SECTION 2
THE WORKBOOK
to the COMMUNITY RESILIENCE *Manual*

CONTENTS

Worksheet 1: Resilience Characteristics & Indicators

Worksheet 1 is a table identifying indicators which can be used for each of the 23 characteristics in the Community Resilience Model. There are a variety of types of indicators. Use the following guide to identify which is which.

\# A simple number or statistic

% A calculated figure like a percentage or ratio

✓ A simple yes or no response

"" An opinion or perception

Guide to Data Collection

You can use a variety of methods to collect information for your Portrait of Resilience. Select those methods that will work best in your community.

Statistics, Reports, & Questionnaires

Use these sources to gather information related to numbers, statistics, percentages and whether or not something exists in your community. Quite often people in an organization undertaking this work will have their own innate knowledge of these aspects within the community, or know who else does. Phone calls to those other sources are often more expedient than questionnaires. You will see that some of the statistical data can be obtained from individuals you may also wish to interview and it may be easiest to collect it during the interview.

Interviews

This is the preferred method for collecting all the perceptual information, but you may also chose to mail out a questionnaire to gather this information. A questionnaire is included in the manual and can be used for either in person interviews or as a mail out questionnaire. Respondents to interviews are asked to rate their responses according to the two scales following.

Key to Rating System

1 = Yes: completely satisfactory

2 = Yes but not completely satisfactory

3 = Somewhat but needs attention to be satisfactory

4 = Not at all: not satisfactory

DK = Don't know

DIMENSION 1: PEOPLE IN THE COMMUNITY

Characteristics of Resilience	Indicators	Indicator Type	Rating System	Data Collection Methods
1. Leadership, both the formal elected and informal organizational, is diversified and representative of the age, gender and cultural composition of the community.	a. Breakdown of formal and informal leaders by gender, age and culture compared to representation in the community as a whole	%		Stats/Quest.
	b. Degree to which people perceive formal and informal leadership to be diversified and representative of the population	" "	1-4, DK	Interview
	c. Degree to which people perceive that the community has been successful at involving youth, women, marginalized groups and ethnic groups in decision-making	" "	1-4, DK	Interview
2. Community elected leadership is visionary, shares power and builds consensus.	Degree to which people perceive that the formal, elected leadership:			
	a. guides the community in the crafting and use of a clear vision	" "	1–4, DK	Interview
	b. shares decision-making and executive power with community members	" "	1–4, DK	Interview
	c. works to find consensus on issues that affect the community	" "	1–4, DK	Interview
3. Community members are involved in significant community decisions.	a. Meetings are advertised, open to the public and well attended	" "	1-4, DK	Interview
	b. Public input into decisions has been pro-actively encouraged and solicited	" "	1-4, DK	Interview
	c. Degree to which people perceive that public input has influenced major decisions in the community	" "	1-4, DK	Interview
4. The community feels a sense of pride.	a. Degree to which people describe feelings of pride in their community	" "	1 - 4	Interview
	b. Number of local celebrations/festivals in the last year	#		
	c. Number of community beautification initiatives in the last year	#		
	d. Number of complaints to Town re: litter, poorly kept yards etc.	#		
5. People feel optimistic about the future of the community.	Relative level of optimism expressed by community people	" "	1 - 4	Interview
6. There is a spirit of mutual assistance & co-operation in the community.	Degree to which people perceive that mutual assistance & co-operation exist in the community	" "	1-4, DK scenarios	Interview

DIMENSION 1: PEOPLE IN THE COMMUNITY (CONT'D)

Characteristics of Resilience	Indicators	Indicator Type	Rating System	Data Collection Methods
7. People feel a sense of attachment to their community.	a. In/Out migration from census data	#		Stats/Quest.
	b. Degree to which people perceive there to be a sense of attachment to community	" "	1-4, DK	Interview
	c. Degree to which people perceive that seniors are attached to the community (relative to attachment of population in general)	" "	1-4, DK	Interview
	d. Degree to which people perceive that youth are attached to the community (relative to attachment of population in general)	" "	1-4, DK	Interview
8. The community is self-reliant and looks to itself and its own resources to address major issues.	a. Degree to which people perceive that there is openness to new ideas	" "	1-4,DK	Interview
	b. Degree to which people in the community believe they can influence their future	" "	1-4, DK	Interview
9. There is a strong belief in, & support for, education at all levels.	a. Percentage of population by education level	%		Stats/Quest.
	b. High school drop out rate	%		Stats/Quest.
	c. Number of adults registered in all continuing or adult education courses in the last year, per capita	%		Stats/Quest.
	d. Number of new skills training programs developed in response to a local need in the last year	#		Stats/Quest.
	e. High school provincial scholarship rate	%		Stats/Quest.

DIMENSION 2: ORGANIZATIONS IN THE COMMUNITY

Characteristics of Resilience	Indicators	Indicator Type	Rating System	Data Collection Methods
10. There is a variety of CED organizations in the community such that the 5 key CED functions are well-served: ▪ Access To Equity ▪ Access to Credit ▪ Human Resource Development ▪ Planning/Research/Advocacy ▪ Infrastructure	a. Number of organizations in each CED function area (listed on table provided) b. Degree to which people perceive that they are well served, in all areas, by CED organizations	# (Table) " "	 1-4, DK	Stats/Quest. Interview
11. Organizations in the community have developed partnerships & collaborative working relationships.	a. Number and quality of relationships (as noted on organizational map) b. Degree to which people perceive that there are good working relationships between organizations c. Degree to which people perceive that conflict between organizations is well managed	# (Map) " " " "	 1-4, DK 1-4, DK	Stats/Quest. Interview Interview

DIMENSION 3: RESOURCES IN THE COMMUNITY

Characteristics of Resilience	Indicators	Indicator Type	Rating System	Data Collection Methods
12. Employment in the community is diversified beyond a single, large employer.	Percentage of total working population employed in top 5 private sector employer companies	%		Stats/Quest.
13. Major employers in the community are locally owned.	Percentage of top 5 private sector employers that are locally owned	%		Stats/Quest.
14. The community has a strategy for increasing independent, local ownership.	a. The Municipality, Regional District and/or CED/Economic Development Organizations include local ownership as a goal in their Plan	✓		Stats/Quest.
	b. There is a community strategy to assist with local business succession planning	✓		Stats/Quest.
	c. The community has a strategy to identify & assist businesses in danger of closing	✓		Stats/Quest.
15. There is openness to alternative ways of earning a living & economic activity.	a. The community owns a major asset for the economic and social benefit of the community, e.g., a community-owned forest license	✓		Stats/Quest.
	b. Degree to which people perceive an openness to alternative forms of earning a living	" "	1-4, DK scenario	Interview
	c. Degree to which people perceive that the community is open to alternative forms of economic diversification	" "	1-4, DK scenario	
16. The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.	Degree to which people perceive that outside resources have been accessed in order to address gaps or achieve goals	" "	1 – 4, DK	Interview
17. The community is aware of its competitive position in the broader economy.	a. The community has a buy local campaign	✓		Stats/Quest.
	b. The amount of economic leakage out of the community has been identified and analyzed	✓		Stats/Quest.
	c. Niche markets (in which unique opportunities exist) have been identified in the community that take advantage of community strengths	✓		Stats/Quest.

Dimension 4: Community Process

Characteristics of Resilience	Indicators	Indicator Type	Rating System	Data Collection Methods
18. The community has a Community Economic Development (CED) Plan that guides its development.	a. A community wide economic development plan exists b. The CED plan reflects all aspects of good planning practice: (community vision, mission, community values, SWOT analysis, goals & objectives, operational/action plan, evaluation measures/implementation plan, is inclusive of all aspects of the community)	✓ ✓		Stats/Quest. Review Plan
19. Citizens are involved in the creation and implementation of the community vision and goals.	a. Number of participants attending community visioning meetings b. Number of mechanisms for public input into community vision or goals c. Number of volunteers who participate in groups/committees/etc. that are implementing initiatives in the CED plan d. Degree to which people perceive that the public was involved in the creation and implementation of a community vision and goals	# # # " "	 1-4, DK	Stats/Quest. Stats/Quest. Stats/Quest. Interview
20. There is on-going action toward achieving the goals in the CED plan.	a. Number of initiatives from the CED plan that have been acted on in the last year b. Degree to which there is a perception in the community that the plan is being realized	# " "	 1-4, DK	Stats/Quest. Interview
21. There is regular evaluation of progress against the communities strategic goals.	Evaluation of accomplishments against the goals has been conducted in the last year	✓		Stats/Quest.
22. Organizations use the CED plan to guide their actions.	a. Percentage of organizations who work from the CED plan and integrate it into their own planning process b. Degree to which organizations are perceived to be working toward achieving the goals in the CED plan	% " "	 1-4, DK	Stats/Quest. Interview
23. The community adopts a development approach that encompasses all segments of the population.	a. The degree to which people perceive that the CED plan addresses the needs of marginalized people in the community b. Number of organizations/groups in the community that address the economic interests of low income people c. The degree to which people perceive that there is an on-going, structured dialogue between economic development and social service agencies	" " # " "	1-4, DK 1-4, DK	Interview Stats/Quest. Interview

Worksheet 2: Introduction to Community Resilience

Sample Invitation Letter

Dear <Name>:

As you know, our community is not alone in facing the ups and downs of global markets and resource-based industry. In addition, communities are facing technological and environmental pressures and the devolution of provincial and federal responsibilities to municipal government. These pressures are evident such rural issues as high unemployment and the youth exodus.

Why is it that some communities successfully adapt and prosper while others barely survive or merely cope with these pressures?

Research from across North America suggests that those communities that have been successful have certain attributes in common. These attributes exist in every community to varying degrees and they can be strengthened. In other words, rural communities can increase their ability to respond to change - to become more effective in determining their own future.

We call this collection of successful attributes "Resilience." How Resilient is our community? What makes you think that? Would you like to know more about how we can strengthen our resilience - our ability to act? Would you or your organization like to participate in guiding a local Resilience Project over the next few months? You are invited to find out more about the Resilience Project on:

Date
Time
Place
RSVP & more information

We need your input to decide if this is the best tool for our community at this time. If we think it is we will also want to discuss the formation of a Steering Committee to guide the project.

Sincerely,

OVERHEAD PRESENTATION - SUMMARY

▪ **What is Resilience & Why is it Important?**

▪ **5 Key Functions of a Local Economy**

▪ **Relationship to Local Economic Development**

▪ **Resilience Characteristics**

▪ **The Resilience Process in your Community**

▪ **Local Benefits & Outcomes**

▪ **Role of the Steering Committee**

WHY IS RESILIENCE IMPORTANT?

Too many communities that are facing a declining resource base have no plan of response, or face barriers in implementing their plans.

The heart of "resilience" is ability to act - creating the plan is actually less than half the battle.

Studies of those communities that HAVE successfully taken action in a comprehensive, long-term way show us that they have a variety of characteristics in common.

These characteristics exist to some degree in your community, they change over time & can be strengthened.

5 KEY FUNCTIONS OF A LOCAL ECONOMY

BUILDING HUMAN RESOURCES

ACCESS TO EQUITY

ACCESS TO CREDIT

INFRASTRUCTURE

RESEARCH, PLANNING, & ADVOCACY
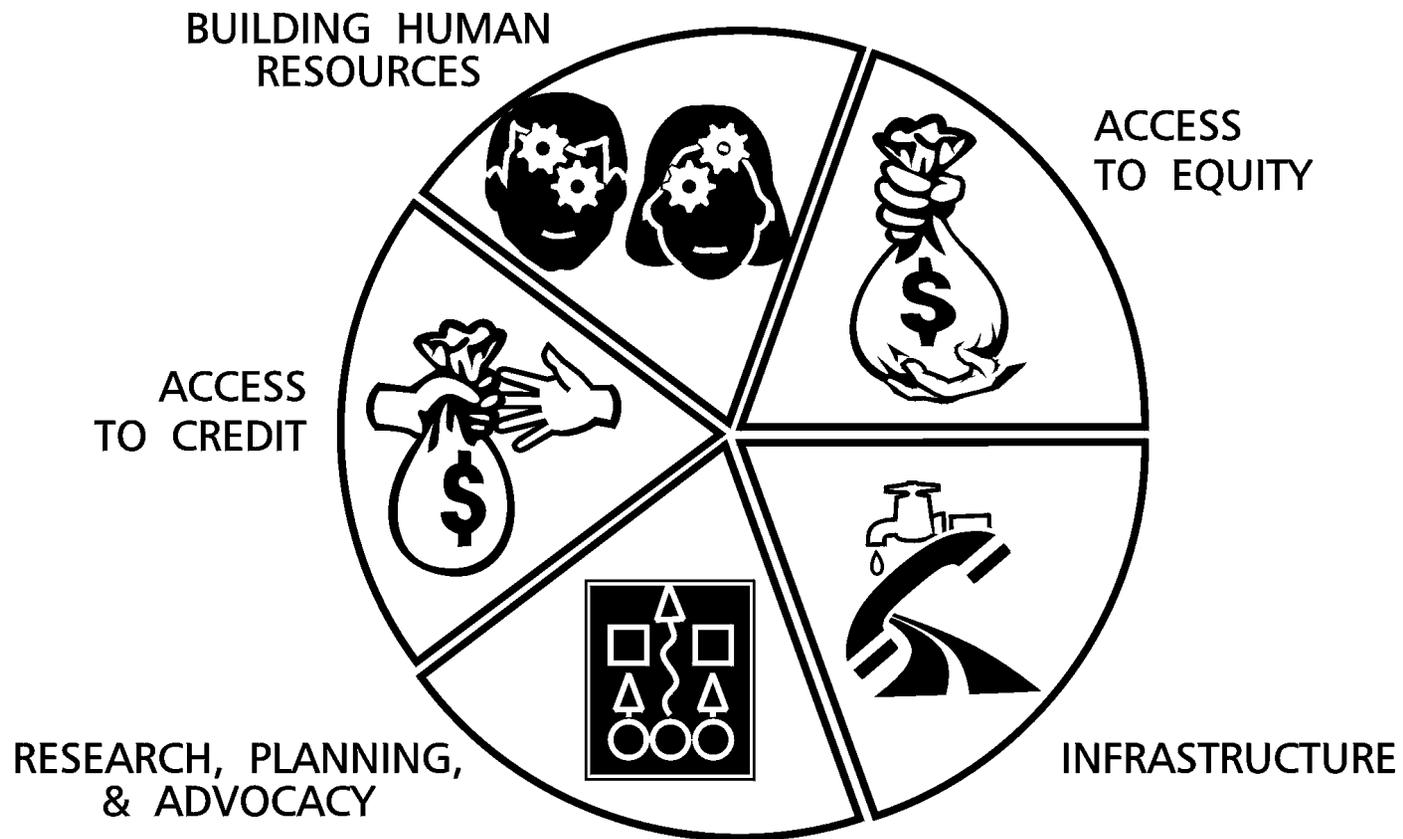
WHAT IS RESILIENCE?

The ability to take *intentional action* to *enhance* the personal and collective *capacity* of its citizens and institutions *to respond to, and influence* the course of social and economic *change*.

CHARACTERISTICS OF RESILIENT COMMUNITIES

- **Successful communities share characteristics related to the attitudes and behaviour of local citizens.**

- **Successful communities share characteristics related to awareness and use of both local and outside resources.**

- **Successful communities work to develop a range of organizations and groups that address local needs collaboratively.**

- **Successful communities involve all segments of their population in ongoing planning, implementation & evaluation.**

STRENGTHENING YOUR LOCAL RESILIENCE

- **Step One: Community Steering Committee, identify outcomes & the design of a process to meet your needs**

- **Step Two: Information collection & documentation in a Portrait of Resilience**

- **Step Three: Decision-Making Workshop uses broad community participation to analyze & prioritize local issues**

- **Step Four: Planning Workshop develops a short term action plan to strengthen the selected priority(s)**

- **Follow-up assistance for community implementation negotiated**

HOW WILL THIS HELP YOUR COMMUNITY?

As a first step in the process of developing a comprehensive economic plan for your area this will:

- increase local understanding of how your economy works & what it takes to strengthen it.

- begin to create relationships & common vision between social & economic sectors for an integrated approach to development.

- identify those attributes that have prevented your success in the past & develop approaches to address them.

- increase local use of decision-making criteria that ensures resources are invested for the greatest strategic return.

HOW WILL THIS HELP YOUR COMMUNITY?

Benefits identified by others:

▪ **The questions in the interviews promote new ways of thinking about community.**

▪ **"Resilience" or ability to take action seems to be a more meaningful context or starting point for citizens than "economic development" has been.**

▪ **The Portrait raises the significance of long standing issues through examination of the cause/effect relationship to community survival & success.**

▪ **The Portrait identifies new issues that have not been openly acknowledged.**

▪ **The Portrait provides a baseline for future evaluation of progress & change.**

LOCAL STEERING COMMITTEE

- **Should be representative of local demographics & sectors.**

- **Provide direction related to scope, outcomes & process.**

- **Identify local resources, reports, & political issues.**

- **Participate & encourage others to participate in both workshops.**

- **Ad Hoc for the period of the project - may or may not play a role in implementation.**

Worksheet 3: Statistical Data Collection Table

The questions included in this table are those that can be completed by reviewing existing statistics, reading community generated reports or by discussing issues with people within the community. Most information will be available from the following sources and some items may be easiest to collect during interviews with these organizations:

- municipal offices
- regional district
- social, CED or economic development agencies
- federal and provincial governments
- observation within your community

Highlighted items may be easiest to collect in key respondent interviews if you are using this data collection method

WORKSHEET 3: STATISTICAL DATA COLLECTION TABLE

Indicators	Data Sources	Results
Characteristic 1. a. (elected) % breakdown of elected leaders by age, gender, ethnic origin compared to population figures a. (non-elected) % breakdown of organizational Boards or Committees (as above) from key organizations: Chamber of Commerce, Economic Development Board or Committee, other lead groups to be determined by community	▪ census data on age, population, ethnic composition from the last two census periods ▪ list of leadership from city/region/school brd. staff: match characteristics to population ▪ as above	
Characteristic 4. b. Number of local celebrations/festivals in the last year c. Number of community beautification initiatives in the last year d. Number of complaints to Town re: litter, poorly kept yards etc.	10/ year ad hoc - usually driven by service clubs average 75/year	
Characteristic 7. a. # in/out migration over time	▪ Statistics Canada, census data for last two census periods	

Indicators	Data Sources	Results
Characteristic 9. a. % population education figures b. # adults in all continuing or adult education courses in the last year, per capita c. # of new training programs developed in response to a local need in last year d. high school drop out rate e. high school, provincial scholarship rate	▪ Statistics Canada will have population ed. levels ▪ calls to all education providers, your local Parks & Recreation, etc. ▪ IF college & other training organizations are on the key respondent list, interviews can provide this data - if not - phone ▪ high school principals report this data	
Characteristic 10. a. # of organizations in each of the 5 function areas of CED: Planning/Research/Advocacy, Human Resource Development, Availability of Business Credit, Availability of Business Equity, Infrastructure.	▪ a table of the CED function areas and services is provided; complete this table in advance or ask for information about services provided by each organization during interviews	
Characteristic 11. a. # and quality of relationships	▪ a blank table "Mapping Your Organizational Relationships" is provided in Tool 4; ask each organization to list other organizations they work with and to identify the nature of their current relationship; this information is then compiled on a Summary table	
Characteristics 12 & 13 ▪ % of working population employed by top 5 private sector employers ▪ % of top 5 that are locally owned	▪ labour force numbers from stats can. data ▪ call employers for FTE's or bodies - which ever figure they have available ▪ calculate the total % of the workforce for both the top 5 employers and any locally owned from that list	

Indicators	Data Sources	Results
Characteristic 14. a. Municipality, Regional District or CED Organizations include local ownership as a goal in their strategy b. there is a community strategy to assist with local business succession planning c. the community has a strategy to identify and assist those businesses in danger of closing	▪ phone for this information or ask during interviews ▪ also may be found in the CED plan if one exists	
Characteristic 15. a. the community owns a major asset for the social and economic benefit of the community	▪ ask Municipality, CED Organization or Regional District	
Characteristic 17. a. the community has a shop local campaign b. the economic leakage out of the community has been identified and analyzed c. niche markets that build on local strengths and opportunities have been identified	▪ ask your local CED Organization, Chamber of Commerce or Municipality for this information	
Characteristic 18. a. does a Community Economic Development Plan exist? b. if so, to what degree does it reflect best practice? (criteria below)	▪ Municipality, Regional District or CEDO will have a copy of this if one exists - rate against criteria	

COMMUNITY ECONOMIC DEVELOPMENT PLAN: BEST PRACTICE CRITERIA
Does the Economic Development Strategy for your community contain the following information?

VISION STATEMENT

❑ Organizational Mission Statement
❑ Situation Analysis that includes a SWOT analysis of internal & external constraints & opportunities - both sectoral & human/organizational capacity
❑ Summary & Recommendations of Strategic Options based on the Situation Analysis

GOALS & OBJECTIVES

❑ An Implementation/Operational Plan that includes timeframe, who is responsible for the lead and budget/resource requirements
❑ An Evaluation/Monitoring Plan that includes indicators for each objective, who & how this will be undertaken
❑ The plan addresses/integrates all aspects of community: economic, social, cultural, environmental

Indicators	Data Sources	Results
Characteristic 19. a. # participants at community visioning meetings b. # mechanisms for public input into the vision or goals c. # of volunteers who participate in groups/committees/etc. that are implementing initiatives from the CED plan	▪ ask the organization that co-ordinated the development of the CED plan for this information ▪ most organizations involved in implementation of the plan will be able to provide you with the number of volunteers they work with	
Characteristic 20. a. % of initiatives from the CED plan that have been acted on in the last year	▪ ask for a copy of a recent evaluation of the CED plan outcomes or review this information with the co-ordinating organization for the plan	
Characteristic 21. ▪ evaluation of accomplishments against the goals has been conducted in the last year	▪ get this information while discussing the previous item	
Characteristic 22. a. % of organizations who work from the CED plan or integrate it into their own organizational planning	▪ ask this question during interviews or call for it	
Characteristic 23. b. # of groups or organizations in the community that address the economic interests of low income people	▪ if a community directory exists this will provide leads for phone calls to those groups whose mandate is not familiar to you; if not, begin with an organization in this field and ask for leads of others in the community	

Worksheet 4: Key Respondent Questionnaire

Guide for the Selection of Interview Respondents

You will want to ensure that you have representation from all of the following groups in your community - and possibly others - in order to cover a broad spectrum of local views and perspectives:

- Economic Development agencies and organizations including: Chambers, Economic Development Commissions and Committees, Community Futures, sector-based organizations linked to tourism or other growth sector
- Human Resource service providers including: college, high school or school board, Skills Centres, Job Clubs, career centres, GED programs, small business trainers
- Government including: Municipal, Regional, HRDC, MHR, MAETT or others that play a key role in your community
- Community service providers including: social service agencies, youth counselling services, Women's Resources, Community Living or others that work with people with disabilities, housing societies
- Corporate and Small Business
- Other related special interest groups including: a predominant labour organization, environmental groups, etc.

As you set up interviews you will want to think about some representation from both staff and volunteers or elected officials connected with the above organizations. Also consider the balance between male and female respondents. (Note: this questionnaire is easier to use if you enlarge it on legal size paper.)

Tips for Interviews

It is important that you try not to bias the interviews you do. Here are some principles that will help you avoid bias:

- We have provided carefully worded questions for these interviews (Worksheet 5). It is important that you ask these questions exactly, probing only for examples to add detail to the response or in order to clarify what is meant.
- It is relatively easy for an interviewer to influence the response, and your results will be more effective if this process is as neutral as possible. Use a conversational tone and avoid emotionally loaded language.
- Do not specifically share information from one respondent with another. You may however, wish to use the phrase "One can imagine that in this community ...do you think this is true/correct?" to do a check on how widely held one perception is across all respondents.

Note that each indicator is numbered according to the characteristic that it reflects. (So indicators 1a and 1b relate to characteristic 1, for example.)

KEY TO RATING SYSTEM

1 = Yes: completely satisfactory
2 = Yes: but not completely satisfactory
3 = Somewhat: but needs attention to be satisfactory
4 = Not at all: not satisfactory
DK = Don't know

RATING CHANGE OVER TIME

If respondents indicate that an aspect of the community has changed for better or worse over time put a "+ or "-" (respectively) in the column called "+/-".

INTRODUCING THE QUESTIONNAIRE

- Some people may want a blank form to real along with you and to refer to the rating system.
- There are no "right" or "wrong" answers – only the respondents' perceptions.
- It is okay to say "Don't know" and to reeview th rting system.

DIMENSION 1: PEOPLE IN THE COMMUNITY

Indicators	Question	Rating	+/-	Comments
1. a. Degree to which people perceive local leadership (formal and informal) to be diversified and representative of the population	Do you perceive the following local leaders to be diversified and representative of the population? ▪ Elected officials ▪ Informal community leaders	 1 2 3 4 DK 1 2 3 4 DK		
b. Degree to which people perceive that efforts have been made to involve youth, women, marginalized groups and ethnic groups in decision-making	Do you believe that efforts have been made to include the following groups in municipal and organizational community decision-making: ▪ Youth ▪ Women ▪ Marginalized People ▪ Cultural groups	 1 2 3 4 DK 1 2 3 4 DK 1 2 3 4 DK 1 2 3 4 DK		
2. Degree to which people perceive that the leadership: ▪ Guides the community in crafting and using a vision ▪ Shares decision-making and executive power with community members ▪ Works to find consensus on issues that affect the community	Do you think that elected leaders in your community demonstrate the following characteristics: ▪ Guide the community in crafting and using a vision ▪ Share decision-making and executive power with community members ▪ Work to find consensus on issues that affect the community	 1 2 3 4 DK 1 2 3 4 DK 1 2 3 4 DK		

DIMENSION 1: PEOPLE IN THE COMMUNITY (CONT'D)

Indicators	Question	Rating	+/-	Comments
3. a. Meetings are advertised, open to the public and well attended	▪ Do you think that meetings around significant issues in your community are well advertised and open to the public? ▪ To what extent are these meetings usually well attended?	1 2 3 4 DK 1 2 3 4 DK		
b. Public input into decisions has been proactively encouraged and solicited	Are additional efforts made to encourage participation or seek public input?	1 2 3 4 DK		
c. Degree to which people perceive that public input has influenced major decisions in the community	Do you think that public input has influenced any major community decisions in the last year?	1 2 3 4 DK		
4. Degree to which people describe feelings of pride in their community	How would rate the level of pride that you feel in your community?	1 2 3 4 DK		
5. Relative level of optimism expressed by community people	Can you rate the level of optimism that you experience in the community?	1 2 3 4 DK		
6. Degree to which people perceive that mutual assistance & co-operation exist in the community	▪ Does a spirit of mutual assistance and co-operation exist in the community? ▪ Response to scenario (below): Park in Disarray ▪ Response to scenario (below): Graffiti Culprit Spotted	1 2 3 4 DK		

(6) Ask respondents to think about the people they know in the community and what a typical response would be to the following:

Park Scenario: General budget constraints have caused the municipality to limit the maintenance of a popular neighbourhood park. Gradually it becomes run down & fewer of the residents use it. One summer evening a small group of residents who still like to use the park decide something has to be done. What would they decide to do?

Graffiti Scenario: Offensive graffiti is appearing on walls around a residential neighbourhood. Public works is quick to paint over it, but the residents are still concerned that this sort of thing is going on. The culprit is eventually discovered in the act by a resident who, despite the fact that the culprit is too far away to catch, recognizes the young man as the teen age son of another neighbourhood resident. What would the observer do?

DIMENSION 1: PEOPLE IN THE COMMUNITY (CONT'D)

	Indicators	Question	Rating	+/-	Comments
7.	Degree to which people perceive there to be a sense of attachment to community	• Generally speaking, do you think that people here are attached to the community?	1 2 3 4 DK		
		• Relative to your first rating, to what extent are seniors attached to the community?	1 2 3 4 DK		
		• Also relative to your first rating, to what extent are youth attached to the community?	1 2 3 4 DK		
8.	a. Degree to which people perceive that there is openness to new ideas	Do you think that people in this community are open to new ideas?	1 2 3 4 DK		
	b. Degree to which people in the community perceive that they can influence their future	Do you think that people in the community believe that they can influence their future?	1 2 3 4 DK		

DIMENSION 2: ORGANIZATIONS IN THE COMMUNITY

	Indicators	Question	Rating	+/-	Comments
10.	Degree to which people perceive that they are well served, in all areas, by CED organizations	[Before asking this question, see "Introduction to Indicator" below.] How would you rate the level of service that you receive in the major functional areas of CED? (Ask respondents to list the pertinent organizations, if possible.) ▪ Planning, advocacy and research ▪ Human resource development ▪ Credit availability ▪ Access to Equity ▪ Infrastructure	1 2 3 4 DK 1 2 3 4 DK 1 2 3 4 DK 1 2 3 4 DK 1 2 3 4 DK		
11.	a. Degree to which people perceive that there are good working relationships between organizations	How would you rate the working relationships that have been established between organizations in your community?	1 2 3 4 DK		
	b. Degree to which people perceive that conflict between organizations is well managed	Do you believe that conflict between organizations is well-managed in your community? HAND OUT WORKSHEET 5 (MAPPING YOUR ORGANIZATIONAL RELATIONSHIPS) FOR COMPLETION	1 2 3 4 DK		

(10) Introduction to Indicator 10

We know that five things are essential to strengthening a local economy. Communities must have some ability to do or to control each.

Planning, Advocacy, and Research: gathering, organizing, analyzing, and using information in order to strengthen the local economy.

Human Resource Development: courses, training programs, and other services that prepare local people for job opportunities and leadership positions.

Access to Credit: a sufficient amount of money available at reasonable terms for local commercial loans.

Access to Equity: a sufficient amount of investment capital available to support and expand local business.

Infrastructure: in addition to streets, sewers, and buildings, communities need to develop infrastructure related to growing a specific sector.

Now I am going to ask you to rate how well each of these essential services is carried out in this community.

DIMENSION 3: RESOURCES IN THE COMMUNITY

	Indicators	Question	Rating	+/-	Comments
15.	a. Degree to which people perceive an openness to alternative ways of earning a living	Do you think that people in this community are open to alternative ways of earning a living?	1 2 3 4 DK		
	b. Degree to which people perceive that the community is open to alternative forms of economic diversification	▪ Employee response to major employer closure (below): ▪ Community responses (ranked) to major employer closure (below):	1 2 3 1st choice ___ 2nd choice ___ 3rd choice ___ 4th choice ___		
16.	Degree to which people perceive that the community has been successful in accessing outside resources that address local gaps and help to achieve the goals	Do you think that the community has been successful in accessing outside resources (financial, human, etc.) in order to address gaps and achieve your goals?	1 2 3 4 DK		

(15) Major Employer Closure

Employee Response to Closure: A major employer in the community gives notice that the operation is about to shut down permanently. The union negotiates a reasonably generous separation package with flexible payout options depending on the employees preference. Assuming that the total value of the payout is the same in all cases, what is the most likely choice that employees would make from the following:

1) One lump sum payment on separation.
2) Payout divided between a smaller lump sum on separation and the costs of retraining for employment in another industry.
3) An installment payout, with smaller amounts spread over a longer period of time in order to assist with a transition to self-employment.

Community Response to Closure: In the same situation as that just described, how would you rank order the most likely community responses from the following options:

1) Try to attract an alternative, large employer into the community.
2) Increase community investment in other local economic opportunities.
3) Provide additional supports for local small business or co-operative ventures.
4) Support the development of local exchange markets such as barter, farmers markets, etc. in order to lower the costs of living.

DIMENSION 4: COMMUNITY PROCESS

	Indicators	Question	Rating	+/-	Comments
18.	a. A community wide economic development (CED) Plan exists	Does a Community Economic Development Plan exist for this community?	Yes No		If Yes, proceed with questions. If No or DK, go to Indicator 22.
	b. Degree to which there is a perception that the CED Plan fully integrates all aspects of community	Do you believe that your community strategic plan adequately integrates social and economic issues?	1 2 3 4 DK		
19.	Degree to which people perceive that the public are involved in the creation and implementation of the CED Plan	Do you think that community people have been adequately involved in the creation and implementation of the community vision and goals?	1 2 3 4 DK		
20.	Degree to which there is a perception in the community that the plan is being realized	Do you think that the community is making progress on the goals in the CED Plan?	1 2 3 4 DK		
22.	Degree to which CED organizations are perceived to be working toward the goals in the CED Plan	Do you think that social and economic organizations in your community are working towards the same vision and goals?	1 2 3 4 DK		
23.	▪ Degree to which people perceive that the strategy addresses the needs of marginalized people in the community	Do you think that the community strategy addresses the needs of marginalized people in the community?	1 2 3 4 DK		
	▪ Degree to which people perceive that there is on-going structured dialogue between economic development and social service agencies	Do you think that there is on-going, structured dialogue between economic development and social service agencies?	1 2 3 4 DK		

Worksheet 5: Organizational Inventory

(A) LISTING YOUR CED ORGANIZATIONS

The following table is designed to capture the range and diversity of services that organizations in your community provide to assist in promoting resilience. It is suggested that you complete this table at the beginning of the process in order to identify organizations you may also want to interview, or that may be able to provide additional information for the Portrait.

If you are unable to do this, ask organizations to review it during interviews (at Characteristic 10 & 11) and identify those services that they provide to the community.
In the right-hand column, enter the names of organizations in your community that offer the services described.

CED Function	Service/Strategy	Names of Organizations offering service
Planning, Research & Advocacy	Brokering & creating strategic partnerships	
	Community inventory & asset mapping	
	Labour Market data collection/tracking	
	Leakage Studies	
	Feasability Studies	
	Community visioning	
	Community strategic planning	
	Community plan implementation	
	CED communication, networking	
	Creation of/support for CED Organizations	
	Early warning systems	
	Other:	

(A) LISTING YOUR CED ORGANIZATIONS (CONT'D)

CED Function	Service/Strategy	Names of Organizations offering service
Human Resource Development	Job readiness	
	Job search and placement	
	Job training and retraining	
	Leadership development	
	Entrepreneurial assessment	
	Entrepreneurial training	
	Business planning	
	Network facilitation and mentoring	
	Business incubator services	
	Succession planning for businesses	
	Other:	

(A) LISTING YOUR CED ORGANIZATIONS (CONT'D)

CED Function	Service/Strategy	Names of Organizations offering service
Credit	Community development loan fund	
	Community revolving loan fund	
	Comprehensive development finance operation	
	Micro enterprise loan fund	
	Loan Guarantees	
	Other:	

(A) LISTING YOUR CED ORGANIZATIONS (CONT'D)

CED Function	Service/Strategy	Names of Organizations offering service
Equity	Equity matchmaking	
	Community owned venture development	
	Joint venturing	
	Community owned resource	
	Co-operative	
	Worker owned company	
	Other:	

(A) LISTING YOUR CED ORGANIZATIONS (CONT'D)

CED Function	Service/Strategy	Names of Organizations offering service
Infrastructure	Waste management planning and maintenance	
	Water management planning and maintenance	
	Beautification	
	Zoning, streets, etc.	
	Land use planning	
	Sector-specific infrastructure	
	Other:	

(B) MAPPING YOUR ORGANIZATIONAL RELATIONSHIPS

Your Organization: _____   Your Name: _____

Check the column that best reflects how you work with different organizations. Spell out organization names and indicate if they are local, or outside the community.

		Simple funding relationship or other one way, one time exchanges (including organizations with which you only "network.")	Negotiated, long-term relationship where parties agree to undertake projects with equal risk & responsibility for success
Name of Organization	**Local/Outside**	**One Way**	**Partnership**

Worksheet 6: Town Hall Meeting Facilitator's Guide

You will want to introduce the definition and concept of resilience and why your organization has undertaken this assesment of resilience in your community. Wall charts or additional handouts for this purpose can be taken from the manual as required to meet your needs.

The Dialogue Process

1. In small groups of 5-10 each participant is asked to consider the full list of annotated characteristics (attached as a table) and select the 3 that they think the community excels at (strengths) and the 3 that they think the community needs to improve the most (weaknesses).

2. Then, the participants of each small group discuss their individual choices in order to arrive at a group selection (top three strengths and weaknesses). Encourage groups to move around the table giving each person an opportunity to share one choice at a time and speak to their rationale for the selection. A recorder should note each selection on a flip chart page. Once all the individual selections have been recorded the group should prioritize their lists. Have them consider criteria such as:

   ▪ impact of this if nothing is done (weakness) or benefits (strengths)
   ▪ other characteristics that this one influences in some way
   ▪ links with this characteristic and the goals in the CED plan
   ▪ readiness in the community to do something about this

Before participants move into small groups, the facilitator will also want to discuss time limits for the task (1.5 hours for small group discussion), selection of a recorder for each group, and some principles for group process:

   ▪ building on ideas, adding new ideas, try not to repeat others comments
   ▪ ask questions of others in order to increase your understanding of their perspective
   ▪ go around the table a second time if required

3. Groups then report back one item at a time/per table - all "votes" are recorded on a master list of strengths/weaknesses. Review both lists: "Does anyone have any information about, or experiences in, this community that would substantially change the position of any of these priorities?" Note comments.

4. After discussion ask participants to dot vote for their top 3 from each list. (suggest that a task force be formed around each of the 3 weaknesses - discuss how strengths can be used to address each/links/etc.)

5. Summarize results & discuss next steps with participants.

6. Participants complete evaluation form prior to leaving.

Note: you can also use the following rating form in focus groups. Have participants complete the form, then use their answers as the basis for a discussion. (See Worksheet 7.)

RANKING YOUR RESILIENCE STRENGTHS AND WEAKNESSES

Please review the following list of resilience characteristics and identify your selections for the top three strengths and weaknesses that you believe to exist in your community. You may want to note "S" or "W" beside each characteristic as you read the list for the first time and then go back over the list in order to select the top three strengths and weaknesses. Please note DK for Don't Know if you do not have a sense of this aspect of your community.

Characteristics of Resilience	Description	Ranking (S/W)
Dimension 1: The People in your Community		
1. Leadership, both formal elected and informal organizational, is diversified and representative of the age, gender and cultural composition of the community.	In resilient communities, leadership represents appropriately, all citizens within the community: their decisions are fair and balanced and take into account the many needs, aspirations and values of people in the community.	
2. Elected community leadership is visionary, shares power and builds consensus.	In resilient communities, leaders understand the importance of creating a clear vision for the future and sharing the responsibility of power. They use techniques such as consensus building to ensure that community initiatives have the support and the buy-in of community members. In doing so, they minimize the potential for, and negative consequences of, conflict.	
3. Community members are involved in significant community decisions.	In resilient communities, citizens have avenues open to them to express their opinions in a productive and positive manner. Community leaders work to encourage participation from all segments of the community and use this input as a guide for their decisions. Community decisions are therefore more reflective of the wide variety of views and opinions of those who live there.	
4. The community feels a sense of pride.	In resilient communities, people feel a sense of pride which is demonstrated in the care with which they maintain their community and the energy and commitment they give to events such as community festivals and celebrations	
5. People feel optimistic about the future of the community.	In resilient communities, people have a sense that the future looks bright and that their community has great potential to develop and change. This positive energy is important to enabling the community to adapt and change. It is also important as it encourages a greater investment by people in their community and its future.	

Characteristics of Resilience	Description	Ranking (S/W)
Dimension 1: The People in your Community (Cont'd)		
6. There is a spirit of mutual assistance and co-operation in the community.	In resilient communities, people make an effort to work together and help each other in times of difficulty. Local issues and problems are owned by the community and people take it upon themselves to do something about them.	
7. People feel a sense of attachment to their community.	In resilient communities, people perceive that they are there for the long term and therefore invest their time, energy and money in improving the community.	
8. The community is self-reliant and looks to itself and its own resources to address major issues.	In resilient communities, people perceive that the future of the community is in their hands. Though external support might be sought, people seek out and use productively the skills, expertise and finance available in the community to address issues and problems that are important to the citizens.	
9. There is a strong belief in and support for education at all levels.	In resilient communities, education at all levels is valued and supported. Children are encouraged to participate and excel in school. Adults are provided with a range of services to support life long learning, career change and skills upgrading. There is a curiosity or "thirst for knowledge" within the community.	
Dimension 2: The Organizations in your Community		
10. There are a variety of CED organizations in the community such that the key CED functions are well served.	Resilient communities recognize the importance of a range of strong organizations in the community to support and encourage local development. Effort is made to provide a full range of services so that all aspects of a Community Economic Development approach can be pursued successfully.	
11. Organizations in the community have developed partnerships and collaborative working relationships.	In resilient communities, organizations recognize that conflict is costly and consciously work together to resolve issues. Collaborative working relationships result in efficient use of limited resources and more effective and creative effort toward accomplishing the common goals.	

RANKING YOUR RESILIENCE STRENGTHS AND WEAKNESSES (CONT'D)

Characteristics of Resilience	Description	Ranking (S/W)
Dimension 3: The Resources in your Community		
12. Employment in the community is diversified beyond a single, large employer.	Resilient communities are aware of the risks associated with reliance on a single, large employer and emphasize economic diversification by supporting employment in smaller companies and active promotion of local ownership.	
13. Major employers in the community are locally owned.	In resilient communities, there is a high degree of local control over economic activities and resources. These resources are used to improve all aspects of community life.	
14. The community has a strategy for increasing independent local ownership.	In resilient communities, the importance of local control over resources is explicitly recognized and the community works to increase local control through a range of strategies and initiatives. These communities emphasize retaining and expanding existing businesses as well as supporting the development of new ones.	
15. There is openness to alternative ways of earning a living and economic activity.	Resilient communities demonstrate an openness to alternative development approaches, such as micro enterprise, dispersed ownership of community assets, and self-employment. This openness signals a readiness to shift away from dependency on large, externally owned companies.	
16. The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.	In resilient communities, optimal use of local resources and skills is balanced by careful use of external resources and information, required to address local gaps and accomplish local goals. Resilient communities are informed about, and have the connections to access outside resources.	
17. The community is aware of its competitive position in the broader economy.	Resilient communities have identified and build on their strengths in relation to other communities and regions. They aren't afraid to compare themselves to others as a means of identifying opportunities and focussing local initiatives. They also co-operate with other communities when appropriate, combining resources to address a common goal.	

Characteristics of Resilience	Description	Ranking (S/W)
Dimension 4: Community Process		
18. The community has a Community Economic Development (CED) Plan that guides its development.	In resilient communities, a CED plan is a critical tool for providing direction and unity to all individuals and organizations. It is a means for ensuring a common vision among community members and maximizing resource allocation to gain the greatest community impact. It reflects the needs of all segments of the community and analysis of actual opportunities.	
19. Citizens are involved in the creation and implementation of the community vision and goals.	Resilient communities take a long term, comprehensive approach to building active public participation in the development and implementation of their goals. They know this increases knowledge of and capacity for appropriate development approaches in their community.	
20. There is on going action towards achieving the goals in the CED plan.	Resilient communities know that visible results breed optimism and a sense of self-reliance. They focus on both short and long term goals and objectives. Implementation in these communities is co-ordinated and there is support for the organizations or groups involved.	
21. There is a regular evaluation of progress towards the community's strategic goals.	Resilient communities view their CED efforts as an ongoing learning and capacity building process, so they have built in evaluation criteria and procedures. Evaluation is also important as a means of identifying results and benefits in order to communicate them to the public.	
22. Organizations use the CED plan to guide their actions.	In resilient communities, the CED plan is integrated into the individual plans of every community organization. It becomes a working document for ongoing decision-making and allocation of resources. This is more likely to occur if those organizations have been involved in the development of the plan and are familiar with the goals and objectives in it.	
23. The community adopts a development approach that encompasses all segments of the population.	In resilient communities, the connection between unemployment and poverty and the economic stability of the community is understood. These communities adopt a CED approach as a way of integrating and strengthening the economic self-reliance of all aspects of their community.	

PLEASE SIGN IN: THANK YOU!

Name	Organization	Mailing Address	Phone

COMMUNITY MEETING FEEDBACK FORM

1. What did you like best about this activity?

_____

_____

_____

2. What did you like the least?

_____

_____

3. One thing you learned about your community is . . .

_____

_____

_____

4. The way this activity was designed and conducted was . . .

_____

_____

_____

5. This activity was successful in determining the current resilience strengths and weaknesses in our community:

☐   Yes   ☐   No   ☐   Don't Know

Worksheet 7: Guide to Focus Groups

You can use focus groups to target specific groups in your community or organizations. For example, youth, seniors or organizations involved in natural resource issues. You can also use them to involve a broad cross section of your community and to test out attitudes to some difficult issues.

The basic approach in a focus group is to throw out a question for discussion. As the discussion progresses, perceptions, views, opinions and attitudes can be recorded. We suggest that two people run every focus group: one to facilitate and one to record the discussion.

There are some principles that can guide you in holding effective focus groups:

- Ask the questions exactly as provided in the manual and probe for clarification or examples if no one else does. "Can you think of an example of that?" "So you are saying that ." or "I'm not sure I understand what you mean, can you talk about that some more?"

- Ask for comments from others: "That's interesting, does anyone else share that view point?" or "I wonder how others feel about this question?"

- Summarize conflicting or common points of view often in order to ensure your understanding and provide an opportunity for additional comment: "So, it seems that the group has two different perspectives on this issue." or "I get the feeling that you are all in agreement around this."

- You may find that some groups have many other, potentially unrelated issues, that are of interest to them and take them on "tangents" within your session. You will need to decide how strict to be around controlling and focussing discussion and how open and flexible to be. This is one of the reasons why focus groups were not the most effective way to collect information during the testing of this tool.

Note: see Worksheet 6, "Town Hall Meeting Facilitator's Guide," as another option for focus groups. Have participants rate the community's strengths and weaknesses. Then use their answers as the basis for a discussion of several key topics or themes.

Worksheet 8: Sample Portrait of Community Resilience

The following Portrait is provided here as an example for the development of your own Portrait of Community Resilience.

Some of the missing pieces of data are indicative of the challenges that communities might face when collecting data. To some extent, you must rely on other sources and other people to provide you with up to date information, and this sometimes requires patience. This is one of the reasons it might take time to implement these tools in your community.

We encourage you to review this portrait as you begin to develop your own, and to note the kinds of data analysis considerations that you should should keep in mind around each characteristic. There may be additional considerations for your community based on the sources of data, the age of the data, etc.

Keep in mind that you are developing a picture of your community's ability to "respond to and influence the course of social and economic change."

WORKSHEET 8: SAMPLE PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 1: Leadership is diversified and representative of the age, gender and cultural composition of the community.

Indicators	Community Results

a. Breakdown of elected officials and organizational leaders by age, gender and culture compared to representation of these groups in the community as a whole

	Community Population	Elected Leaders	Organizational Leaders
Male	50%	80%	66%
Female	50%	20%	44%
Age 15-24	15%	10%	4%
Age 25-54	45%	90%	*88%
Age 55-75+	14%	0	8%
Aboriginal	5%	0	
Other:			

* 6 or 25% of org. directors are under age 40

Source: Stats Can '96 Census, Town/School Brd. staff, Organizational reports: Chamber, Economic Dev. Committee, Community Futures

b. Degree to which people perceive local leadership to be diversified and representative of the population.

	# Responses
Yes: completely satisfactory	0
Yes but not completely satisfactory	6
Somewhat but needs attention	7
Not at all: not satisfactory	1
Don't know	0

c. Degree to which people perceive that the community has been successful at involving the following groups in decision-making:
- Youth
- Women
- Marginalized groups
- Cultural groups

	Youth	Women	Marginalized	Cultural
Yes: completely satisfied	0	5	0	1
Yes but not completely satisfactory	5	3	1	6
Somewhat but needs attention	6	6	6	5
Not at all: not satisfactory	3	0	6	2
Don't know	0	0	1	0

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 1: Leadership is diversified and representative of the age, gender and cultural composition of the community. (Cont'd)

INTERPRETATION

In general, the leadership of community groups and organizations in this community is seen as more diverse and representative than is the elected leadership. The majority of Not-For-Profits in the community are managed by women. The Town Council is viewed as largely representative of the business community. There were several comments that council was more representative now than in the past however and council members themselves indicate they get feedback that they need to be more supportive of the business community.

LINKED CHARACTERISTICS

#2 Community Leadership is visionary and shares power
#3 Community members are involved in community decisions

DATA INTERPRETATION CONSIDERATIONS

We know that statistically, certain groups (women, those under 40, those who are marginalized from traditional economic activities) are under-represented in positions of leadership. The comments from respondents that perceive council as largely representative of the business community, while feedback from council itself suggests otherwise, presents an opportunity to discuss this issue. In the end, communities must be open to all perceptions, but should weigh opposing data carefully and make their own decisions about its meaning and relevance – particularly if the results are not conclusive.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 2: Community leadership is visionary, shares power, & builds consensus.

Indicators	Community Results
Degree to which people perceive local leadership to:	
a. Guide the community in the crafting and use of a clear vision	# Responses

Yes: completely satisfactory	2
Yes but not completely satisfactory	4
Somewhat but needs attention	3
Not at all: not satisfactory	4
Don't know	1

Indicators	Community Results
b. Share the decision-making and executive power with community members	# Responses

Yes: completely satisfactory	1
Yes but not completely satisfactory	3
Somewhat but needs attention	3
Not at all: not satisfactory	5
Don't know	2

Indicators	Community Results
c. Work to find consensus on issues that affect the community	# Responses

Yes: completely satisfactory	1
Yes but not completely satisfactory	3
Somewhat but needs attention	3
Not at all: not satisfactory	5
Don't know	2

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 2: Community leadership is visionary, shares power, & builds consensus. (Cont'd)

INTERPRETATION

One third of respondents felt that the elected leadership did not exhibit these characteristics at all. Comments were made that people in the community are passionate about their own causes, and that this results in strongly competing views when it comes to community vision and building consensus. The make-up of Council is such that they are perceived to support local merchants to the extent that they are not as open to other solutions or options. Having said this however, there were some comments that Council was becoming more open and assuming a stronger leadership around community vision and inclusive decision-making.

LINKED CHARACTERISTICS

#1 Leadership is diversified and representative
#2 Community members are involved in community decisions

DATA INTERPRETATION CONSIDERATIONS

All of the indicators here are perceptual, and based on information collected in interviews. The supporting comments provided under the table are therefore very important in helping to understand what might underlie the responses received.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 3: Community members are involved in community decisions.

Indicators	Community Results	
a. Meetings of community organizations are advertised, open to the public and well attended (Note: Attendance was not specifically tracked until respondents in this community began suggesting that it was not satisfactory. Therefore, no specific data on attendance is included here – anecdotal comments below)		**# Responses**
	Yes: completely satisfactory	8
	Yes but not completely satisfactory	5
	Somewhat but needs attention	0
	Not at all: not satisfactory	1
	Don't know	0
b. Perception that public input has been sought on significant community issues in the last year		**# Responses**
	Yes: completely satisfactory	9
	Yes but not completely satisfactory	4
	Somewhat but needs attention	2
	Not at all: not satisfactory	0
	Don't know	0
c. Perception that public input has influenced major community decisions in the last year		**# Responses**
	Yes: completely satisfactory	3
	Yes but not completely satisfactory	3
	Somewhat but needs attention	5
	Not at all: not satisfactory	0
	Don't know	3

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 3: Community members are involved in community decisions.

INTERPRETATION

The majority of respondents felt that meetings were advertised, open and that public input was being sought on significant issues. Many comments however that the public did not always participate or take advantage of opportunities for input. Although respondents rated the success of public input in influencing decisions as needing some work, examples of successful public "lobbying" were also cited: skateboard park, facility survey, spending survey, etc. People felt that the jury was still out as to whether or not the Community Plan would change as a result of public input and several commented that the ad for this meeting was far too small to really be effective.

LINKED CHARACTERISTICS

#2   Community leadership is visionary, shares power and build consensus.
#4   The community feels a sense of pride.
#8   The community is self reliant and looks to itself and its own resources to address major issues.
#19 Citizens are involved in the creation and implementation of the community vision and goals.
#23 The community adopts a development approach that encompasses all segments of the population.

DATA INTERPRETATION CONSIDERATIONS

It is important to remember that there is a big difference between getting input from citizens and using this input to make decisions. Input from community people can often be conflicting and may not provide a clear direction. Using the input received from people requires skills and an ability to build consensus. If leaders constantly seek input but do not use it, this will lead to feelings of apathy and alienation. Increasingly, people are likely to assume that they just as well not take the time to provide input in the first place.

Interviewers will need to ensure that they clarify why respondents feel the way they do and ask for examples.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 4: The community feels a sense of pride.

Indicators	Community Results	
a. Degree to which people describe feelings of pride in their community		# Responses
	Yes, completely satisfactory	10
	Yes, but not completely satisfactory	2
	Somewhat, but needs attention	1
	Not at all: not satisfactory	0
	Don't Know	1
b. Number of local celebrations/festivals in the last year	10/ year	
c. Number of community beautification initiatives in the last year	ad hoc - usually driven by service clubs	
d. Number of complaints to Town re: litter, poorly kept yards etc.	average 75/year	

INTERPRETATION

In general, levels of pride in this community are very high and improving. Levels of pride are lower for those who work with marginalized groups in the community and for those who are newer to the community (5 years or less).

LINKED CHARACTERISTICS

#5 People feel optimistic about the future of the community.
#6 There is a spirit of mutual assistance and co-operation in the community.
#7 People feel a sense of attachment to their community.

DATA INTERPRETATION CONSIDERATIONS

There are no benchmarks for the statistical data collected here. It will be important to assess the relevance and meaning of items such as the number of festivals and complaints within the context of your community size, history, etc. Use this data to confirm the responses from the interviews and as a possible way of understanding any issues that may arise under the next few characteristics. (i.e. decreased pride will have an impact on levels of attachment, etc.)

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 5: People feel optimistic about the future of the community.

Indicators	Community Results	
Relative level of optimism in the community		# Responses
	Yes, completely satisfactory	2
	Yes, but not completely satisfactory	5
	Somewhat, but needs attention	5
	Not at all: not satisfactory	1
	Don't Know	0

INTERPRETATION

Optimism in the community has been "shaken up" of late. Government sector downsizing, on-going forest sector challenges, and recent small business closures have left community members with more uncertainty than they have experienced in the past. Those who worked with unemployed people (social organizations) rated the level of optimism lower than others and in one case examples of some small business owners and social service staff as "working poor" were given to support the low level of optimism. The split between those who say optimism is increasing and decreasing could indicate a new sense of awareness that the community is not resistant to economic decline.

LINKED CHARACTERISTICS

#4 The community feels a sense of pride
#6 There is a spirit of mutual assistance and co-operation in the community.
#7 People feel a sense of attachment to their community.

DATA INTERPRETATION CONSIDERATIONS

Optimism is highly time dependent. Even small changes in leadership or in the institutional infrastructure can lead to a shift in levels of optimism. It is important therefore to read the data for this characteristic along with the comments. This will help to identify whether there is a positive or negative trend in optimism or whether there are short term events that might have temporarily altered the level of optimism. Also look at the degree to which this might be affecting levels of co-operation and attachment to the community.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 6: There is a spirit of mutual assistance and co-operation in the community.

Indicators	Community Results	
Degree to which people perceive mutual assistance and co-operation to exist in the community		**# Responses**
	Yes: completely satisfactory	4
	Yes but not completely satisfactory	4
	Somewhat but needs attention	4
	Not at all: not satisfactory	2
	Don't know	0
Responses to "park in disarray" scenario:		**# Responses**
	Clean-up themselves	10
	Lobby municipality	3
	Both	1
	Other:	0
Responses to "graffiti culprit" scenario:		**# Responses**
	Call parents	7
	Call RCMP	3
	Parents, then RCMP	2
	Other:	call school -1, DK-1

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 6: There is a spirit of mutual assistance and co-operation in the community. (Cont'd)

INTERPRETATION

Many comments were made around how friendly and welcoming people in the community are, and responses to both scenarios suggest that people will co-operate to get things done or to help each other on a personal level. Responses to the general question around mutual assistance and co-operation were not as positive however. Based on comments such as "people are highly supportive of others within their own social network" and "groups do not typically co-operate with each other very well" the less positive response might indicate how mutual support and co-operation are viewed between organizations and groups in the community as opposed to between individuals. In other words, co-operation could be situational as opposed to a widely held value.

LINKED CHARACTERISTICS

#4 The community feels a sense of pride.
#5 People feel optimistic about the future of the community.
#7 People feel a sense of attachment to their community.

DATA INTERPRETATION CONSIDERATIONS

When responses do not cluster significantly it could be an indication that this is an area of transition for the community or that this area works for some, but not for others. In any case - it is a flag for the community that they need to look at this area. In this case, there may also be links with Characteristic 11 - Organizations in the community have developed partnerships and collaborative working relationships.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 7: People feel a sense of attachment to their community.

Indicators	Community Results		
a. In/Out migration *(the 1991 population data from Stats Canada was not available for comparison)*	Population size 1991: 5,029 1996: 5,624 Increase: 11.8% (compared to BC increase of 13% for same period)		

Population by age: BC /1996

0-14	25%	20%
15-24	15%	13%
25-54	45%	46%
55-64	6%	8%
65+	8%	13%

b.-d. Degree to which people perceive there to be a sense of attachment in the community (generally, on the part of seniors, and of youth)

	General	Seniors	Youth
Yes: completely satisfactory	10	7	2
Yes but not completely satisfactory	3	5	2
Somewhat but needs attention	1	1	8
Not at all: not satisfactory	0	0	1
Don't know	0	1	1

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 7: People feel a sense of attachment to their community. (Cont'd)

INTERPRETATION

As with pride, attachment to the community is also high. People have chosen to live in this community and many remain after retirement or in spite of a job loss. High attachment generally results in greater community participation and action. High levels of children under age 14 could suggest a high number of young families in the community as well. Youth are not as attached as the rest of the population however. Given the higher than average levels of children under the age of 14, the lower attachment of youth to their community could be a greater concern in the near future. Based on 96 data, 40% of the population was under age 24 at that time. This could be a substantial "lost generation". Reasons cited for lower youth attachment levels included the lack of jobs for them to stay for or return to after university.

LINKED CHARACTERISTICS

#4 The community feels a sense of pride.
#5 People feel optimistic about the future of the community.
#6 There is a spirit of mutual assistance and co-operation in the community.

DATA INTERPRETATION CONSIDERATIONS

It is important to have population figures from the last two Census reports in order to compare perceived attachment to actual population stability or growth. High levels of attachment in a small and/or declining seniors population, for example, will not be as much of a strength for the community in the future. A large, disenfranchised segment of the population, such as youth, will impact on levels of pride, optimism and co-operation in the long term. Youth attachment however, needs to be considered carefully given the nature of the youth culture, their tendency for dissatisfaction, and the need for them to leave in many cases.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 8: The community is self-reliant and looks to itself and its own resources to address major issues.

Indicators	Community Results	
a. Degree to which people perceive there to be an openness to new ideas		**# Responses**
	Yes: completely satisfactory	0
	Yes but not completely satisfactory	7
	Somewhat but needs attention	3
	Not at all: not satisfactory	1
	Don't know	3
b. Degree to which people in the community believe they can influence their future		**# Responses**
	Yes: completely satisfactory	4
	Yes but not completely satisfactory	8
	Somewhat but needs attention	1
	Not at all: not satisfactory	0

INTERPRETATION

People in the community are generally open to new ideas and ways of doing things and they have a "can do" attitude around their ability to influence the future of the community. This is demonstrated in the large number of informal groups and Associations that have formed for the purpose of addressing a specific issue or task. The Festival Association, the Tourism Association & a health food bulk buying group were cited as examples. In addition, community members have taken on the development of the back country ski trails, raising funds for a Squash Court and lobbying for a second sheet of ice in the arena (to list a few).

Openness to social issues is dramatically lower however (e.g. men's shelter, Goodwill organization & social housing) indicating that community members work very hard around issues directly affecting them & their quality of life, but may not be as supportive of meeting the needs of others. Newer residents (5 years or less) have also suggested they have been faced with "that's not how we do things here". These strongly held, diverse perspectives and values may also be a factor in the challenges facing the community with regard to development of a clear community vision.

LINKED CHARACTERISTICS

#7   People feel a sense of attachment to their community.
#20 There is ongoing action toward achieving the communities strategic goals.
#23 The community adopts a development approach that encompasses all segments of the population.

DATA INTERPRETATION CONSIDERATIONS

Again, it is important to probe for explanations around this characteristic. The contextual information under the table begins to identify some of the possible issues or perceptions underlying the responses here.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 9: There is a strong belief in and support for, education at all levels.

Indicators	Community Results		
a. Percentage of population by education level		Community Average	Provincial Average
	25+ years with:		
	Less than grade 9	8.8%	8.5%
	High school certificate or higher	68.2%	71.6%
	Trades certificate or higher	45.5%	48.1%
	University degree	13.7%	18.2%
	Source: Stats Canada '96 Census		
b. High school drop out rate	Not available locally or from the Ministry		
c. Number of adults registered in post secondary education per capita	100 FT, 200 PT at college = 9% of total adult population (N=3,335 age 19-64)		
	Source: College staff, '96 Census		
d. Number of new training programs developed over last year	0 - short continuing ed. courses only - no $ for other		
e. High school provincial scholarship rate	*Also not available locally or from the Ministry*		

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 9: There is a strong belief in and support for, education at all levels. (Cont'd)

INTERPRETATION

The community has relatively high levels of education compared to communities of similar size, although slightly lower than the provincial average. Learning and education are valued here.The high school is held in high esteem by members of the community and the College is generally perceived to be doing a good job in spite of the low funding levels. Recent cuts to subsidies for training by FRBC and the province have made it difficult for lower income people to access training.

In addition, the travel required to access further education in larger centres was cited as a barrier - particularly in the winter months. Some concerns were expressed around the FRBC training centre being "dumped" on the community and now training funds are not as available so it is not utilized as effectively as it could be. "Training for what" was a common question raised during the interviews.

LINKED CHARACTERISTICS

#15 There is openness to alternative ways of earning a living and economic activity.
#16 The community looks outside itself to seek and secure resources (skills,expertise, finance) that will address identified areas of weakness.

DATA INTERPRETATION CONSIDERATIONS

There could be link between the lack of local training opportunities and youth attachment to the community. Flag this for further consideration.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 10: There is a variety of CED organizations in the community such that the key CED functions are served.

Indicators	Community Results		
a-b. Number of organizations serving and perceptions about the adequacy of service in each of the CED functions listed below:	Planning, research and advocacy organizations:	4	▪ CFDC, Chamber, College, Community Services
[Note: this portrait includes no infrastructure data. Infrastructure as a function of a local economy was added subsequent to this field test.]	Human resource development organizations:	4	▪ College, Friendship Centre, CFDC, Community Services
	Credit availability organizations:	5	▪ Credit Union, CFDC, 3 Banks
	Access to equity organizations:	0	

Planning, research and advocacy	# Responses
Yes: completely satisfactory	3
Yes but not completely satisfactory	8
Somewhat but needs attention	2
Not at all: not satisfactory	0
Don't know	1

Human resource development	# Responses
Yes: completely satisfactory	1
Yes but not completely satisfactory	4
Somewhat but needs attention	7
Not at all: not satisfactory	1
Don't know	1

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 10: There is a variety of CED organizations in the community such that the key CED functions are served. (Cont'd)

Indicators	Community Results	
Credit availability		# Responses
	Yes: completely satisfactory	2
	Yes but not completely satisfactory	4
	Somewhat but needs attention	2
	Not at all: not satisfactory	2
	Don't know	4
Access to equity		# Responses
	Yes: completely satisfactory	2
	Yes but not completely satisfactory	0
	Somewhat but needs attention	2
	Not at all: not satisfactory	2
	Don't know	8

INTERPRETATION

The community has some organizational capacity in all areas of Community Economic Development with the exception of access to equity. Respondents indicate moderate satisfaction with services related to Planning/Research/Advocacy and Human Resource Development however.

Concerns revolve around the *"volunteer" nature of committees that are driving this process and the lack of staff resources to co-ordinate, integrate and implement initiatives in a strategic fashion. The lack of funding for these areas was also cited as a concern. The majority of respondents felt that access to credit could also be improved, particularly with regard to high risk or micro lending.

LINKED CHARACTERISTICS

8   The community is self reliant and looks to itself and its own resources to address major issues.

#11   Organizations in the community have developed partnerships and collaborative working relationships.

#14   The community has a strategy for increasing independent, local ownership.

#18   The community has a CED Plan that guides its development.

#20   There is ongoing action toward achieving the communities strategic goals

DATA INTERPRETATION CONSIDERATIONS

It is important to probe for examples here as well. Although the community has access to several sources of credit, this area continues to be of concern to some. Interviewers will need to find out why.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 11: Organizations in the community have developed partnerships and collaborative relationships.

Indicators	Community Results
a. Number and quality of relationships	N=6 organizations (Child Dev. Centre, Community Futures, Community Services, Friendship Centre, College, Chamber) N=4 committees (LEADS, Soc. Planning Council, Ec. Dev. Committee, Forest Round Table) plus many, many other "groups" undertaking their own projects *Very few organizational maps were returned.*

b. Degree to which people perceive that there are good working relationships between community organizations		# Responses
	Yes: completely satisfactory	2
	Yes but not completely satisfactory	4
	Somewhat but needs attention	7
	Not at all: not satisfactory	2
	Don't know	0

c. Degree to which people perceive that conflict between organizations is well managed		# Responses
	Yes: completely satisfactory	1
	Yes but not completely satisfactory	5
	Somewhat but needs attention	8
	Not at all: not satisfactory	0
	Don't know	0

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 11: Organizations in the community have developed partnerships and collaborative relationships. **(Cont'd)**

INTERPRETATION

Co-operation and collaboration between organizations is seen as needing some attention, although some suggested that this was an area that is beginning to improve. Organizations are challenged by wanting to co-operate, but having to compete for limited funding. It was suggested that one organization no longer gets as many requests for letters of support from other organizations because organizations do not want to "tip each other off" about available funding for fear of competition.

LEADS was cited as a good networking venue for organizations, but that members need to take it further and begin to look at how they can co-operate around common goals. There is very little co-operation or cross over between social service and economic development organizations in the community. The Chamber and Ec. Dev. Committee are largely business people, while LEADS and the newly formed Social Planning Council represent labour market and social service providers.

The conflict between the Snowmobilers and the Back Country Skiers was also cited as an example of poor working relationships and badly managed conflict – although some perceived the final solution/agreement as a positive indicator of how conflict was handled and were not bothered by the nature of the conflict that preceded it. In general, conflict is avoided, although some suggested that there was not enough collaboration to result in any real opportunity for conflict.

LINKED CHARACTERISTICS

#22   There is a spirit of mutual assistance and co-operation in the community.
#10   There is a variety of CED organizations in the community such that the key functions of Planning/Research/Advocacy, Human Resource Development, Credit Provision, Access to Equity, and Infrastructure are well served.
#22   There is ongoing action toward achieving the goals in the CED plan.
#22   Organizations use the CED plan to guide their actions.

DATA INTERPRETATION CONSIDERATIONS

Noting which organizations are dissatisfied and looking at their links within the community might provide further understanding of this aspect in the community. It is also important to remember that "satisfaction" is relative to the expectations of each respondent and their respective involvement in organizations. The degree to which this impacts on other characteristics should also be explored. While this examination of organizational links can provide some clues for further discussion, it should not be considered as a complete picture.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 12: Employment in the community is diversified beyond a single employer.

Indicators	Community Results		
Percentage of total working population employed by top 5 employers		# Employees	% Labour Force
	Top 5 employers:		
	Pacific Inland Resources	565	20%
	Skeena Cellulose	200	7%
	Government	265	9%

* Labour force based on 1996 data: 2,870

INTERPRETATION

The commuity has a more diverse economy than some other nearby communities as a result of the agriculture in the area and the government services that are located there. Two of the largest employers however, fall within the forest sector, resulting in substantial direct (27% employment) and secondary impact if one or both of them experienced difficulty.

LINKED CHARACTERISTICS

#13   Major employers in the community are locally owned.
#14   The community has a strategy for increasing independent, local ownership.

DATA INTERPRETATION CONSIDERATIONS

It is important to consider the nature of the employment provided by large employers in the community and potential impacts of one sector on another. In this case, many self-employed contractors and potentially government employees could be directly impacted by decline in either of the two large forest companies.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 13: Major employers in the community are locally owned.

Indicators	Community Results
Percentage of top 5 private sector employers that are locally owned	ABC Consulting: 43 seasonally, 36 stable X Cedar Products: shut down - normally 12 or so Largest Hotel: 75 seasonally, 65 stable Above private sector, locally owned employment is 4% of labour force. * large number self-employed through small business, however this figure is not available

INTERPRETATION

Other than their small business sector (and a large number of home-based consultants), there is no substantial local ownership within any major employment sector in the community.

Many of the forest sector contractors and other small businesses in the community would inevitably be threatened by a forest sector closure - making diversification outside of this sector important.

LINKED CHARACTERISTICS

#12   Employment in the community is diversified beyond a single, large employer.
#14   The community has a strategy for increasing independent, local ownership.

DATA INTERPRETATION CONSIDERATIONS

The data from Characteristics 12 and 14 needs to be considered when interpreting results from this characteristic. Generally, diversification efforts should not be focussed solely on large, outside firms as this creates dependence on yet another company with no local loyalty or attachment. Diversification efforts should also include expansion of those locally owned firms with potential to do so.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 14: The community has a strategy for increasing local ownership.

Indicators	Community Results
a. The municipality, RD, and economic development organizations include local ownership in their strategy	Yes: examples include resistance to large chain store coming in & sale of ski hill to local group rather than foreign investors; also part of Strategy
b. There is a community strategy to assist with local business succession planning	No
c. There is a community strategy to identify and assist businesses in danger of closing	No

INTERPRETATION

Local ownership is valued in this community as evidenced by the above examples. The Town take over of the airport would also support the growth of locally owned and operated ventures. There are however, no initiatives to identify and assist businesses that are struggling or those in danger of closing due to retirement.

Currently, there is one family run Furniture store selling out all stock in preparation for such a closure. Several jobs and a valued local service will be lost as a result. Several other small businesses have also closed in recent months.

LINKED CHARACTERISTICS

#12   Employment in the community is diversified beyond a single, large employer.
#13   Major employers in the community are locally owned.

DATA INTERPRETATION CONSIDERATIONS

While local ownership is valued in this community, there is also a sense that the business community is fiercely independent and not always open to "interference". This contextual information is important for the community to be aware of if they intend to address this issue. The interviews will often provide information or "clues" of this nature, that are helpful if and when solutions are sought, but may not be critical to the initial data analysis.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 15: There is openness to alternative ways of earning a living and economic activity.

Indicators	Community Results	
a. The community owns a major asset which it operates for the social and economic benefit of the community	Airport – recent takeover from government	
	Subdivision & Fall Fair Grounds also cited, but community benefits are unclear.	
b. Degree to which people perceive there to be an openness to alternative ways of earning a living		**# Responses**
	Yes: completely satisfactory	4
	Yes but not completely satisfactory	9
	Somewhat but needs attention	1
	Not at all: not satisfactory	0
	Don't know	0
Perceived employee preference for separation funds in light of a major closure		**# Responses**
	Take one lump sum	3
	Reduced sum plus retraining funds	7
	Amortized payments over time	2
	Don't Know	2
c. Degree to which people perceive that the community is open to alternative forms of economic diversification (in light of a major closure)		**# Responses**
	Attract another large employer	4
	Invest in other local opportunities	6
	Support small business development	1
	Support alternative exchange (e.g. barter)	2
	Don't Know	1

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 15: There is openness to alternative ways of earning a living and economic activity. (Cont'd)

INTERPRETATION

DATA INTERPRETATION CONSIDERATIONS

The Town take over of the airport is seen as a significant first step in accomplishing 2 goals in the Strategy: an aviation training centre and a GPS approach for the airport. In response to a major plant closure, almost half the respondents thought that the community would support additional investments in other opportunities. Some suggested that the community would not be able to afford such investments in that situation. It is interesting to note that support for small business was not a popular option - less popular in fact than support for alternative exchange markets. Many respondents suggested that they thought the community would do all 4 of the options provided.

The community is reflective of the individuals who live here, and the public is seen as very open to alternative ways of earning a living. The community has an unusually high proportion of home based consultants, and many others who have lost jobs in the last few years have chosen to stay and combined some employment with self-employment in order to earn a living. The high regard for education is reflected again in predicted employee responses to a closure, with fully half choosing the lower payout with additional funds for retraining.

There are a range of options for communities on the development scale moving from traditional "smoke stack chasing" to support for economic exchange approaches such as barter. The strategies a community employs must be selected to meet local needs and will vary from one community to another. The level of readiness for, or openness to, any given strategy is a consideration in the selection of strategies. Communities with higher openness will have more viable options to chose from and a much easier time getting local support for implementation and risk-taking (such as municipal ownership of large assets).

LINKED CHARACTERISTICS

#14   The community has a strategy for increasing independent, local ownership.

#19   Citizens are involved in the creation and implementation of the community vision and goals.

#23   The community adopts a development approach that encompasses all segments of the population.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 16: The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.

Indicators	Community Results	
Degree to which people perceive that external resources (human & financial) have successfully been accessed in order to address local gaps and accomplish goals		**# Responses**
	Yes: completely satisfactory	1
	Yes but not completely satisfactory	8
	Somewhat but needs attention	3
	Not at all: not satisfactory	1
	Don't know	1

INTERPRETATION

The majority of respondents felt this area required improvement. Previously mentioned issues, such as the lack of a local HRDC office, and general isolation from many of the funding sources continue to challenge the community. More effort needs to be put into identifying and leveraging outside funding.

With regard to human resources, some suggested that the question should be how well used local expertise is, while others thought that local expertise was sometimes used even if they weren't the best person for the job.
Both these comments suggest that the community may be reluctant to access outside resources, even when it might be necessary to accomplish a goal. Successful communities build on internal strengths, while simultaneously increasing knowledge of and access to external resources that meet their needs.

LINKED CHARACTERISTICS

#17   The community is aware of its competitive position in the broader economy.
#20   There is on-going action toward achieving the communities strategic goals.

DATA INTERPRETATION CONSIDERATIONS

The use of external resources must be guided by the goals in the CED plan. Strengthening access to external resources is one strategy that might be employed to accomplish a specific goal, it does not occur in a vacuum.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 17: The community is aware of its competitive position in the broader community.

Indicators	Community Results
a. The community has a buy local campaign	Yes, co-ordinated by the Merchants Association
b. The degree of economic leakage out of the community has been identified and analyzed	No
c. Niche markets have been identified to assist the community in taking advantage of its strengths	Yes - although the priority or strategic sequence of focus on these opportunities is not clear to most

INTERPRETATION

The economic development organizations in the community have done a great deal of work in this area and the opportunities seem to be clear to most people interviewed. Once again however, comments were made around the lack of staff to implement or complete further analysis - such as a leakage study.

LINKED CHARACTERISTICS

#16   The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.
#18   The community has a CED plan that guides its development.

DATA INTERPRETATION CONSIDERATIONS

Again, the contextual information is helpful in assessing the extent to which this characteristic exists in the community. A weakness in this area would also be reflected in the CED plan.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 18: The community has a Community Economic Development (CED) plan that guides its development.

Indicators	Community Results
a. A COMMUNITY WIDE economic development plan exists	Yes
b. The CED plan reflects all aspects of good planning practice which are:	
▪ Clearly articulated community vision/mission	Somewhat, the vision is detailed as a list of aspects the community values
▪ Statement of community values	No
▪ Comprehensive analysis of community strengths and weaknesses, opportunities and threats	Yes, although no analysis has been done specific to the CED function areas and the level of service/resources available to accomplish the goals.
▪ Description of clear community goals and objectives	No - plan lacks goals or objectives - theme areas identified and lists of projects under each area
▪ An associated operational plan built around community economic development strategies	Yes - each project includes a timeline and cost estimates. Organizations are named as participants in the project, however no lead organization is named.
▪ A plan for community based evaluation of achievements	Yes
▪ The plan addresses all aspects of the community	Somewhat - includes social housing & a social planning council as projects - will the social planning council develop a strategy for addressing unemployment & other social issues?

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 18: The community has a Community Economic Development (CED) plan that guides its development (Cont'd)

INTERPRETATION

8 out of 10 respondents who were familiar enough with the Strategy to comment, thought it could be more comprehensive in its approach to community economic development. The Social Planning Council has just been formed and is seen as a positive step in that direction. The fact that many respondents were not familiar with the detail in the plan suggest it is not widely used.

The creation of the Community Economic Development (CED) Strategy was led by the Chamber and their Economic Development Committee. The vision includes a long list of characteristics, some of which are at odds with each other, and could be stronger. The SWAT analysis is fairly comprehensive, although organizational capacity within each function area of CED is not analyzed. The lack of clear roles, responsibilities and organizational resources was a reoccurring theme within the interviews. The "project orientation" of the Strategy is also weak in that clear, long term goals and objectives have not been articulated. Typically, the projects should flow from - and be designed to address – broader community goals. Prioritizing projects will also result in a clearer focus of limited resources on "first things first".The action plan is fairly detailed, although it lacks the definition of lead organizations to tackle the projects. This gap plays into the sense of competition between organizations.

LINKED CHARACTERISTICS

#10   There is a variety of CED organizations in the community such that the key CED functions are well served.
#17   The community is aware of its competitive position in the broader economy.

DATA INTERPRETATION CONSIDERATIONS

The analysis of the plan itself is best done by someone who was not involved in its development and who has some expertise in CED planning. Awareness of the gaps in the plan is often enough to assist those who are implementing it, in that they may want to address some of the gaps prior to implementation. This indicator is not intended to suggest that communities should completely redo their CED plan.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 19: Citizens are involved in the creation and implementation of the community vision and goals.

Indicators	Community Results	
a. Number of participants attending community visioning and planning meetings	not available, but sense is that many did participate	
b. Number of mechanisms for public input into community vision and goals	3 – survey, focus groups, community meetings	
c. Number of volunteers who participate in groups/committees/etc. that are implementing initiatives in the CED plan	Chamber Board: EDC: Soc. Planning Council: Friendship Centre: Forest Round Table:	10 9 ? ? varies – up to 9?
d. Degree to which people perceive that the public was involved in the creation and implementation of community vision and goals		**# Responses**
	Yes: completely satisfactory Yes but not completely satisfactory Somewhat but needs attention Not at all: not satisfactory Don't know	4 3 2 1 4

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 19: Citizens are involved in the creation and implementation of the community vision and goals. (Cont'd)

INTERPRETATION

7 of the 10 respondents who were familiar with the strategy creation and implementation process were relatively pleased with the level of community involvement. Comments were made that in spite of the many opportunities provided for participation, there were still large segments of the community that had not been involved, and that it was difficult to get people to care about such a broad concept. As implementation proceeds, further efforts to identify a broader range of stakeholders for each project should continue.

LINKED CHARACTERISTICS

#3   Community members are involved in significant community decisions.
#8   The community is self reliant and looks to itself and its own resources to address major issues.
#23 The community adopts a development approach that encompasses all segments of the population.

DATA INTERPRETATION CONSIDERATIONS

Most communities struggle with motivating and mobilizing community members around community economic development. Involving citizens often requires more time and effort than doing it ourselves, but it is a critical aspect of successful implementation and the only way to increase the community capacity for strengthening economic self reliance in the long term.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 20: There is on-going action towards achieving the goals in the CED Plan.

Indicators	Community Results	
a. Number of initiatives from the plan that have been acted on in the last year	8 out of 46 projects have been completed or are in the process of being addressed	
b. Degree to which there is a perception that the plan is being realized		**# Responses**
	Yes: completely satisfactory	0
	Yes but not completely satisfactory	4
	Somewhat but needs attention	7
	Not at all: not satisfactory	1
	Don't know	2

INTERPRETATION

In spite of the number of projects that have moved forward in less than a year, there is a sense that more could be done and faster! Whether this is realistic or not is unclear, but many believed that additional staff resources were required to co-ordinate, support and communicate results. Although community involvement on a variety of committee's is high, volunteers lack the time to focus on implementation to the extent that they would like. This lack of satisfaction could also be linked to the low awareness of and understanding of the plan indicated in Characteristic 22.

LINKED CHARACTERISTICS

#8   The community is self reliant and looks to its own resources to address major issues.
#10   There is a variety of CED organizations such that the key CED functions are well served.
#11   Organizations in the community have developed partnerships and collaborative working relationships.
#22   Organizations use the CED plan to guide their actions.

DATA INTERPRETATION CONSIDERATIONS

Implementation of a plan is a complex task. The issues underlying this Characteristic are often linked to the level of satisfaction around Characteristics 10 and 11. Obviously there could be other issues at work here, such as lack of funding, so this Characteristic needs to be viewed as a reflection of both weaknesses and strengths in other areas.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 21: There is regular evaluation of progress against the communities strategic goals.

Indicators	Community Results
Evaluation of community accomplishments against goals has been conducted in the last year	No - the CED plan was developed in 1998 so is less than a year old.

INTERPRETATION

The accomplishments from the plan have not yet been evaluated. The project orientation could lead to a checklist approach to evaluation - simply identifying which ones have been completed. When the time comes, those involved in the process will need to work to identify specific outcomes, and ask what can be learned from the experiences to date in order to build on and increase the knowledge and skills that currently exist around CED in the community.

LINKED CHARACTERISTICS

#20 There is ongoing action toward achieving the goals in the CED plan.

DATA INTERPRETATION CONSIDERATIONS

In addition to whether or not an evaluation has been completed, the nature of that evaluation should also be explored. Identifying that tasks have been completed does not serve to measure results or impacts and will not provide a clear understanding of benefits for the broader community. The CED plan needs to include anticipated, measurable outcomes for each objective or project. Such an evaluation can provide valuable information for future funding and for increased public support for economic development.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 22: Organizations use the CED plan to guide their actions.

Indicators	Community Results
a. Percentage of organizations who work from the CED plan or who integrate it into their own planning process	3 organizations (less than 50% of primary organizations) specifically use or integrate the Strategy into their own planning: CFDC, Chamber, College
b. Degree to which community organizations are perceived to be working toward achieving the goals in the CED plan	

	# Responses
Yes: completely satisfactory	0
Yes but not completely satisfactory	2
Somewhat but needs attention	6
Not at all: not satisfactory	3
Don't know	2

INTERPRETATION

There is a sense that organizations in the community are beginning to come together around the Strategy and some form of common vision. Social organizations continue to perceive that the emphasis is more on traditional economic development than it is on people - or a comprehensive view of "community". When asked what the common vision was, responses were related to motherhood benefits such as healthy, vibrant community and quality of life.

Organizations have yet to come together around a more specific vision and clearly stated goals. Integrating social organizations into CED planning and identifying lead organizations for the projects might help to broaden the understanding around the goals and focus the efforts required to accomplish them. The "buy in" of the Town and their role in implementation of the Strategy is also unclear to most.

LINKED CHARACTERISTICS

#11   Organizations in the community have developed partnerships and collaborative working relationships.
#20   There is ongoing action toward achieving the goals in the CED plan.

DATA INTERPRETATION CONSIDERATIONS

Clearly, a lack of understanding of and support for the CED plan in a community will result in less commitment from organizations and therefor less focussed action around the goals. Involving all organizations in the development of the plan, and ensuring that it addresses their concerns and maximizes their strengths for implementation, is the best way to build awareness of benefits and commitment to the plan. It also helps to ensure that implementation is comprehensive and co-ordinated.

WORKSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 23: The community adopts a development approach that encompasses all segments of the population.

Indicators	Community Results
a. The degree to which people perceive that the CED plan addresses the needs of marginalized people in the community	**# Responses**
	Yes: completely satisfactory 0 Yes but not completely satisfactory 4 Somewhat but needs attention 4 Not at all: not satisfactory 3 Don't know 3
b. Number of organizations/groups in the community that address the economic interests of low income people	_# of Groups_: There are approximately 50 groups, organizations and programs that serve low income, disabled, single parents etc. _Estimates_ are that of these, there are _4 organizations_ (delivering a range of programs) that are specifically working to address the _economic interests_ of low income people: Friendship Centre, Community Services, Housing Society, Anti-Poverty Group Sources: Community Directory
c. The degree to which people perceive that there is an on-going structured dialogue between economic development and social service agencies	**# Responses**
	Yes: completely satisfactory 0 Yes but not completely satisfactory 5 Somewhat but needs attention 6 Not at all: not satisfactory 1 Don't know 2

WORSHEET 8: PORTRAIT OF COMMUNITY RESILIENCE (CONT'D)

CHARACTERISTIC 23: The community adopts a development approach that encompasses all segments of the population. (Cont'd)

INTERPRETATION

DATA INTERPRETATION CONSIDERATIONS

As suggested by most of the respondents, the communication and co-operation between economic development and social service agencies could be improved - although several suggested it has been getting better recently. Co-operation of this nature would certainly help to identify the barriers facing unemployed people in the community and begin the process of working with those individuals in order to strengthen their economic self-reliance. Although several specific programs or services exist in the community to address the economic needs of low-income people, these groups are not strategically linked with either the CED plan implementation, or the ongoing planning efforts of the Economic Development Committee. The Ministry of Human Resources has suggested that they have 500 people in receipt of social assistance through the local office - this is 15% of the adult population, and a significant portion of the community - not including those in receipt of EI Benefits.

Long term resilience and economic stability are affected by social issues such as literacy and housing. Increasing the quality of life and economic independence of low income people strengthens the whole community. Involving these groups in strategies to address poverty is likely to increase their participation in other areas of community life.

LINKED CHARACTERISTICS

#3   Community members are involved in significant community decisions.
#8   The community is self reliant and looks to itself and its own resources to address major issues.

Worksheet 9: Setting Community Priorities

THE WORKSHOP AGENDA

This agenda is intended as a guide only, and should be adapted to meet your community needs.

1. Welcome and Introductions.

2. History of the Resilience Project in your community.

3. Review of the agenda, timing & objectives for this session.

> **Option:**
>
> *Introduction to CED, Functions and/or other community background information.*

4. Individual ranking of strength and weakness priorities (top 3 for both). (See Resilience Strength and Weaknesses on page 2-82.)

> **Option:**
>
> *This can be accomplished using either the Summary or the actual Portrait. In either case you should have copies of the Portrait for all participants who want one. You should encourage participants to refer to the detailed data to highlight and reflect on issues however, and use this data as a starting point for their own analysis.*

THE WORKSHOP AGENDA

5. Group discussion and further ranking of strength and weakness priorities including the linkages to other characteristics and other local issues.

> **Option:**
>
> *With many people, you will need to establish small groups of 5 or 6 that will discuss their individual choices and arrive at a group selection of 3 strengths and weaknesses. In this case, each group will report back and you may need further discussion with the whole group in order to arrive at the final list of priorities. Fewer participants will allow you to complete this step as a plenary with the whole group.*

6. Summary of priority weaknesses and development of issue statements or themes by the whole group. The issue statements "flesh out" the weakness identified so that it reflects links between characteristics and with other local issues or goals.

7. Small groups (or full group if numbers permit) rate issues against criteria in order to arrive at one or two top priorities and each group reports back their results and rationale. (See Small Group Ranking Exercise on page 2-87.)

8. Next steps: Who needs to be involved in the planning process? (See Analysis of Organizational Leadership on page 2-90.)
What other information do you need to develop an action plan, and who will do this research?

RESILIENCE STRENGTH AND WEAKNESSES

Please review the following list of resilience characteristics and identify your selections for the top three strengths and weaknesses that you believe to exist in your community. You may want to note "S" or "W" beside each characteristic as you read the list for the first time and then go back over the list in order to select the top three strengths and weaknesses.

Use the information that you have in front of you in the Portrait of Resilience and the Summary, and your own sense of the significance of the impact of each characteristic on resilience in your community. Please note DK for Don't Know if you do not have a sense of this aspect of your community.

Resilience Characteristics	Description	Ranking S or W
Dimension 1: The People in your Community		
1. Leadership, both formal elected and informal organizational, is diversified and representative of the age, gender and cultural composition of the community.	In resilient communities, leadership represents appropriately, all citizens within the community: their decisions are fair and balanced and take into account the many needs, aspirations and values of people in the community.	
2. Elected community leadership is visionary, shares power and builds consensus.	In resilient communities, leaders understand the importance of creating a clear vision for the future and sharing the responsibility of power. They use techniques such as consensus building to ensure that community initiatives have the support and the buy-in of community members. In doing so, they minimize the potential for, and negative consequences of, conflict.	
3. Community members are involved in significant community decisions.	In resilient communities, citizens have avenues open to them to express their opinions in a productive and positive manner. Community leaders work to encourage participation from all segments of the community and use this input as a guide for their decisions. Community decisions are therefore more reflective of the wide variety of views and opinions in the community.	
4. The community feels a sense of pride.	In resilient communities, people feel a sense of pride which is demonstrated in the care with which they maintain their community and the energy and commitment they give to events such as community festivals and celebrations.	

Resilience Characteristics	Description	Ranking S or W
Dimension 1: The People in your Community (Cont'd)		
5. People feel optimistic about the future of the community.	In resilient communities, people have a sense that the future looks bright and that their community has great potential to develop and change. This positive energy is important to enabling the community to adapt and change. It is also important as it encourages a greater investment by people in their community and its future.	
6. There is a spirit of mutual assistance and co-operation in the community.	In resilient communities, people make an effort to work together and help each other in times of difficulty. Local issues and problems are owned by the community and people take it upon themselves to do something about them.	
7. People feel a sense of attachment to their community.	In resilient communities, people perceive that they are there for the long term and therefore invest their time, energy and money in improving the community.	
8. The community is self-reliant and looks to itself and its own resources to address major issues.	In resilient communities, people perceive that the future of the community is in their hands. Though external support might be sought, people seek out and use productively the skills, expertise and finance available in the community to address issues and problems that are important to the citizens.	
9. There is a strong belief in and support for education at all levels.	In resilient communities, education at all levels is valued and supported. Children are encouraged to participate and excel in school. Adults are provided with a range of services to support life long learning, career change and skills upgrading. There is a curiosity or "thirst for knowledge" within the community.	

RESILIENCE STRENGTH AND WEAKNESSES (Cont'd)

Resilience Characteristics	Description	Ranking S or W
Dimension 2: The Organizations in your Community		
10. There are a variety of CED organizations in the community such that the key CED functions are well served.	Resilient communities recognize the importance of a range of strong organizations in the community to support and encourage local development. Effort is made to provide a full range of services so that all aspects of a Community Economic Development approach can be pursued successfully.	
11. Organizations in the community have developed partnerships and collaborative working relationships.	In resilient communities, organizations recognize that conflict is costly and consciously work together to resolve issues. Collaborative working relationships result in efficient use of limited resources and more effective and creative effort toward accomplishing the common goals.	
Dimension 3: The Resources in your Community		
12. Employment in the community is diversified beyond a single, large employer.	Resilient communities are aware of the risks associated with reliance on a single, large employer and emphasize economic diversification by supporting employment in smaller companies and active promotion of local ownership.	
13. Major employers in the community are locally owned.	In resilient communities, there is a high degree of local control over economic activities and resources. These resources are used to improve all aspects of community life.	
14. The community has a strategy for increasing independent local ownership.	In resilient communities, the importance of local control over resources is explicitly recognized and the community works to increase local control through a range of strategies and initiatives. These communities emphasize retaining and expanding existing businesses as well as supporting the development of new ones.	
15. There is openness to alternative ways of earning a living and economic activity.	Resilient communities demonstrate an openness to alternative development approaches, such as micro enterprise, dispersed ownership of community assets, and self-employment. This openness signals a readiness to shift away from dependency on large, externally owned companies.	

RESILIENCE STRENGTH AND WEAKNESSES (Cont'd)

Resilience Characteristics	Description	Ranking S or W
Dimension 3: The Resources in your Community (cont'd)		
16. The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.	In resilient communities, optimal use of local resources and skills is balanced by careful use of external resources and information, required to address local gaps and accomplish local goals. Resilient communities are informed about, and have the connections to access outside resources.	
17. The community is aware of its competitive position in the broader economy.	Resilient communities have identified and build on their strengths in relation to other communities and regions. They aren't afraid to compare themselves to others as a means of identifying opportunities and focussing local initiatives. They also co-operate with other communities when appropriate, combining resources to address a common goal.	
Dimension 4: Community Process		
18. The community has a Community Economic Development (CED) Plan that guides its development.	In resilient communities, a CED plan is a critical tool for providing direction and unity to all individuals and organizations. It is a means for ensuring a common vision among community members and maximizing resource allocation to gain the greatest community impact. It reflects the needs of all segments of the community and analysis of actual opportunities.	
19. Citizens are involved in the creation and implementation of the community vision and goals.	Resilient communities take a long term, comprehensive approach to building active public participation in the development and implementation of their goals. They know this increases knowledge of and capacity for appropriate development approaches in their community.	
20. There is on going action towards achieving the goals in the CED plan.	Resilient communities know that visible results breed optimism and a sense of self-reliance. They focus on both short and long term goals and objectives. Implementation in these communities is co-ordinated and there is support for the organizations or groups involved.	

Resilience Characteristics	Description	Ranking S or W
Dimension 4: Community Process (cont'd)		
21. There is a regular evaluation of progress towards the community's strategic goals.	Resilient communities view their CED efforts as an ongoing learning and capacity building process, so they have built in evaluation criteria and procedures. Evaluation is also important as a means of identifying results and benefits in order to communicate them to the public.	
22. Organizations use the CED plan to guide their actions.	In resilient communities, the CED plan is integrated into the individual plans of every community organization. It becomes a working document for ongoing decision-making and allocation of resources. This is more likely to occur if those organizations have been involved in the development of the plan and are familiar with the goals and objectives in it.	
23. The community adopts a development approach that encompasses all segments of the population.	In resilient communities, the connection between unemployment and poverty and the economic stability of the community is understood. These communities adopt a CED approach as a way of integrating and strengthening the economic self-reliance of all aspects of their community.	

CRITERIA FOR PRIORITIZING RESILIENCE ISSUES

The major weaknesses that came out of the discussion of your Community Portrait need to be prioritized. Which are the most important? Which need to have substantial time and resources dedicated to them? The prioritized list will form a very important part of your community's planning process with a view to increasing your resilience. When you begin to develop strategies to address your priorities, you will also want to consider the strengths that have been identified and how those characteristics might be helpful in some way. At this time however, you will be looking primarily at the predominant weaknesses.

To prioritize the resilience characteristics and the related issues, we will use the criteria on the next page. For each criterion, there are two questions. The answers to each question can be rated according to the system described in the table.

It will be easier for participants to rate the priorities if the Rating System and the Prioritizing Form are copied on two pages, rather than back to back on one page. This allows participants to view the Rating System while they work on the Prioritizing Form.

SMALL GROUP RANKING EXERCISE

Criteria	Questions	Ranking S or W
Change over time	Is the issue new or old?	N or O
	If old, how long has it been an issue?	# Years
Linkages	# of other characteristics this issue is related to?	> 5 – High
		3-4 – Medium
		< 2 – Low
	Degree of connection to other community issues?	>5 – High
		3-4 – Medium
		< 2 – Low
Practicality	Readiness of the community to act? (Discuss: Who needs to act/support/etc.?)	Need perceived and action planned or started – High
		Need perceived, no action taken – Medium
		No need perceived –Low
	Consequences if nothing were done?	Negative consequences substantial – High
		Negative consequences probable – Medium
		Negative consequences unlikely – Low

SMALL GROUP RANKING EXERCISE

Resilience Issues	Change Over Time	Links with other Characteristics			Links with other Local Issues			Readiness of Community to Act			Consequences of Not Acting		
	N or O	H	M	L	H	M	L	H	M	L	H	M	L
	# years:	#'s:			What:								
	N or O	H	M	L	H	M	L	H	M	L	H	M	L
	# years:	#'s:			What:								
	N or O	H	M	L	H	M	L	H	M	L	H	M	L
	# years:	#'s:			What:								
	N or O	H	M	L	H	M	L	H	M	L	H	M	L
	# years:	#'s:			What:								

A DEFINITION OF RESILIENCE

A resilient community is one that takes intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to, and influence the course of social and economic change.

Resilience is the way in which internal characteristics support or inhibit a community from taking intentional action. Internal characteristics can be strengthened, or changed.

Resilience is also impacted by external characteristics or stresses such as the provincial devolution of responsibilities and the influence of world markets to name a few. These affect some communities more than others.

Resilience is important because understanding it can help us to identify how a community can best act to strengthen its response to social and economic change.

Resilience is a continuum. Each community has some degree of resilience. Even very resilient communities may have weaknesses that could be addressed.

Resilience changes over time as communities are impacted by different stresses at different times. There is a link between resilience and stability, however as your resilience characteristics are strengthened you become more self-reliant and less susceptible to imposed changes.

The tools provided to assist with the examination of resilience in your community are intended, ultimately, to strengthen your ability to steer your future and create long term results from the investment of your resources.

ANALYSIS OF ORGANIZATIONAL LEADERSHIP CAPACITY

This worksheet will help you think about who should be involved in addressing this priority in your community. Leadership depends on both individuals and organizations with credibility, skills and the energy and commitment to see the process through the rough times! While some thought has already gone into who should be involved in this process, the next step requires that you examine leadership potential and other specific supporting roles.

THE PRIORITY: _____

SKILLS (individual & organizational) required to address this? _____

_____

_____

Important PRINCIPLES that need to be reflected in HOW this is carried out? _____

_____

1. What group or organization has the skills, knowledge and demonstrates the principles required to lead the implementation of this priority – and why?

2. What other groups, organizations or individuals need to be involved in implementing this and why? (Who else could benefit, who else could contribute, who will be affected, etc.)

3. What group(s) or organization(s) (new or existing) will have the best chance of success if they lead this initiative and why?

SETTING PRIORITIES WORKSHOP - FEEDBACK FORM

1. What did you like best about this activity?

_____

_____

_____

2. What did you like the least?

_____

_____

_____

3. One thing you learned about your community is . . .

_____

_____

_____

4. The way this activity was designed and conducted was . . .

_____

_____

_____

5. This activity was successful in determining the current resilience strengths and weaknesses in our community:

☐ Yes   ☐ No   ☐ Don't Know

Worksheet 10: Planning Workshop

THE WORKSHOP AGENDA

1. Welcome and introductions (Review who is not there that is important to the implementation. Ask for volunteers to update them after the workshop.)

2. Review background as required (Decision-Making Workshop results, etc.)

3. Review agenda

4. Presentation and discussion: Draft Goal Statement(s)

5. Additional local research/situation analysis if this has been done.

6. Best Practice principles & approaches (summarized from handouts)

7. Small Groups work through Worksheet One: Analysis of Goals, Outcomes & Resource Requirements. (Allow about 1 hour for groups of 5-7.)

8. Small groups report conclusions by question area – recorded & posted.

9. Discussion re: the most effective and strategic means of addressing this goal (could be small or whole group) and why. (allow about 30 minutes or less – this is usually obvious by this time) This discussion acts as a summary of the previous activity and implications of conclusions.

10. Action Plan: Worksheet two. What are next steps, Who will undertake them, By when (allow at least an hour for this discussion in small groups or as a whole if numbers are small)

11. Summary of action plan with agreement around who will do what by when & what supports are required.

12. Next meeting - or other activity - and who will lead.

13. Evaluations.

ANALYSIS OF GOALS, OUTCOMES, & RESOURCE REQUIREMENTS

This worksheet is designed as a tool to stimulate discussion in small groups. It is not intended that you come up with details for each question, but that you think - more generally and creatively - about the implications of each question for accomplishing your goal(s). Brainstormed lists are more useful at this stage than wordsmithed perfection! You should also feel free to address the questions in any order that makes sense for you. Please take notes during your discussion.

What is the Goal(s) that has developed from the priorities?

_____

_____

1. Is the *goal/goals* stated in a way that reflects what you hope to accomplish? If not - change it.

2. Over what period of time will you set out to accomplish this goal/goals?

3. We discussed *additional issues that could be addressed* in the long term if this goal(s) is accomplished. What other issues within the community are connected to this?

4. What specific, *measurable outcomes* do you hope to achieve as a result of accomplishing the goal/goals?

5. What are the main internal (community) and external (outside the community) *barriers* to accomplishing your stated goal/goals?

6. What *resources* (money, buildings, manpower, etc.) do you think will be required to accomplish this goal/goals and which are available locally right now?

ACTION PLANNING

The Goal is to: _____

Tasks	Required Resources	Who to lead?	Who else needs to be involved?	By When?	Comments & Questions

PLANNING WORKSHOP - FEEDBACK FORM

1. What did you like best about this activity?

_____

_____

_____

2. What did you like the least? Why?

_____

_____

_____

3. One thing you learned about strengthening Community Economic
   Development in your community is . . .

_____

_____

_____

4. The way this activity was designed and conducted was . . .

_____

_____

_____

5. This activity was successful in giving us a clear sense of direction, rationale
   & specific next steps in addressing our priority:

   ❑   Yes   ❑   No   ❑   Not sure

Please provide additional comments on the back.

Thank You