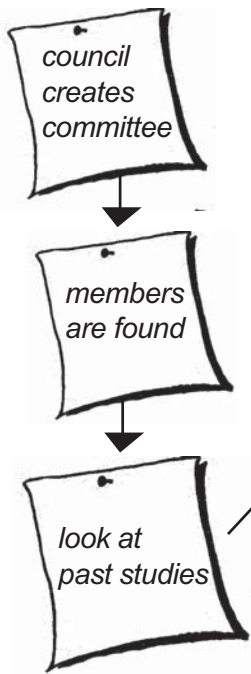
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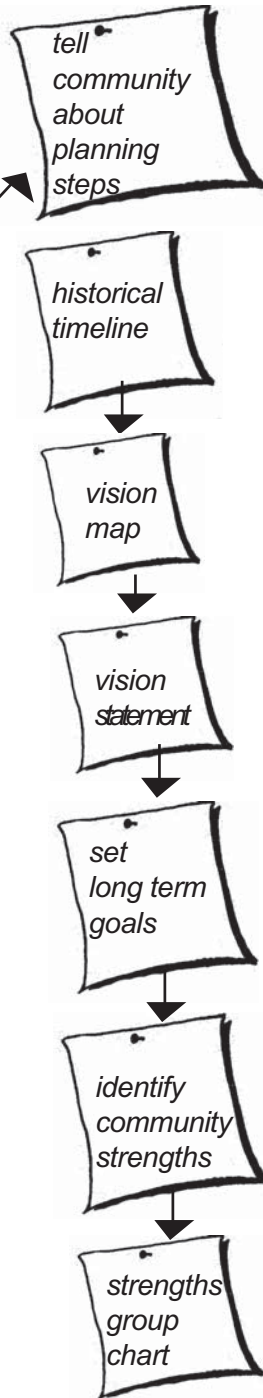
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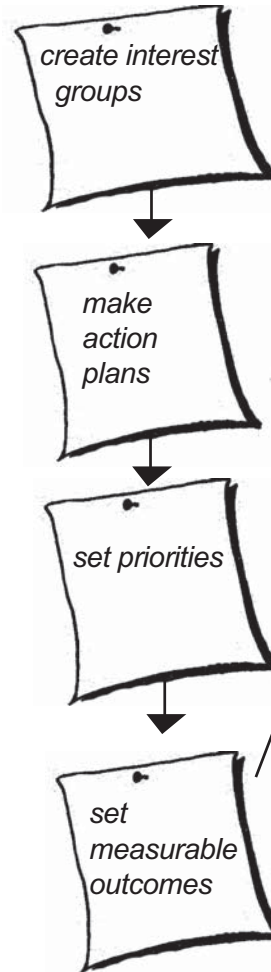
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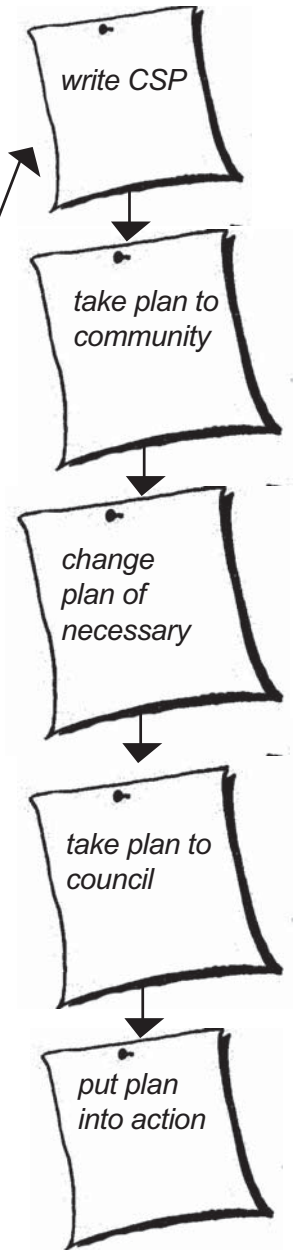
SOUTH - Reflect



WEST - Plan



NORTH - Act



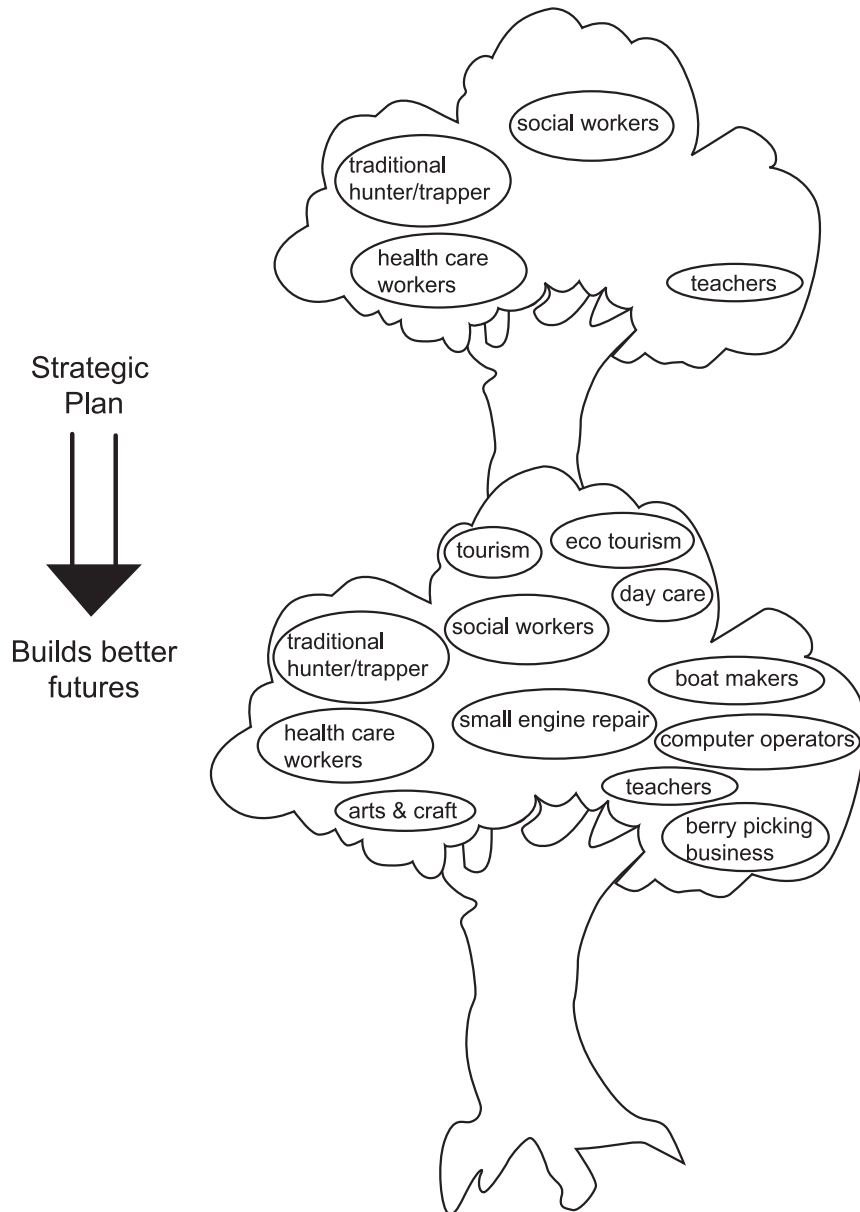
JOB CHART					
Who Does What					
EAST	Observe - Where are we now?	BDO	Committee	Council	Community
	Where are we now?				
1	Create a Strategic Planning Committee		X		
2	Committee members found	X			
3	Look at past studies	X	X		
SOUTH	Reflect - Where do we want to go?	BDO	Committee	Council	Community
	Where do we want to go?				
4	Tell community about the planning steps	X			X
5	Community Focus Group Meetings	X	X	X	X
	Historical Timeline	X	X	X	X
	Vision Map	X	X	X	X
6	Make one community Timeline	X			
7	Vision Statement	X	X		
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	Set Priorities	X	X		X
12	Set Measurable Outcomes	X	X		X
NORTH	Act - Doing it	BDO	Committee	Council	Community
	Doing it				
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

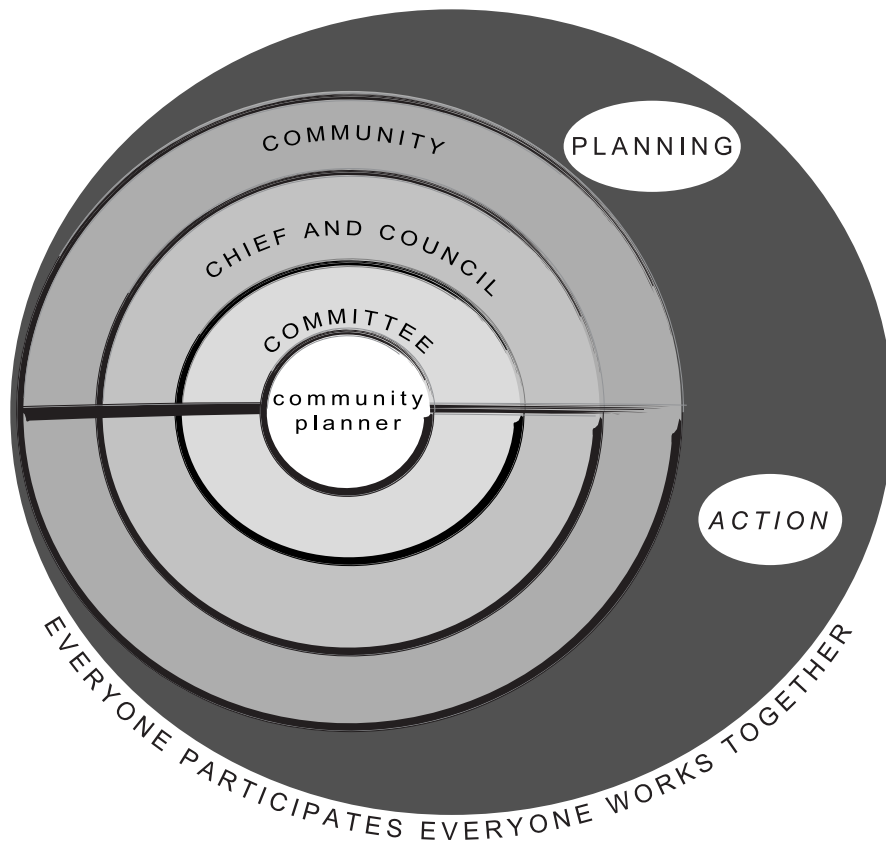
What is a Community Strategic Plan?

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 into 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 we are 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



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, toward 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

- Know you are hungry
- Decide what you want to make
- How do you make it?
- What do you need to make it?
- What are you missing?
- What do we need to get?
- Make lunch

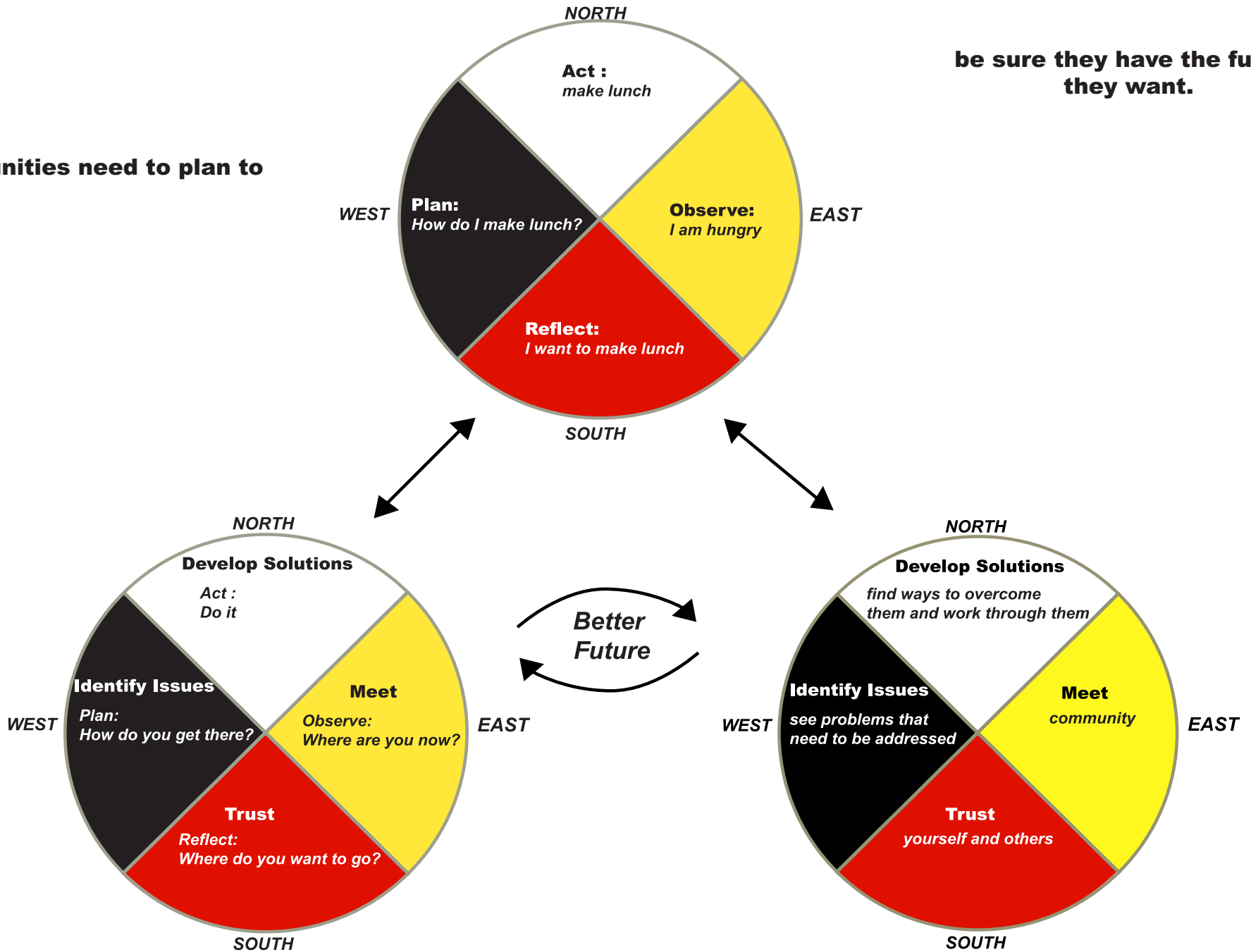
Strategic Plan

- Where are we now?
- Where do we want to go?
- How do we get there?
- What do we need to have?
- What are we missing?
- Make plan to get them
- Do it

Planning helps us reach our goals more easily.

Communities need to plan to

be sure they have the future they want.



It is 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

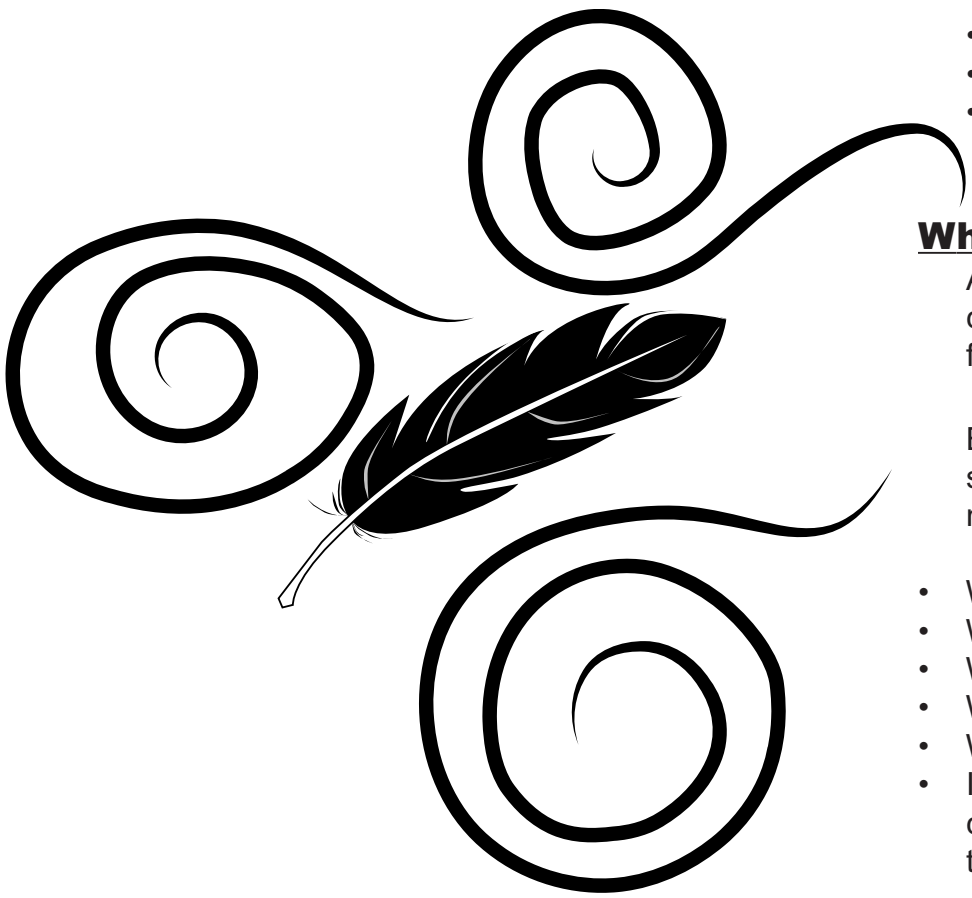
Understand the community and knows what they want

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 values.
- 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 people

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:

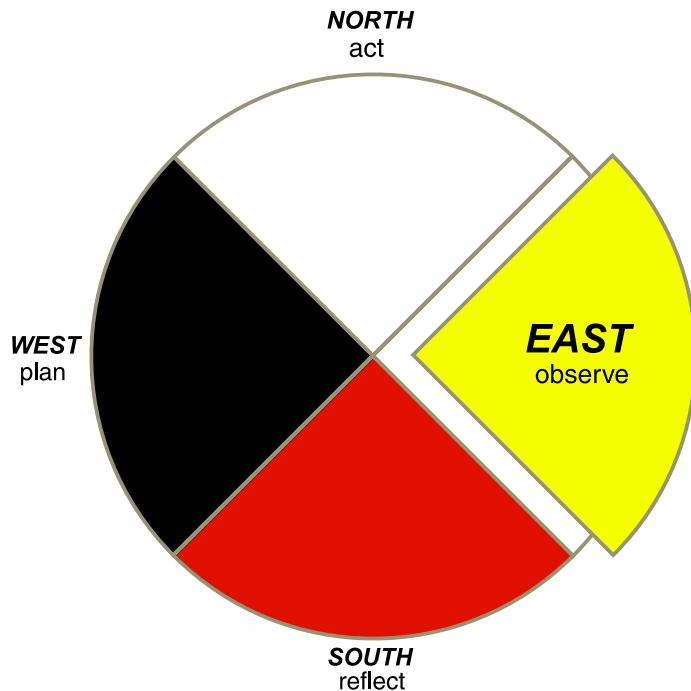
- To make sure that Chief and Council, the Planning Committee and the Community Members all know and understand the Community Strategic Planning process
- To make sure that as many members of the community as possible participate in the planning process
- To make sure that what people say is accurately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

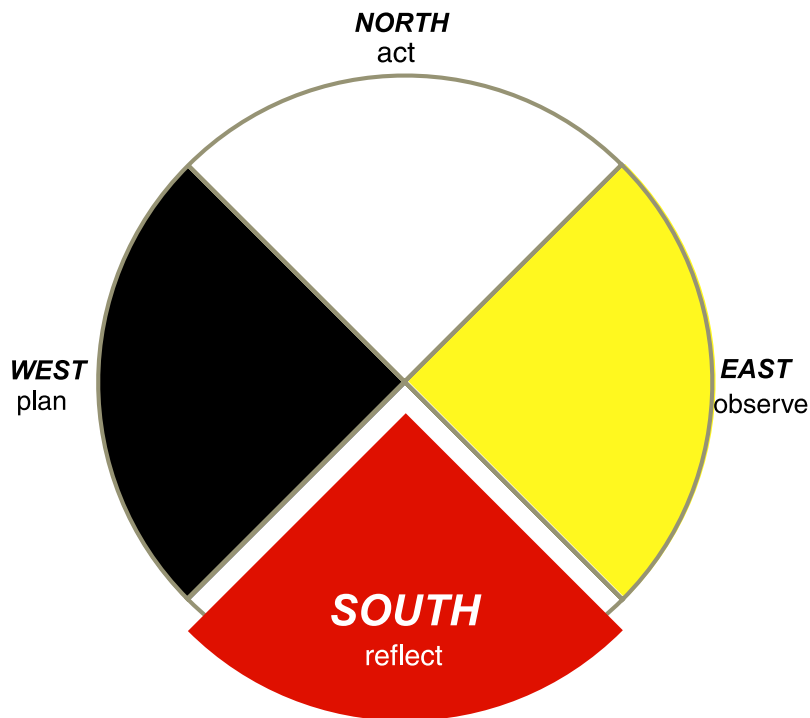
- More heads are better than one
- Need to have a say in their community
- Builds a strong and healthy community
- Community takes control of where it wants to go
- More likely to join in and work toward community goals
- Everyone can help and make a difference

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 ncontinue.
- 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 VISION 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.

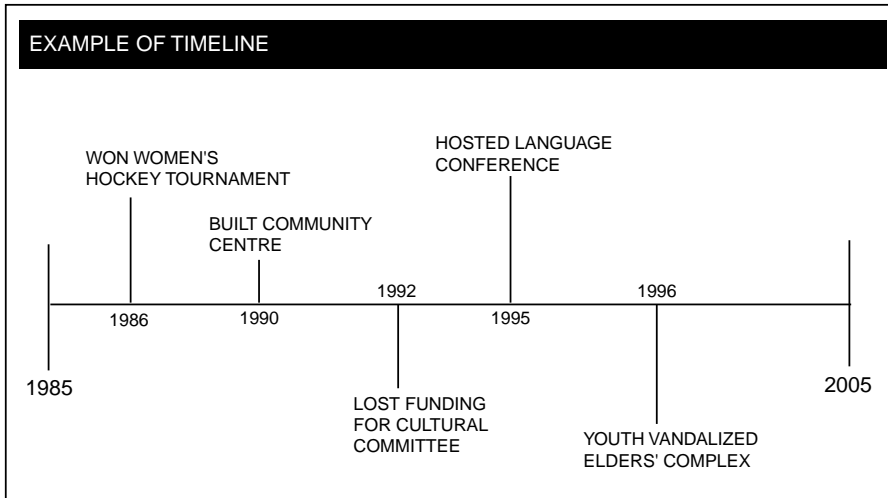
Materials Needed:

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 min.] 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.

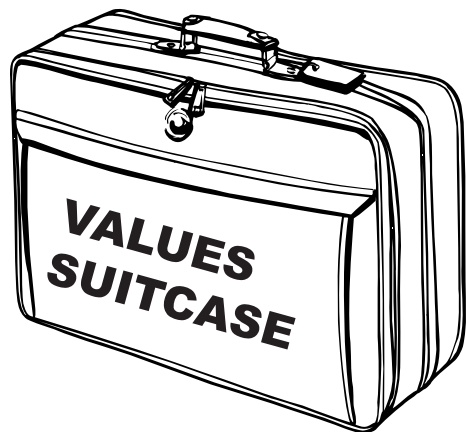


Take strengths from the past and move into the future

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
Helps us deal with change



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.

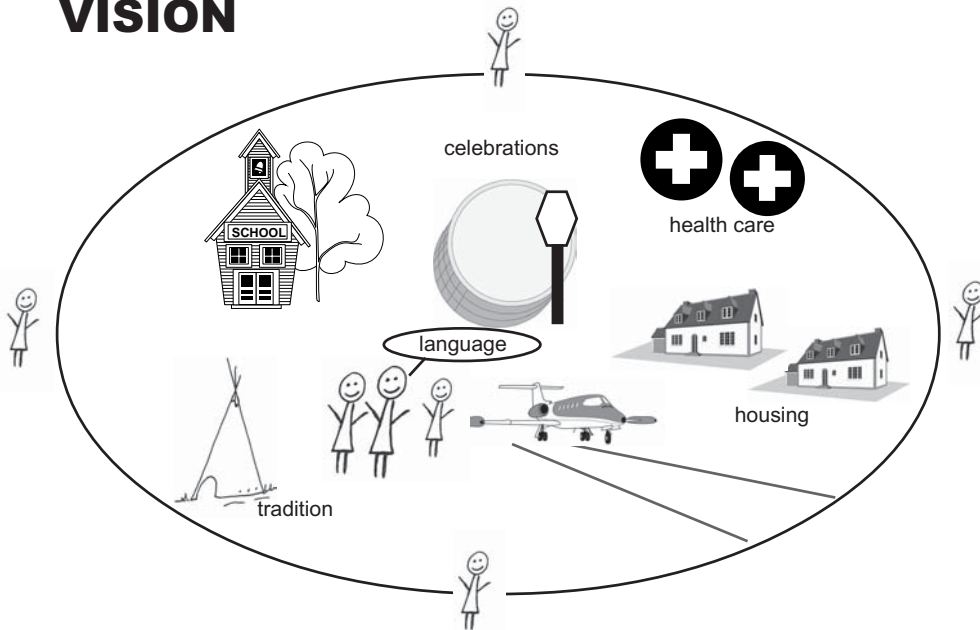
What is a Vision Map?

- 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

VISION



Everyone working together for a better future.

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://www.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.

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 and a 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

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

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 [10min]

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 down on a flip chart.

Hang on wall for 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

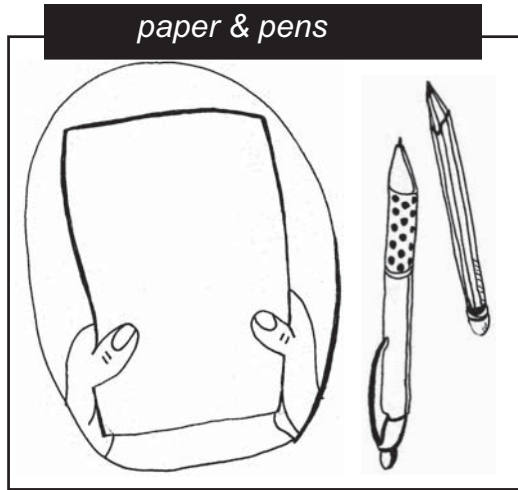
- Tracks people's background to make sure that the people who attended the different meetings represent many different views.
- People's privacy will be respected. No names are on the sheet. The sheet will be destroyed after the Community Strategic Plan Report is written.
- The information will be summarized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

Step #9.6

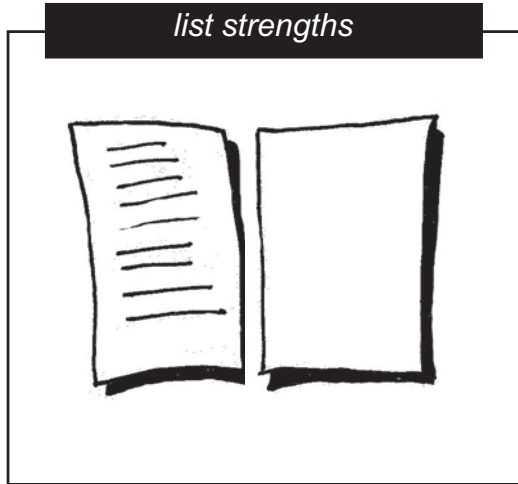
Question: [1hr15 min.]

What do you feel are the strengths of our community?

1. Hand out paper and pens



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]



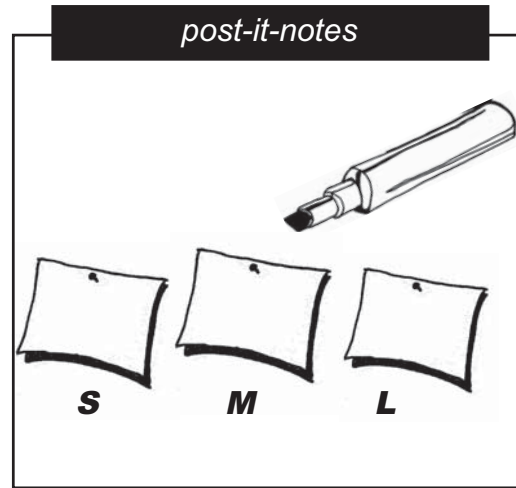
2. Ask the question: What do you feel are the strengths of our community?



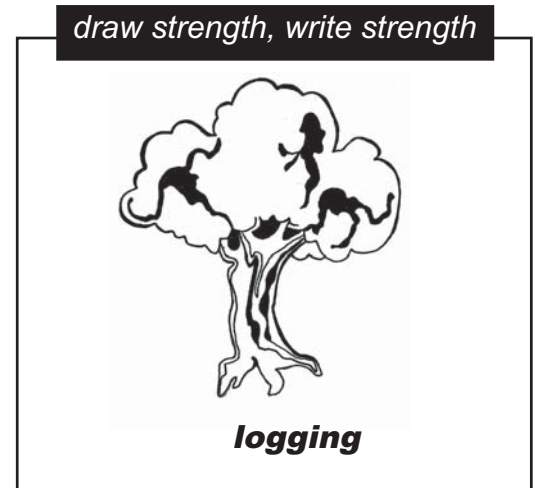
4. Beside each strength put Small, Medium or Large. [watch to know when to go to next step - 5 min or so]



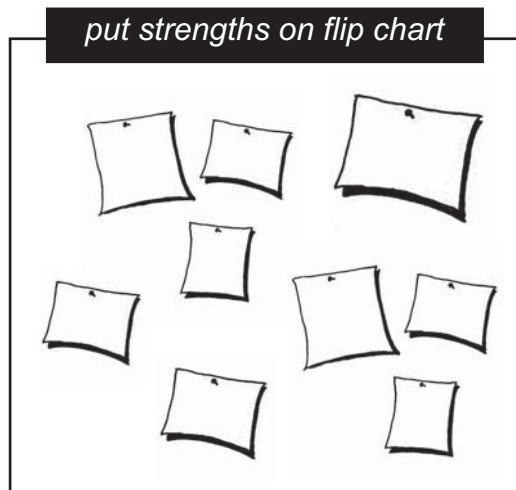
5. Collect the pens. Hand out markers. Explain that we are using post-it-notes rather than a flip chart because we will be moving them around afterwards.
6. Hand out post-it-notes. Explain post-it-note colour coding. Each size of strength will be the same colour. All Small strengths will be the same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



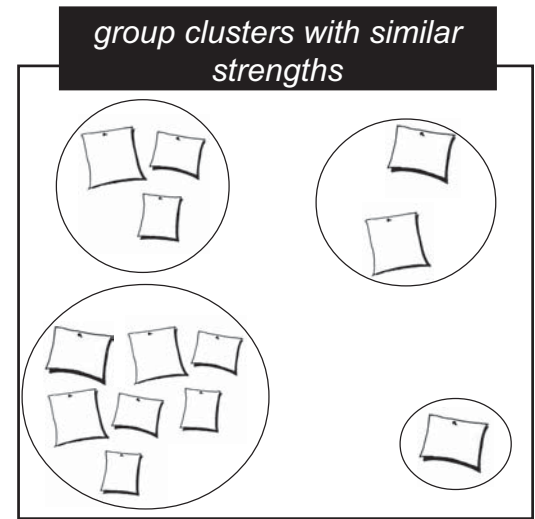
7. Ask group to draw each of their strengths on a post-it-note and write the strength on it. One strength per note. People are asked to draw rather than use words because a picture is worth 1,000 words. It relaxes people. Helps people to think of other things like the larger picture. Pictures spark new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



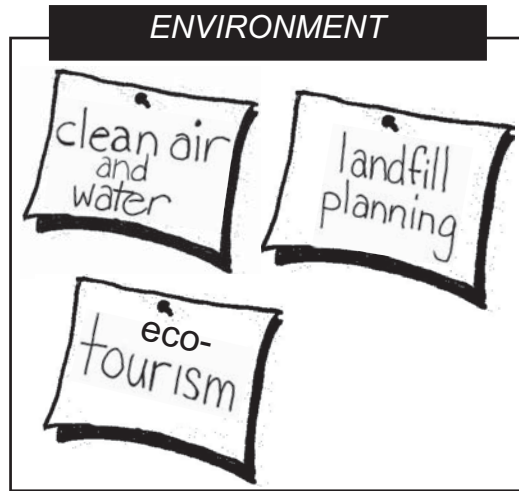
8. When everyone has finished, ask people to hang post-it-notes on flip chart paper and explain them. One at a time, one from each person.



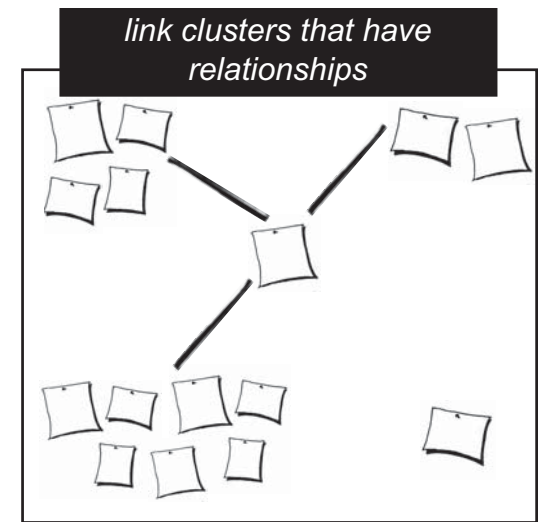
9. Ask the group to arrange similar post-it-notes into groups on the flip chart. Everyone must agree to moving the post-it-note before it can be moved.



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

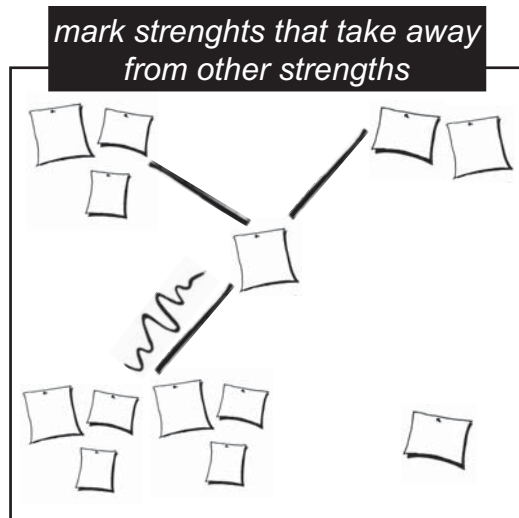


11. The group draws lines to connect the groups that are related to each other.



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.

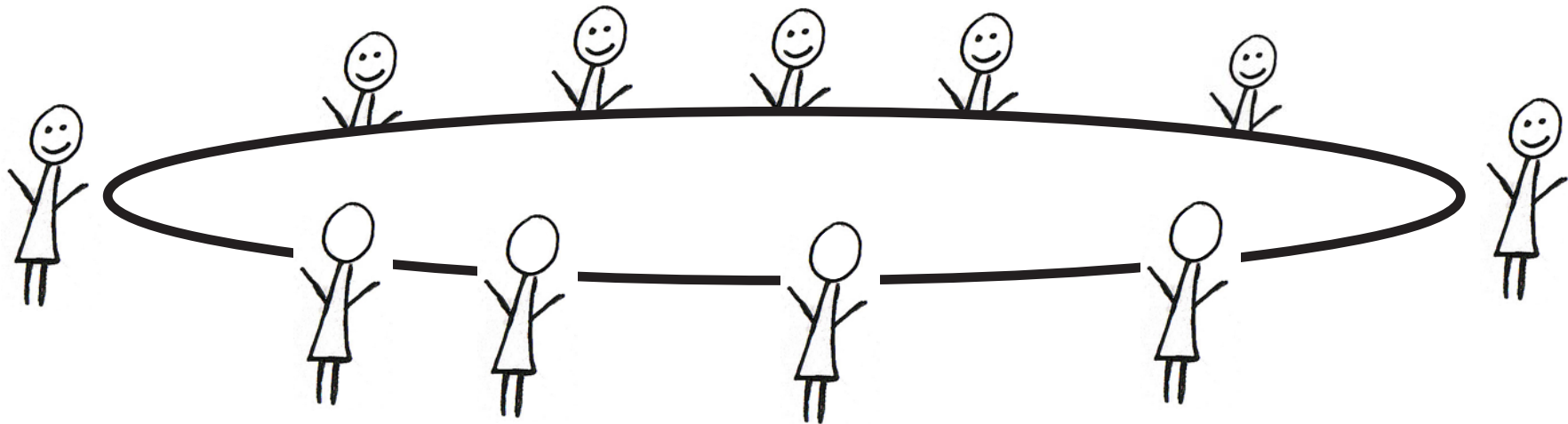
13. When everyone is satisfied with the arrangements of the notes and showing the relationships let the group know that this is their group "Map of strengths."



Step #9.7

Closing Circle [15 - 20 min]

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'.



STRENGTHS GROUP CHART

Community Meeting #1

Friday June 4, 2004

STRENGTHS 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

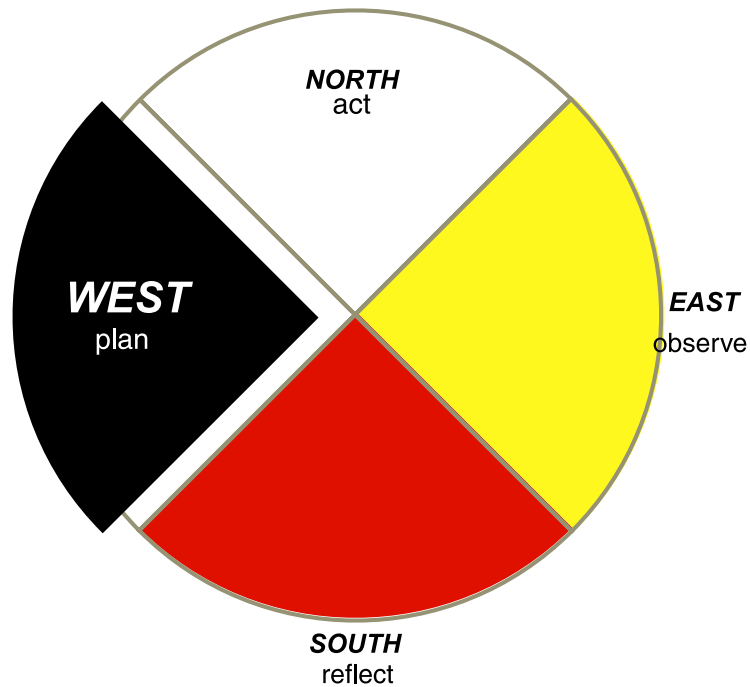
(Community Planner)

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, Committee)

- 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. Long Term Goal		
B. Short Term Goal		
C. <u>Strengths</u> Things that are working for us	<u>Unknown</u> Things we don't know about yet- if they are for or against us	<u>Threats</u> Things that are working against us
D. <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. *Things 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 chance 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 given 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	<ul style="list-style-type: none"> • Committee authorized by Band Council to proceed by end of April 2005 • Feasibility study completed by June 2005 • Funding Application submitted to INAC by September 2005 • Training agreement signed with College to train child care workers by December 2005 • Funding approved by Feb. 2006
Develop eco-tourism strategy with long-term goal of employing 25 people	<ul style="list-style-type: none"> • Develop community support for initiative by hosting workshop with a speaker on Indigenous eco-tourism Form a committee to work on this development from conference attendees by August 2005 • Funding proposal for a feasibility study submitted by September 2005 to FedNor and MNDM • Invite community to submit ideas for eco-tourism development through a series of open houses on types of development possible (Nov. 2005) • 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 where more work is need to be done-the gaps
- Helps keep the work on track

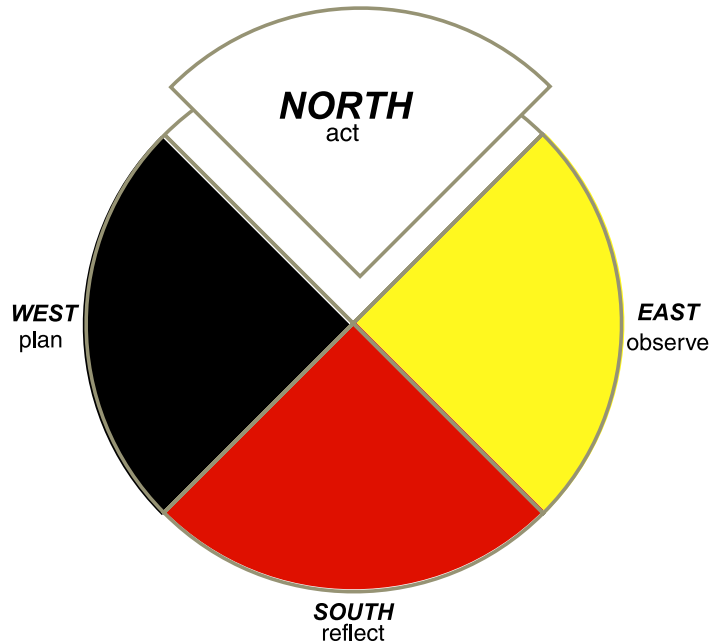
Community Strategic Plan Final Report

Community members 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 has to read the whole report.

Final Report Outline:

- 1. Cover page** —*Contains Title, Vision Statement, Date Completed, and names of Funders.*
- 2. Acknowledgements** —*Thanks all the people who have contributed to the plan such as the community participants, the planning committee members, funders, anyone who was proofread it, Chief and Council, etc.*
- 3. Executive Summary** —*2-3 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 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. Conclusions/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 and Committee)

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 heads 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 can 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 and Committee and 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, contact outside resources, etc.

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



EAST - Observe - Where we are 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)

