

Community Economic Development Handbook



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Introduction

Planning is by definition ‘*a method of doing something that is worked out usually in some detail before it is begun and that may be written down in some form or simply retained in memory*’. The planning process is used in all aspects of life from a simple trip to the store for groceries or planning a hunting trip on the land, to ensuring Nunavut’s leaders can provide and govern the people of this Territory. A trip to the store or planning a hunting trip may not require the planning to be written down in detail as the overall activity is not that complex. Governing a territory, on the other hand, is very complex and will require that plans are detailed and written down to ensure all employees and clients understand the overall goals and processes of the intended activity.

Economic development is defined as ‘*the process of developing and maintaining suitable economic, social, cultural and environmental conditions, in which balanced growth may be realized, increasing the wealth of the community and residents*’. Simply stated, we are attempting to plan for the future of our communities which includes economic or business growth, environmental concerns and cultural awareness, and revitalization within a healthy community.

Developments that will be successful must take into account the environment into which they are introduced. By environment, we mean that the development must take into consideration the current and past cultural practices, social conditions of the community, beliefs and knowledge (Inuit Qaujimajatuqangit). We must have the ability both educationally and technically to bring the development into existence and we must have the resources to initiate and sustain the development. No society, Hamlet or person willingly wants to damage the land on which they live as this does not provide for the children of tomorrow.

Why Do We Plan?

“If you don’t plan; plan to fail.”

“How do you know if you have arrived; if you did not know where you were going?”

Wisdom is passed down through the ages by our ancestors and still remain as basic truths. These statements have stood the test of time for many generations and will always remain as guiding statements for the youth to incorporate in today’s decisions. They are simple truths which are critical to the success of everything we do.

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Humanity as a general rule is more reactive than proactive. Hamlets and their residents will not change or alter current situations in good times. Planning is usually a result of a major change in the community such as the loss of employment opportunities, a reduction in funding from governments, social problems or a general frustration with the current situation of the Hamlet.

A successful community economic development plan must be “community driven” while maintaining flexibility to change. Fifty years ago the Inuit of Nunavut were a hunting and gathering society. Today, the Inuit live a sedentary life with television, stores and high speed internet. The next fifty years, may in fact, have a similar amount of change and a good plan must allow for these changes within the community, the community’s needs and our changing priorities over time.

Community economic development is both social and economic development aimed at benefiting the community as a whole. It must be measurable and contain a reporting structure to ensure that the plan is achievable and realistic. *Ultimately, the plan’s success requires implementation and follow-through by representatives of the residents and Hamlet as a whole.* The community as a whole and the elected or hired representatives must ensure that the plan developed for the community is implemented and remains the focus of the residents.

Hamlets’ establish community economic development plans in order to facilitate short and long-term community planning, priorities and implementation plans. The ideal plans are developed in partnership with the Hamlet Council, all the residents of the Hamlet, the Economic Development Officer and the Economic Development Committee. Full consideration must also be given to the Government of Nunavut’s accepted definition and the principles and philosophies of community economic development to ensure that the Hamlet’s plan is accepted by the Government of Nunavut.

Operation and governance at the municipal government level is unique and challenging. The role of municipal government is to incorporate all aspects of culture, social needs, services and legislation which enhances and strengthens the community. As this operation is complex and has a natural turnover in staff, community plans that are established are expressed in a written form.

Who can Plan?

Communities have traditionally employed the services of a consultant or consulting team to compile, organize and document the information for the Hamlet. In previous years, the consultant or company was seen as the

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expert in the area of economic development which provided a final report which may or may not reflect the wishes, desires or needs of the community. In more recent attempts at planning, the consultant works with and on behalf of the Hamlet Council and the Economic Development Officer. This has improved the overall process and final outcome but not the implementation of the community economic development plan.

In a perfect world, planning and the development of community plans could and should be completed within and by the community. All that is required is a group of people who are or an individual who is:

- Willing to listen and communicate without judging;
- Credible within and have a good knowledge of the Hamlet
- Have a long term vision
- Have the belief in the Hamlet to act
- Have the ability to record and present those ideas in a written form
- Able to motivate others and share the power
- Be energetic
- Open to learning

This person or group of people will be the catalysts to carry this plan through collection of information, planning and implementation. This would create a community economic development plan which is 'community based' and would be developed by the Hamlet, for the Hamlet.

It is unlikely that everyone will understand the term 'community economic development' given the complexity of this concept. As a result the consultant(s)/champion(s) will have to educate or inform the persons involved in this process and the public at large. **A catalysts with the properties listed above become the most important component of a community economic development plan as they will see all stages of the plan are completed and will maintain the momentum of the changes.**

A workshop on community economic development may be delivered to the members of the Economic Development Committee and the Hamlet Councillors. The topics that may be included are:

- The definition of CED and what it means to your Hamlet
- How do we carry out community economic development
- How do you develop a process for community development
- How do we make sure the community is ready for community economic development
- What are some of the common problems and solutions and how do we evaluate the plan
- What is your Hamlet's role in Nunavut's Economy

What is Community Development?

It is the planned evolution of all aspects of community well-being (economic, social, environmental and cultural). It is a process whereby community members come together to take collective action to solve common problems. Community development projects can vary from a small project involving only some community members to larger projects that involve the entire community. Regardless of scope, for community development to be effective, it needs to be:

- A long term endeavour
- Well planned
- Flexible
- Realistic
- Inclusive and equitable
- Holistic and integrated into the bigger picture
- Initiated and supported by community members
- Of benefit to the community
- Grounded in experience that leads to best practices

The primary outcome of community development is improved quality of life. Effective community development results in mutual benefit and responsibility among community members and recognizes:

- The connection between social, economic, environmental and cultural matters
- The diversity of interests within a community
- Its relationship to building capacity

So we have already heard and read that community development requires and helps to build community capacity to take advantage of opportunities to find common ground and to balance competing interests in a community. It does not just happen – it requires a conscious and conscientious effort to do something in the community.

Government of Nunavut Definition

The Government of Nunavut (GN) fully supports community economic development. The GN has provided all residents of Nunavut with their definition, important underlying assumptions of the GN and an outline of what they believe are the basic concepts and their principles on which this process is based. It is reproduced in this handbook to ensure that all communities have access and similar information as a base for their community economic development plans. Basic concepts and principle will be expanded throughout this handbook.

The Government of Nunavut's accepted definition of community economic development (CED) is comprehensive to ensure all factors of

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community development are considered. CED is a community-based approach to planning and development that combines economic, social, cultural and environmental priorities and goals. It is social and economic development in the community, for the community, by the community. To ensure the full participation of community members in development, CED focuses on identifying and building on local resources, on access to development opportunities and on community capacity building.

The Government of Nunavut believes that the most important underlying quality of CED will be that all community economic development in Nunavut will be based on the Inuit connection to the land and principles of both Inuit Qaujimagatuqangit (Inuit Traditional Knowledge) and modern knowledge. The basic underlying themes of Inuit Qaujimagatuqangit are:

- Sharing – having “enough”
- Community participation and ownership
- Building on strengths and assets that already exist
- Meeting social goals by business/economic means
- Simplicity and plain language
- Collaboration, good relationships and partnerships
- People working in association to use their individual talents and abilities for the benefit of the community

The GN guiding or underlying principle is that CED is social and economic development aimed at benefiting the community as a whole (not simply individual entrepreneurs and industries). It will be flexible and adaptable to various community situations and stages of readiness, and will result in improved quality of life and enhanced sustainability. Community economic development is not government-driven, but operates as a partnership between communities and the government. It begins with what communities themselves determine they need for their development. Communities must then take the initiative to act to meet these needs. CED requires that government respond to community initiative, while recognizing that no single, “one size fits all” approach will be adequate to serve the unique needs of all communities.

The GN formally approves CED as a valuable approach to social, economic, cultural and environmental development. This endorsement requires a policy that will:

- Provide a collaborative approach to CED through GN partnerships
- Assist with the establishment of community partnerships for CED
- Encourage a more coordinated approach to service delivery that supports CED objectives
- Align program support to address community priorities
- Support community capacity-building to reach CED goals

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- Create a CED system that will provide a continuity of approach across the Territory

This commitment by the Government of Nunavut allows Hamlets to become more responsible for their own development. It allows the Hamlet to develop healthier options through local organization and planning. This action by the Hamlets will empower the community, create employment and economic activities based on community strengths, and achieve local social, economic, cultural and environmental goals. This is not intended and will not serve as a quick fix in the day-to-day operations of the Hamlet.

Is your Hamlet ready for CED Planning?

Before we initiate the community development process, in an ideal world, we would determine if the Hamlet is ready. Answering the following questions should indicate if the conditions exist which will allow for the development of a CED plan:

- Is there a common issue of challenge facing the Hamlet?
- Are the people of the Hamlet aware of their power to act together to benefit the community?
- Can you think of examples where community members have acted together to achieve a common purpose?
- Is there potential for a community development process to be inclusive?
- Do you believe there is willingness in the Hamlet to identify common ground rather than focus on differences?
- Is community development understood as a process that will bring about change?

If the answer to the above questions is “yes” then the Hamlet is in a strong position to consider a community development initiative.

If however the answer to some or all of the questions is “no”, then you need to consider whether the timing is right for a community development initiative. The following are some indicators that your community may not be in a strong position to initiate a community development approach:

- The community has already adopted a different approach or process for resolving the issues that are of primary concern, and there is no interest in a community development process
- Anger and conflict characterize the relationships that exist between community interests
- Community members are resisting or do not accept the need for change

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- Community leaders and volunteers are involved in other projects and cannot make a commitment to the community development process
- Community capacity is very limited due to issues of well-being or health, and these issues must be addressed prior to launching a community development process

Readiness is a key issue. The power of community development is that it is a long-term approach. It is important to start a community development process with a strong foundation. It takes time to build the conditions that support community development.

The Government of Nunavut, by its definition and funding infrastructure, is convinced that all Hamlets are ready for community economic development planning. The GN has not made any predetermination as to the level or complexity of this process within the Hamlets and thus, the Hamlets will be able to create plans that will suit their ability and readiness.

Length of time for the CED Process?

There is no defined length of time to produce a community economic development plan. Community based champions have an advantage as they are able to extend the momentum over a longer period of time; whereas consultants are guided by the proposal submitted and contract they have signed. Engaging a consultant has an advantage in that this planning process is their entire focus upon entering the community and thus, the process develops at an acceptable pace. A somewhat longer process of consultation allows for more data to be collected and more ‘buy in’ from the Hamlet residents. A longer period of collection may also lead people to become frustrated or lose interest in the plan. ***The key item to remember is that this process will not be without its problems; keep focused on the end result and keep the process moving toward the desired end.*** There are seven key areas which require thought, when developing an approach, to maintaining momentum:

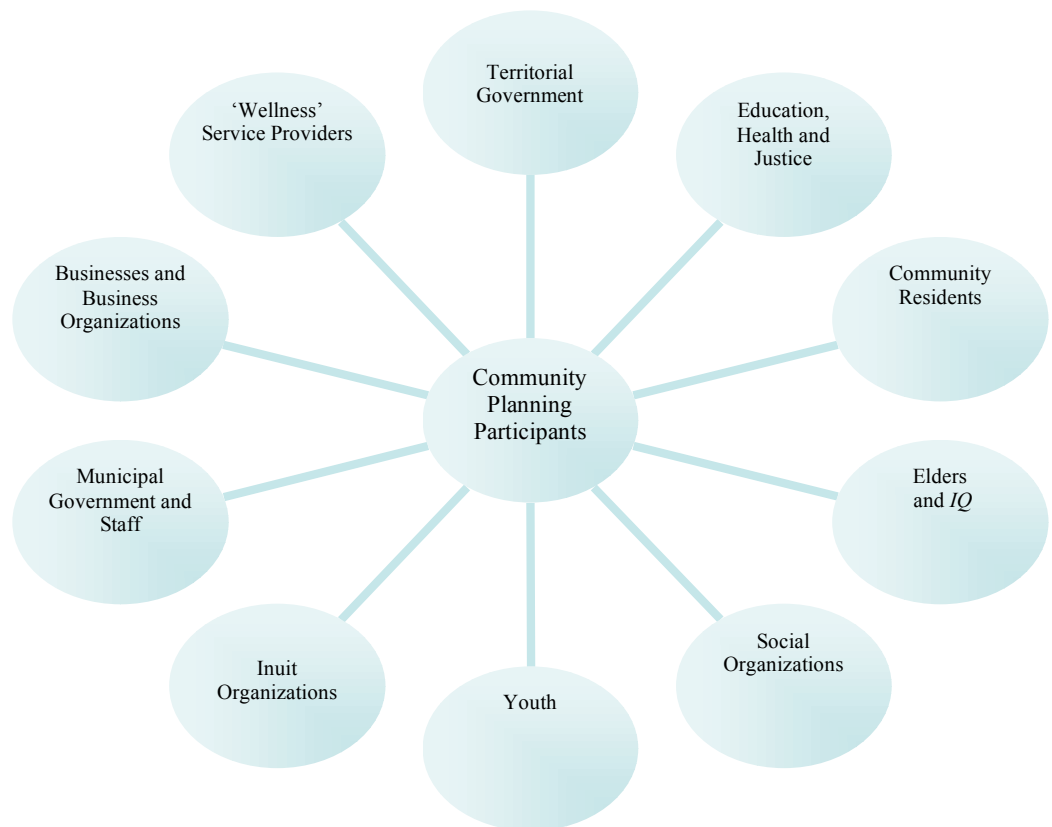
- Leadership – consistent and skilled leadership is essential
- Partnerships – are an effective way to build the community development process. They must share authority, resources, benefits and risk
- Building on community capacity – refers to the skills, knowledge and ability
- Funding – money is required for everything in society
- Reviewing and adapting the community plan – *the plan must be a living document* and as circumstances change within a Hamlet; so must the plan itself change

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- Communication – this is always a key element to the success of projects which involve many people; you must listen as well as communicate effectively
- Using technical support and expertise – Good management is always aware and able to ask when they do not have the knowledge in specific areas.

Who is involved in the CED Process?

The community economic development process and final outcome will only be truly effective if the following groups become involved in the overall document that is produced. Do not limit any involvement in this project, as this will impact both the information gathered and the “buy-in” from the community as a whole.



Inuit Qaujimajatuqangit (IQ) Basic Knowledge

Inuit Qaujimajatuqangit (IQ) or traditional knowledge is multi faceted and cannot be fully explained in this document. Simply put, it is what makes an Inuk an Inuk.

- It is a set of teachings on practical sayings about society, human nature and experience; passed on orally (traditionally) from one generation to the next
- It is the knowledge of country that covers weather patterns, seasonal cycles, ecology, wildlife, use of resources and the inter-relationships of these elements
- It is holistic, dynamic and cumulative in its approach to knowledge, teaching and learning — that one learns best by observing, doing and experience
- It outlines the traditional kinship structure which is the means whereby goods and services are transacted and exchanged
- The structure is also the means of transmitting ideas, values, knowledge and skills from one generation to the next. In other words, individual, family and society are linked by the kinship structure

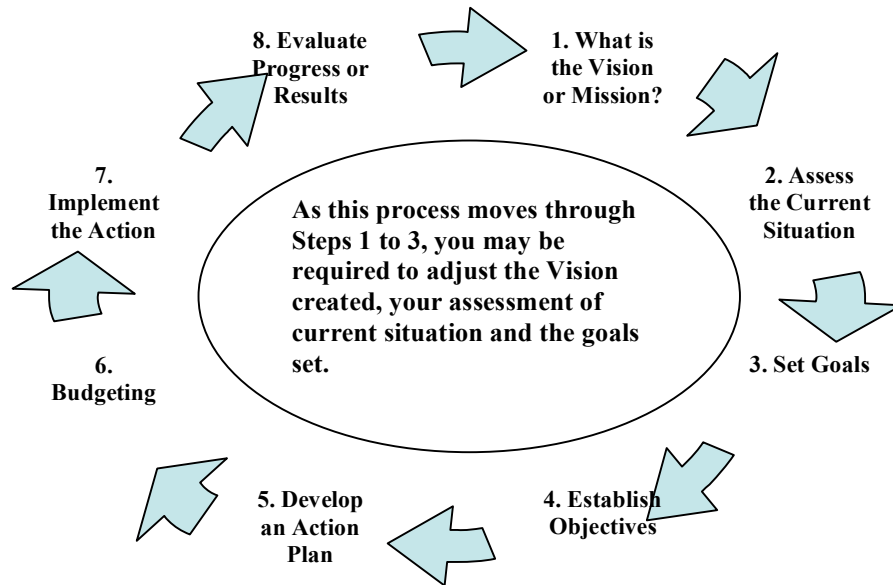
The main concepts of *IQ* are:

- **Piliriqatigiingniq:** the concept of developing a collaborative relationship or working together for a common purpose. This stresses the importance of the group over the individual
- **Avatimik kamattiarniq:** the concept of environmental stewardship (stresses the key relationship Inuit have with their environment and with the world in which they live)
- **Pilimmaksarniq:** the concept of skills and knowledge acquisition (central to the success of Inuit survival in a harsh environment)
- **Qanuqtuurungnarniq:** the concept of being resourceful to solve problems (demonstrating innovative and creative use of resources and demonstrating adaptability and flexibility in response to a rapidly changing world)
- **Asjiqatiglingniq:** the concept of consensus decision-making (being able to think and act collaboratively, to assist with the development of shared understandings, to resolve conflict in consensus-building ways and to consult respecting various perspectives and worldviews)
- **Pijitsirarniq:** the concept of serving (central to Inuit style of leadership – understanding that each person has a contribution to make and is a valued contributor to his or her community)

The blending of *IQ* and modern knowledge will produce results which not only will be successful but, will create a more effective buy-in from all age ranges in the community.

Eight Steps to Community Economic Development

There are eight accepted basic steps to the community economic development process. They are:



This process has been utilized as a general planning and implementation process world wide. It is accepted as a standard method in the modern world and thus should be followed closely.

Each of the steps in the community economic development process can be expanded for further clarification by questioning yourself and the participants involved in the community economic development plan.

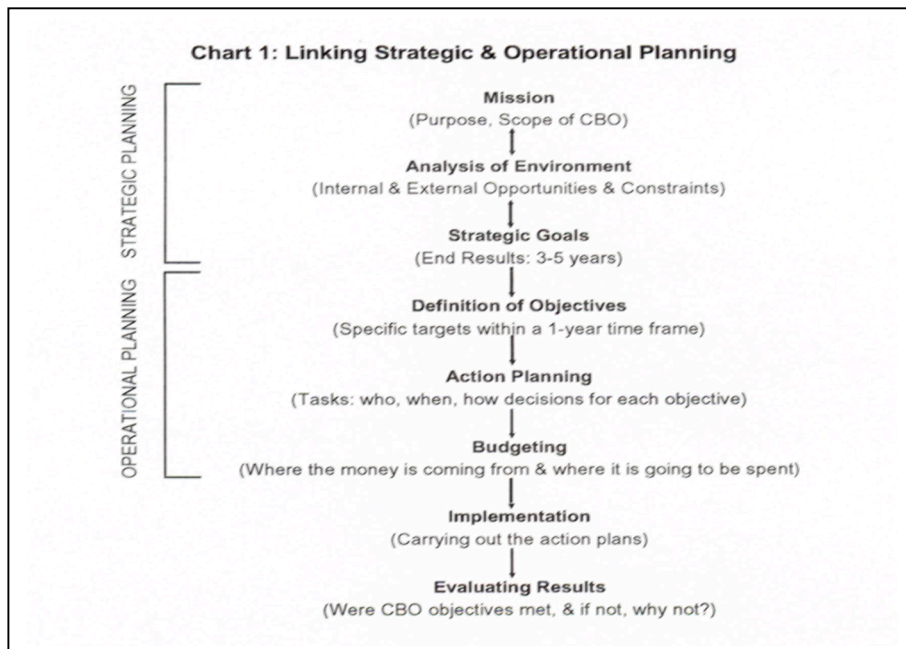
1. **Mission/Vision** – This should be as clear and as well defined as possible. Questions to ask: What is the purpose of overall vision? The range to be covered by the community planning participants/Economic Development Committee? What do we hope to achieve overall?
2. **Assessing the Current Situation** – You must be fully aware and knowledgeable of the Hamlet you reside in. Knowledge is powerful. Questions to ask: What are our internal and external opportunities? What is the current situation, including impacts

socially, environmentally and culturally? What constraints do we face?

3. **Setting Goals** – A strategic goal defines a definite time line for completion of objectives. This is not always easy to determine from the initial outset. Question to ask: When do we hope to have this completed?
4. **Establishing Objectives** – Specific targets to be achieved within a time period - Question to ask: What will be done and by when?
5. **Developing an Action Plan** – Tasks to be completed. – Questions to ask: Who will do it? When will it be done? How will it be done? This is completed for each objective.
6. **Budgeting** – Questions to ask: Is there money for this? Where is it coming from? How will it be spent?
7. **Implement the Action** – Carrying out the action plans
8. **Evaluate the Progress** – Did we meet our objectives? Were they within the scope of the vision? If not, why not?

Strategic and Operational Planning

Both strategic planning and operational planning are essential to the development of a community economic development plan or community development. Understanding these terms therefore, is essential to the successful outcome of the plan. *Strategic planning* in simple terms begins with defining a mission statement and is the ‘big picture’ over view of the task at hand. *Operational planning* is a part of the strategic plan which defines the objectives and identifies what needs to be done to reach the stated objective, where and how the money will come from and be used, and a method to evaluate what has been done.



The above referenced chart from ‘*The Development Wheel*’ by Mike Lewis illustrates the connection and separation of the unique planning terms.

Understanding Setting the Objectives

Many organizations and associations talk about setting objectives for specific actions or items under their control. Very few organizations or associations know how to set good objectives around which to organize and focus their efforts. To assess the usefulness of the objectives which are established, ask yourself whether or not the objective meets the characteristics of a well set objective, as outlined below. If the objective set meets these characteristics, your actions will be focused and the objective should be more easily achievable. All objectives should be “*SMART*” in nature and substance.

- Specific:*** Well-set objectives are not general or vague. They clearly state exactly what is to be achieved.
- Measurable:*** Well-set objectives can be evaluated easily. You should be able to tell whether or not it has been reached and demonstrate it with evidence.
- Appropriate:*** Well-set objectives do not reflect our wishes about what we wish we could get done. They are achievable given our understanding of the opportunities and constraints of our environment.
- Realistic:*** Well-set objectives take reality into account.
- Time:*** Well-set objectives are set within a clear time frame.

The example below illustrates what an objective and implementation plan might be structured like to ensure it meets all the above criteria.

Objective #1 Explore options for tourism development by June 2006

Task	Who	When
Hold meeting with HTO to determine which options they wish to explore	HTO, EDO and CED Committee	January 2006
Develop a list from the meeting and prioritize	EDO, CED Committee Chair and HTO Chair	January 2006
Develop ideas one by one, going through the process of RFP, business plan and implementation. Also making reference to the Hamlet’s tourism strategy documents for the marketing ideas as well as the Hamlet’s inventory that was completed over 20 years ago.	EDO, HTO Chair and CED Committee Chair	On going

Lead: EDO and HTO

Resources: Existing and seek funding for the business plans from various sources such as EDT, BBDC, Regional Inuit Associations, and Aboriginal Business Canada

What is Community Capacity Building?

Everyone has capacity in one form or another and this capacity can be developed and increased. The Bathurst Mandate wants Nunavut to have healthy communities. The simple reason is because healthy communities create a healthy environment which encourages the economy and assists in sustaining development within the community. It takes capacity to do this as well as good leadership, a viable plan, motivation, and the support of the community. So in other words, it takes capacity to build capacity and it takes a well thought out process to start both capacity building and effective community development.

Capacity in simple terms ‘*is the ways and means needed to do what has to be done*’. It is much broader than simply skills, people and plans. It includes commitment, resources and all requirements on a process to make it successful. Most often capacity is referred to as including the following components:

- People who are willing to be involved
- Skills, knowledge and abilities
- Wellness and community health
- Ability to identify and access opportunities
- Motivation and the wherewithal to carry out initiatives
- Infrastructure, supportive institutions and physical resources
- Leadership and the structures needed for participation
- Economic and financial resources
- Enabling policies and systems

Community capacity building is based on the premise that community sustainability can be improved over time. Capacity, or the lack of it, is reflected in the people, economy, environment, culture, attitude and appearance of the community.

As capacity is considered an asset of the community, information should be obtained to determine “where we are now” so evaluation of the objectives can be meaningful. The following is a list of assets in a community which should be assessed when considering a community’s assets and capacity:

- Human assets and liabilities
- Environmental resources
- Economic opportunities and limitations
- Cultural and recreational facilities, programs and services

- Financial, political and security systems
- Infrastructure; in existence and needed
- Communications processes

What is in a CED Plan?

Each community economic development plan should be a focused, comprehensive community consensus which includes:

- The values of the Hamlet and residents
- The interests of the community
- The needs of all residents and groups (do not dismiss or judge any ideas; although they may not be achievable in the timeline of the plan or the financial resources may not be available it is still a need or desire of a community member or group)
- Baseline information and/or data to ensure the community can measure progress and development with the Hamlet
- This consensus will contain an assessment of the strengths, weaknesses and opportunities within the Hamlet, as well as threats to development
- It must include all social, economic, cultural, political, infrastructure, human resource, community capacity and environmental issues
- A skill capacity assessment of the community
- Expectations of impending developments

An outline of the community's future direction should be determined by defining the roles and responsibilities within the Hamlet, identifying the resources available to the residents, building support systems, developing timelines for enactment of this plan and an assessment procedure to evaluate the plans success and effectiveness.

The Hamlet's action plan will be derived from all data and research collected during the community consensus phase and will allow the Hamlet to set goals, objectives and identify targets. This should include the development of priorities for the Hamlet or community along with an implementation plan and evaluation criterion for the CED plan. The overall plan must have both short and long term target goals based on information obtained from the consultation process completed within the community.

During all stages of the development of the CED plan, regular meetings with the Hamlet should be a priority to ensure that this plan follows the basic assumption of "for the community, by the community" as defined by the Government of Nunavut.

Framework for Developing a Community Economic Plan

When initiating *Community Development* and all other tasks that you complete in your daily life; those tasks become easier to do if you complete them often or if you have existing guidelines that can be adjusted or amended to suit your specific needs. As such this booklet contains this example framework section.

Project Planning

All projects which begin and end with an acceptable and desirable result require planning. The objective in this section is to prepare a final work plan and schedule for the completion of the community economic development plan. Even if the goal is to hire support for development of a plan, you as an individual and the Hamlet, should have some idea of what timeline you are looking for and what resources you have presently which could be used to support this endeavour.

Some of the tasks that might be considered or included in this objective would be:

- Hold an initial meeting with the Hamlet and/or their designate and other stakeholders to allow for discussions of goals and objectives of the project and highlight any concerns. It will also allow the project team to obtain direction and agree on specific activities and a division of tasks within the project
- Conduct initial interviews with the Economic Development Officer and/or the Economic Development Committee in regards to any pre work completed in this manner, and for suggestions and input as to how they would like to see the planning process develop
- Discuss and finalize arrangements to meet with interested groups, businesses, committees and residents of the Hamlet.
- Prepare the final work plan and schedule

The completed work would be the final project work plan and schedule.

Education on CED

Undertaking community economic development in your Hamlet is a large and usually complex undertaking. As indicated, an effective champion or leadership will understand that the knowledge of the participants may not fully understand the concepts of development. Should this be the case, your community may want to enlist the help of those individuals who can educate those involved.

The objective here is to enlist or to develop, prepare and deliver a CED workshop to the participants engaged in community economic development. Some of the tasks may include:

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- Develop materials for the workshop, including the definition of CED as provided by the Government of Nunavut, understanding what CED is, when it happens, what process to use to develop the CED plan, the readiness of the Hamlet for the development of a plan, problems and solutions, how to evaluate the plan, and how the Hamlet fits into the Nunavut economy
- Prepare for the workshop to be delivered over a five day period in your community
- Deliver the workshop
- Prepare a draft workshop report
- Provide the draft workshop report to the catalysts or leaders of the community
- Receive feedback and review report as necessary
- Prepare final report for the leadership of the development process

The anticipated outcome is that your community will receive a workshop on community development, analysis of how effective this workshop was for the participants and a final report outlining all activities associated with training.

Community Attributes

The objective of this section is to determine an *initial* set of broad values and interests, and assess the capacity of your community. After the collection of data it may be necessary to re-evaluate and reassess the position of the participants.

Some of the tasks may include:

- Prepare and/or obtain an initial list through consultation of basic community values and interests as a base line to begin the consultation process
- Review the list with project managers, alter as required
- Develop a survey, to assess the community skill capacity, from an appropriate sample size of residents/ organizations/ government departments
- Collect information for review
- Analyze results of capacity of the community:
 - ✓ Initial assessment of opportunities for the Hamlet based on skills present and or developing within the Hamlet, including a SWOT analysis
 - ✓ A detailed analysis of skills in relation to social, economic, cultural and environmental priorities of the Hamlet
 - ✓ Identify potential areas of strength and weakness and potential solutions

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- ✓ Make recommendations on the most appropriate form of utilizing skills and/or enhancement of the same
- ✓ Outline skill capacity training requirements within the Hamlet to ensure continued growth and economic development
- Prepare a draft document outlining broad values, interests and capacity of the Hamlet for the Project Manager for review and commentary.
- Revise as required and prepare final draft document

The final product of this section is a draft document with present values of the community, their interests and the current capacity of the Hamlet.

Community Consensus

This section of the development process outlines the direction that should be taken by the developers, the roles and responsibilities of those involved in this development, identifies the resources of your community, support systems and/or potential partnerships, the development of initial timelines, for the development and an assessment of the data collected during all encounters or meetings.

Some of the tasks may include:

- Determining the direction/ assessment of information collected:
 - ✓ Identifying the reasonable course of action based on the broad values and interests of the community
 - ✓ Consultation process with various community groups identified; without limiting all people's right to voice an opinion within this process or with a desired need, which will benefit the Hamlet
 - ✓ Process can be in person and by other means, if deemed appropriate by the Project Manager
 - ✓ Post assessment and documentation of each meeting within the community
 - ✓ A summary will be prepared and communicated to the Project Manager and/or management for each meeting
- Roles and responsibilities/ support systems/ partnerships:
 - ✓ An assessment of which levels of the community and/or levels of government will be responsible for potential economic development desired or required by the Hamlet
 - ✓ Provide a chart of responsibilities which indicates potential partnerships and overall responsibility for activities
 - ✓ Resources of the Hamlet
 - ✓ Assessment of infrastructure and assets present or required to support and sustain future economic development

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- ✓ Recommendations and options which could be pursued to minimize inherent risk of future economic development
- Development of initial timelines:
 - ✓ A critical path for the first year that addresses the immediate needs of the community, based on the community's ability to meet these needs
 - ✓ An evaluation of the "to do list" for the community – are all "goals" achievable?
 - ✓ A look forward to the five and ten year time frames to examine where the community might be based on present resources and needs
- Present to Project Manager for review and commentary
- Revise as required and prepare final draft document

The expectation is that this section will provide your community with a draft consensus document which should outline the initial timelines for implementation of the developmental issues.

Community Action Plan

From the consensus information collected, the Hamlet can now set goals and objectives in relation to the capacity of the community. This will be the basis for the community economic development plan of the Hamlet.

Some of the tasks may include:

- Set the goals and objectives in the Hamlet's CED Plan:
 - ✓ Compiling the goals and objectives of the community from all data and information gathered
- Human resources management:
 - ✓ An assessment of the existing human resource capacity as it relates to the ability to deliver the community's goals and objectives
 - ✓ An organizational chart and job descriptions for all positions associated with the CED plan
 - ✓ Training requirements of staff and management, including the sources of training
- Prepare a draft of community goals, objectives and HR plan
- Present to the Project Manager for review and commentary
- Revise as required and prepare final draft document

The final outcome of this section is a final draft of the community goals and objectives in relation to the capacity of the Hamlet. Particular attention must be given to the human resources of the community in this plan.

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Development of Priorities and Targets

This section of the development is focused on the potential targets for development and the priorities of your community as it moves forward.

This will aid the community leaders in effectively planning for the community, as now you will have a document and a plan of what the community would like to see and have as a part of their community.

Some of the tasks may include:

- Prepare one to three year objectives including:
 - ✓ Annual plans for the first three years, objectives to be achieved will be outlined and responsibility for the objective will be determined to ensure the greatest probability of success
 - ✓ Community goals and objectives' expected impact on social, economic, cultural, environmental and political priorities
 - ✓ Appropriate notes, charts and schedules in support of the statements
- Prepare target goals and objectives, looking forward in the community by 5 and 10 years respectively
- Present draft set of targets and priorities to the project manager for review and commentary
- Revise as required and prepare final draft document

The desired outcome to this segment is a list of potential targets and defined priorities for the Hamlet to act upon as it is planning for the future.

Preparation of a CED Plan and Evaluation Criteria

The objective of this section is to bring together all information collected and establish your community development plan along with the evaluation criteria to ensure you are meeting your objectives.

Some of the tasks may include:

- Prepare a draft version of evaluation criteria for review by the project manager and/or designate
 - ✓ How to evaluate the progress of the plan to date. It will include a report card structure to provide feedback to the community
- Meet with project manager and/or appointed representatives of the Hamlet to review the draft CED plan.
- Receive feedback from Economic Development Officer or appointed representatives of the Hamlet.
- Prepare a final document and required copies and provide the same to Hamlet

The community development participants will have a 'living, breathing' plan which will, when implemented, improve your community.

Community Economic Development

Concluding Comments

Remember as a participant in community development you must:

- **Ask for help when you do not understand or you do not have the expertise to complete a task**
- **The only stupid idea is the one that no one will talk about**
- **Do not judge – listen and communicate clearly**
- **This is a long and complicated process**
- **Small successes in the beginning will bring more people on board**
- **Include everyone, as everyone in the community has something to offer**