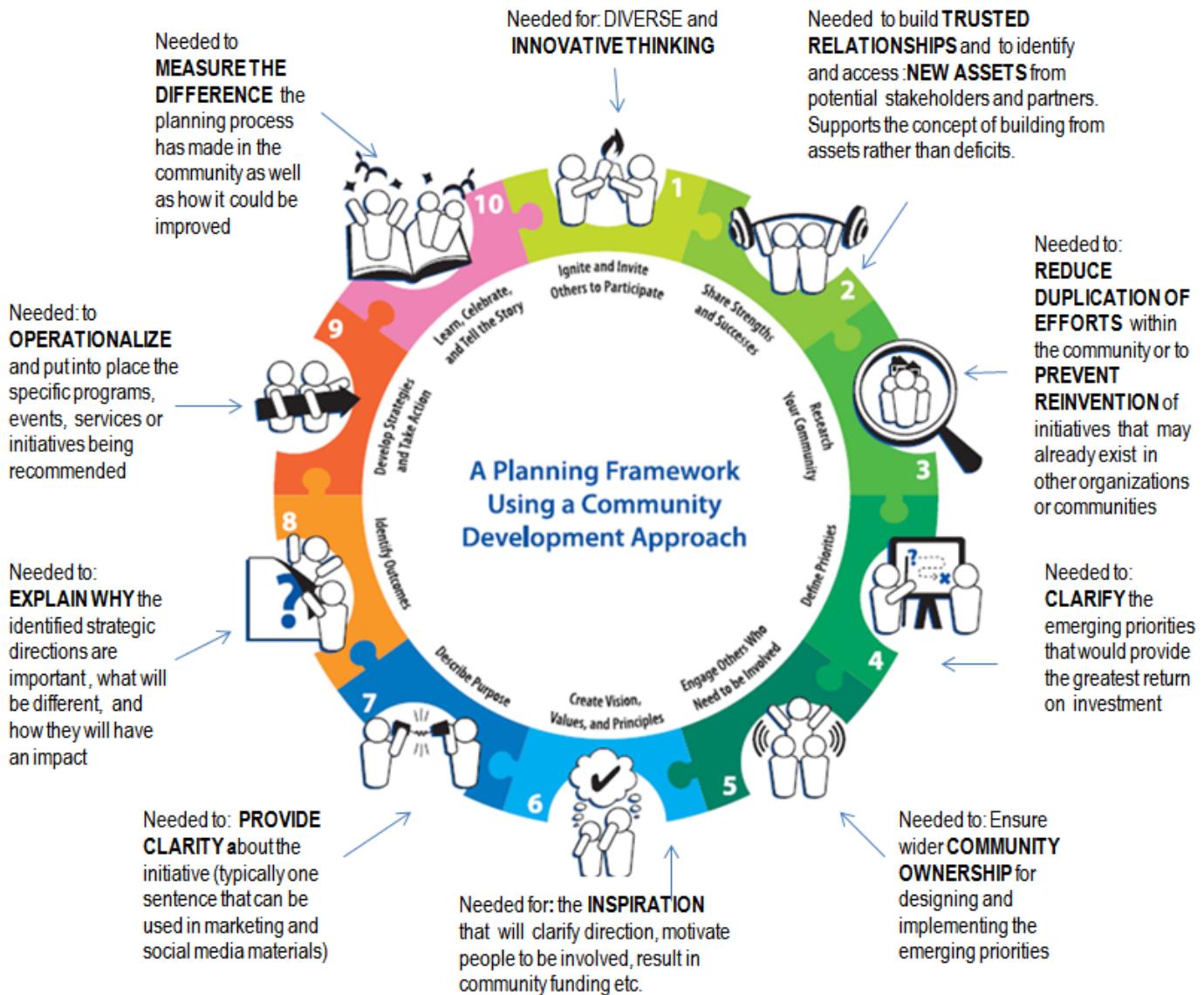


A Planning Framework Using a Community Development Approach



©This work is licensed by Grassroots Enterprises under the Creative Commons Attribution - Noncommercial - No Derivative Works Licence (basically that means please use it - except to make money from selling it - and if you have good ideas for improving it, please let us know bherchmer@campusforcommunities.ca).

Step Number	Outcome (why is this step important?)	Description
Step 1: Ignite and Invite Others to Participate	Involving others from the beginning will ensure diverse and innovative thinking about the issue or challenge.	Convene a small informal meeting or meet individually with others in your community. Keep the numbers small at this point but look to meet with those you know enjoy and are good at examining the “big picture” and looking at using new and different strategies to find success.

Step Number	Outcome (why is this step important?)	Description
		<p>They will likely be people who are serving the same target audience or have expertise or resources that would enhance the planning initiative.</p>
Step 2: Share Strengths and Successes 	<p>This step helps identify and access new and existing resources in the community (time, talent, dollars, in-kind contributions).</p>	<p>Rather than be driven by a needs perspective which implies outside remedies are needed and programs should be delivered by “experts”, an asset-based approach identifies the strengths and successes a community already has and builds from there.</p> <p>For example, at this step people and organizations involved would be invited to share their skills, talents, passions, resources, successes etc.</p> <p>Rather than building from the lack or need in the community, this approach instead recognizes the valuable assets each individual or organization can contribute. By doing so, it suggests the solutions are within the community and not reliant on outside experts.</p>
Step 3: Research 	<p>This step helps to reduce duplication of efforts within the community or to prevent re-inventing a program or event that might already exist in another community. It is also important for making better use of scarce resources e.g. volunteers, grants.</p>	<p>Involve participants in researching and gathering information both inside and outside your community.</p> <p>Review existing research and plans. Consider both informal and formal research e.g. underlying root causes of an issue, best practices, potential funding etc.</p> <p>Consider both Formal and informal research and different tools and techniques.</p>
Step 4: Define Priorities 	<p>This step is needed to: clarify the emerging community direction that will provide the greatest return on the investment of resources.</p>	<p>Up until this point, the process may feel somewhat “messy” and unclear however, at this point in the planning process, ideas and priorities and a direction will begin to emerge. The small group who have been leading the planning until now will be able to describe the priorities, even though there may not be a lot of detail yet about how it will be put into place. The steps needed for moving forward will become clearer as will who else will need to be involved.</p>

Step Number	Outcome (why is this step important?)	Description
Step 5: Engage Others Who Need to be Involved 	<p>This step ensures community ownership for designing and implementing the plan rather than having it be the sole responsibility of paid staff.</p> <p>It will also contribute to the development of partnerships and collaboration.</p>	<p>Quality programs, services, events, and facilities will require knowledge and resources from varying individuals, organizations, funders, businesses, and sectors.</p> <p>As this point in the planning process, only a general direction has been determined so it is important to “go wider” and involve others to fill in the details of the plan that is emerging for your initiative.</p> <p>A useful metaphor is to think of this as it relates to pouring concrete. A frame has been built to contain the cement however it is still wet enough that when participants and other organizations are invited to be part of the next step, it is wet enough that they are able to write their own ideas in it.</p> <p>In other words, participants will be involved in designing the details of the direction, recommendations, and implementation of the plan. Because stakeholders are involved at this stage, they are more likely to make the future direction their own.</p> <p>Engaging others will lead to staff, volunteers, organizations, businesses, and other partners working together. It will also facilitate the potential for more partnerships and collaboration between individuals, organizations, funders, and businesses.</p>
Step 6: Create the Vision and Values for the Plan 	<p>The vision is needed to ensure the inspiration that will make your community want to be part of the program or event</p>	<p>At this step of the planning process, a positive and ideal vision will have emerged. Rather than being a vision of one person’s experience, it will be an expression of vivid possibilities or an ideal future state that describes in a very broad sense, what citizens see as inspiring possibilities.</p> <p>This vision can be communicated through an inspiring description and the success, values, and principles it reflects. It is a compelling description of what you want to happen and the impact it will make. It should resonate with everyone and make them feel proud and excited to be part of something worthwhile and much bigger than themselves.</p>
Step 7: Develop a Mission or Purpose Statement 	<p>A mission or purpose statement is needed to provide clarity. It is typically one sentence that can be used in marketing and social media materials as a concise and accurate description.</p>	<p>A purpose or mission statement evolving from the plan will ultimately describe the “reason for being” for the initiative. Usually one sentence, it will describe the direction, often become the public description, remain constant, and is simple enough to be readily articulated by every individual involved.</p>

Step Number	Outcome (why is this step important?)	Description
Step 8: Identify Outcomes 	<p>Outcomes are of critical importance because they: explain why what you are planning to do is important and the impact it will have on the individual and/or broader social good.</p>	<p>Outcomes are the desired results or impact that will be delivered by your initiative e.g. program, event, facility.</p> <p>Outcomes are about individual, organizational, and community change and what is going to be different as the result of your work.</p> <p>For individuals, outcomes can include change in knowledge, status or condition, behaviours, attitudes, or values, or skills.</p> <p>At a broader level, outcomes can deliver health, social, environmental, and economic benefits.</p> <p>Any activity can have more than one outcome, and some outcomes may even be unanticipated. However, effective identification of desired outcomes is essential for successful planning.</p> <p>Outcomes answer these distinct questions:</p> <ul style="list-style-type: none"> • What will stakeholders and the community have that they don't have now? or • What will be lost if this is not done? <p>It will be critical to always begin with the end in mind.</p>
Step 9: Develop Strategies and Take Action 	<p>This step is all about operationalizing the plan and the priorities that have been identified by the community.</p>	<p>Strategies are broad actions moving toward the vision, purpose, and outcomes that have been identified. They provide a general direction that will take time to accomplish.</p> <p>Strategies start from <i>where the collective is</i> and moves them toward the <i>outcomes wanted in the future</i>.</p> <p>Strategies recognize and address the challenges that prevent the achievement of the target outcomes.</p> <p>Once a challenge has been identified and an initiative undertaken by engaging others, generating a vision, establishing values, and developing outcomes and measures; the identified strategies can be implemented by developing action steps, roles, costs, and timelines.</p>
Step 10: Learn, Celebrate, and Tell the Story 	<p>This step is needed to measure the difference your planning process has made or is making in the community as well as how it could be improved.</p>	<p>It is always important to review and renew your planning process as it will bring significant benefits.</p> <p>Holding a meeting to reflect on the successes and challenges will surface learnings, stories, and reasons for celebrating.</p> <p>It will also lead to new outcomes and strategies for continuing to move forward.</p> <p>Participants will also be inspired and energized by what has been achieved.</p>

Find hundreds of free facilitative techniques and tools that can be used at each of the above 10 steps at <http://www.campusforcommunities.com/tools>.

Training and certification is also available.

For more information contact: Brenda Herchmer at
bherchmer@www.campusforcommunities.ca



PLANNING WORKSHEET: Using the 10 Step Community Development Planning Framework

Start Planning! As a community leader who wants to make a difference, your initiative begins with planning a **PROCESS**. Resist the temptation to solve the problem or address the issue yourself. Instead design a process to involve stakeholders so they can solve it on their own!

STEPS 1 – 5: ENGAGING YOUR STAKEHOLDERS TO BUILD TRUST, RELATIONSHIPS AND OWNERSHIP

Step 1: Ignite and Invite Others to Participate

Who would you invite to begin to discuss this issue or opportunity in your community? Who will be impacted by the initiative? Describe the kind of contribution(s) you need? How could the first meeting be designed? What facilitative tools or techniques would you use at this stage?

Step 2: Share Strengths and Successes

What could this process look like? How can you encourage others to work from an “assets” (rather than a “needs”) perspective to look at the glass “half full”? What facilitative tools or techniques would you use?

Step 3: Research Your Community

What research already exists? What research could be done *within* your community and *outside* your community? Consider both informal and formal research and different tools and techniques.

Step 4: Define Priorities

What have steps 1-3 told you about where the focus should be? What are you planning for? Begin to develop the parameters for your plan. What facilitative tools or techniques would you use?

Step 5: Engage Others Who Need to be Involved

Now that you have better defined the themes, who has a vested interest and may want to be involved? Who has resources that would be helpful? What tools or techniques would you use?

STEPS 6 – 10 REFINING AND IMPLEMENTING TO MAKE IT HAPPEN

Step 6: Create Vision, Values, and Principles

Step 7: Describe Purpose

Step 8: Identify Outcomes

Step 9: Develop Strategies and Take Action

Step 10: Learn, Celebrate, and Tell the Story

**For more information contact Brenda Herchmer at
bherchmer@www.campusforcommunities.ca**