

Communities Matrix

69 TOOLS, TECHNIQUES, AND RESOURCES FOR COMMUNITIES

Version 1.0

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Introduction

There are many tools and techniques that communities can use to assist them in moving forward. CIEL has examined many of them and attempted to classify them so that a community can find a tool or technique appropriate for their phase on the Communities Matrix.

CIEL, where possible, sought to classify tools and techniques that were relatively simple to self-administer, easy to understand and relatively inexpensive. Their accessibility varies: some are available online or in print and can be self-administered, others could be conducted by a facilitator with a broad knowledge of community processes, while a few would require a facilitator with specialized training.

Appropriate Tools for Different Phases

The simple chart below highlights the types of tools and techniques communities might focus on depending on the phase of the Communities Matrix they diagnose themselves to be in¹:

4) Actualization <ul style="list-style-type: none">▪ Complex Strategic Planning tools	1) Chaos <ul style="list-style-type: none">▪ Conflict Resolution & Mediation tools.
3) Vision <ul style="list-style-type: none">▪ Simple Strategic Planning tools	2) Emergence <ul style="list-style-type: none">▪ Tools & techniques that build Trust, Knowledge, Skills, Confidence, a Track Record of Success, and a Willingness to Collaborate. Tools that encourage Strategic Thinking.

Definition of Tools & Techniques

CIEL has found there to be no universal definition for tools and techniques. We believe tools and techniques to be *interventions that assist a community move forward or reach a goal.*

CIEL's Selection of Tools, Techniques & Resources

CIEL spent considerable time searching for tools-- looking through many studies on tools, and soliciting advice from experienced practitioners (the people who work in communities including the Communities Matrix *Project Advisory Committee*). Finding

¹ These tools are foundational. This means that those employed in earlier phases are also useful and sometimes necessary in more advanced phases (higher numbers). For Instance, Conflict Resolution and Mediation tools and techniques (Chaos Phase) are required at all phases. However, attempting Complex Strategic Planning Tools (Actualization Phase) is not appropriate at a Chaos Phase, where there is no trust and mutual respect.

commonly used tools was a much bigger challenge than anticipated. Many practitioners use intuitive processes when helping a community with a process or project and don't think of the processes as tools. As a result, very few specific tools and techniques were offered by practitioners. In addition, practitioners suggested resources and toolboxes, that had an array of tools and techniques. Where possible, CIEL has attempted to delve deeper to pull out the specific tools and techniques.

We invite comments and recommendations from communities, practitioners and others of tools and techniques they have found particularly useful. Please e-mail us at info@theCIEL.com.

Finding the Right Tool or Technique²

To make it simple to find tools and techniques for your community, we have organized our recommended tools in three ways.

1) Master List of Tools and Techniques (Appendix 1)

This document lists each of the tools alphabetically with a short description, and a link to a web-site (where possible) for more information on the tool or technique.

2) Tools and Techniques by Category (Appendix 2)

CIEL has also classified tools and techniques by the seven Matrix categories (Leadership, Community Sustainability, etc.). In this way, communities wishing to find tools and techniques to build leadership could visit the Leadership Tools and Techniques page.

3) Tools and Techniques by Phase (Appendix 3)

CIEL has classified tools and techniques by the four phases of the Communities Matrix. In this way, for example, communities that diagnose themselves at the Emergence Phase can go to Tools and Techniques for the Emergence section. The lists in each of the four categories have been further broken down into the seven categories of the Matrix.

Many of the recommended tools and techniques appear in more than one of the four phases of the Matrix, because they can be effective in different phases depending on how they are used.

Many of the tools and techniques appear in more than one of the seven categories of the Matrix (Leadership, Vitality, etc.) because the distinction between those categories is not absolute and there is considerable overlap. For example, even though there is a category dedicated to leadership, there are elements of leadership involved in all aspects of community life across the seven categories. Therefore, for example, the

² The CIEL Communities Matrix Project Team has attempted to analyze and classify tools to the best of its ability. Classification, at best, is an inexact science. The tools recommendations should serve as a broad guide only. CIEL takes no responsibility for the outcome of a community's decision to use any of these tools. We welcome comments and suggestions from those in the field. CIEL is a not-for-profit organization that does extensive work in communities and focuses on inspiring vitality and entrepreneurship in communities. See www.theCIEL.com for more information.

Community Vitality Initiative (CVI) tool appears in the Leadership, Vitality, and Inclusiveness categories.

CIEL recognizes that people refer to tools and techniques for different reasons. For example, they might want a technique for measuring, or for decision-making. The Master List in Appendix 1 contains a further breakdown of tools according to their function, as follows:

Function	Tool or technique focuses on
Pre or Beginning	conversing, discussing, researching, learning, sharing
1 Assess	benchmarking, brainstorming, measuring, researching, analyzing, evaluating
2 Focus	planning, prioritizing, deciding, focusing, resolving
3 Act	doing, completing, moving, carrying out, implementing
The Process	guiding, steering, leading, facilitating, presenting, communicating, disseminating—these are techniques that can help steer or guide a community through a process. These “Processes” provide the necessary lubricant that allows things to happen and often link the Beginning-Assess-Focus-Act steps.

Using that section of the Master List, for example, a community looking for an assessment can quickly find one. Further, a community looking for a tool that encompasses all of the functions listed above can find one—the Community Vitality Initiative (CVI), for example.

MASTER LIST OF TOOLS, TECHNIQUES, AND RESOURCES

Key to Functions		
pre	beginning	conversing, discussing, researching, learning, sharing
1	assess	benchmarking, brainstorming, measuring, researching, analyzing, evaluating
2	focus	planning, prioritizing, deciding, focusing, resolving
3	act	doing, completing, moving, carrying out, implementing
the flow	the process	guiding, steering, leading, facilitating, presenting, communicating, disseminating

Tool, Technique, Resource	Description	Starting Points	Function (See explanation above table)				
			pre	1	2	3	the flow
Colour key for this column: comprehensive strategic approach on-line tool or resource			begin	assess	focus	act	facilitate
1 Appreciative Inquiry	Appreciative Inquiry involves systematic discovery of what gives a system 'life' when it is most effective and capable in economic, ecological, and human terms. "Appreciative Inquiry focuses us on the positive aspects of our lives and leverages them to correct the negative. It's the opposite of 'problem-solving.'"	http://www.new-paradigm.co.uk/Appreciative.htm http://www.appreciativeinquiry.ca/		y			y
2 Art Therapy Techniques	Art therapy refers to using artistic forms of expression to allow for communication and expression. A community exercise where people literally draw how they perceive the community or physically map the assets by drawing them can be a rich and powerful exercise that can sometimes transcend words. This technique has proven effective in communities at all stages and phases, especially where there are communication blockages.	vati.bc.ca		y		y	y

3	Asset Mapping	A possible starting point or precursor to strategic planning, this tool is a positive approach to learning about the positive attributes and advantages of a community.	http://www.rural.gc.ca/conference/documents/mapping_e.phtml		y				y
4	Brainstorming	A technique used by groups for creative generation of new ideas, and to break the group of out of established patterns of thinking.	http://www.mindtools.com/brainstm.html	y	y				
5	Business Plan	A business plan is a summary of how a business owner, entrepreneur, or community intends to organize an entrepreneurial endeavor and implement activities necessary for the venture to succeed. It is a written explanation of the company's business model for the venture in question.		y	y	y			
6	Business Retention & Expansion	Business retention and expansion is a community-based economic development strategy with a focus on <i>"taking care of, nurturing and supporting"</i> businesses already existing in the community. A structured business survey is utilized as a means of beginning a dialogue with local businesses with the intent of identifying issues, concerns and potential opportunities and taking action where appropriate.	http://www.reddi.mah.gov.in.ca/userfiles/HTML/nts_6_20252_1.html		y	y	y		y
7	Business Vitality Initiative (BVI) for Communities	Uses perceptual surveys and focus groups to gauge community's business vitality (ability to stimulate entrepreneurs and community's entrepreneurial mindedness) in a holistic way, provides customized report and recommendations for action. Also facilitates process linking assess - focus - action steps.	www.theciel.com		y	y	y		y
8	Charette	The word <i>charette</i> can refer to any collaborative session in which a group of designers drafts a solution to a design problem, including urban planning. Charettes often take place in multiple sessions in which the group divides into sub-groups. Each sub-group then presents its work to the full group as material for future dialogue. Such charettes serve as a way of quickly generating a design solution while integrating the aptitudes and interests of a diverse group of people.	http://en.wikipedia.org/wiki/Charrette ; http://www.viwta.be/files/30890_ToolkitENGdef.pdf		y	y			

9	Citizen Jury	A citizens' jury generally aims to provide an opportunity for people to express an informed view on a subject according to their own principles. The jury is made up of people who are normally drawn at random from a local population. In a "do-it yourself" style of citizens' jury, the jurors even decides the subject that they will be discussing for themselves. Whatever the subject, the jury then hears from specialists with different perspectives.	http://www.juryworld.com/ ; http://www.vivta.be/files/30890_ToolkitENGdef.pdf			y		
10	Collaborative Leadership Learning Modules	This is a complete course available online including facilitator's and learner's manual, powerpoint slides, and handouts. Modules are: Assessing the Environment for collaboration, Creating Clarity, Building Trust, Sharing Power and Influence, Developing People, and Self-Reflection.	http://www.collaborativeleadership.org/pages/download.html		y	y		
11	Communities Matrix On-Line Diagnostic (MOD)	Builds on one page Communities Matrix conceptual model to offer a more nuanced diagnosis of where a community is in seven important areas (Leadership, Community Co-operation & Connections, etc.). Available on-line or off.	www.theCIEL.com		y			
12	Communities Matrix (1 Page model)	One page conceptual model of 4 phases (10 stages) of community readiness and development. Allows community to start conversation on where they are and where they want to be. Good starting place for communities.	www.theCIEL.com	y				
13	Community Development Capacity Index	Combines statistics and a scored perceptual indicators checklist to assess progress toward meeting community development goals.	http://www.communitydevelopment.uiuc.edu/resources/factsheets/cdcindex.html		y			
14	Community Development Toolbox-Community Benchmarking	Online Community Development capacity index, telecommunications readiness inventory, programs for youth index, all to help evaluate readiness and capacity in these areas.	http://www.communitydevelopment.uiuc.edu/toolbox/		y	y		
15	Community Development Toolbox-community planning.	Online guide to strategic planning.	http://www.communitydevelopment.uiuc.edu/toolbox/		y	y		y
16	Community Development Toolbox-Tourism Development Capacity Index	Online tourism development index and a guide for developing tourism resources .	http://www.communitydevelopment.uiuc.edu/toolbox/		y			

17	Community Dialogue	A community dialogue is a forum that draws participants from as many parts of the community as possible to exchange information face-to-face, share personal stories and experiences, honestly express perspectives, clarify viewpoints, and develop solutions to community concerns and opportunities. Unlike debate, dialogue emphasizes listening to deepen understanding. It develops common perspectives and goals, and allows participants to express their own interests.	http://www.rural.gc.ca/dialogue/tool/index_e.phtml	y				y
18	Community Economic Development Leadership Self-Assessment	This is Leadership Kootenays' quick self-assessment of skills required to become a leader in Community Economic Development.	www.theciel.com		y			
19	Community Economic Development Preparedness Index	A preparedness index to help analyze a community's strengths and weaknesses before it develops a plan to improve economic development opportunities. The index is based on citizens' perception of activities and conditions in the community.	http://www.uwex.edu/ces/ced/cedpi.htm		y			
20	Community Project	An event, project or endeavour carried out by the community (i.e. downtown beautification)					y	
21	Community Resilience: Addressing the Financial Gaps	On-line guide to building new sources of capital and for accessing existing ones.	http://www.cedworks.com/tools.html		y	y		
22	Community Resilience: Planning, Research and Advocacy	On-line guide to strategic planning, creating partnerships, organizing the lead group (the community economic development organization, or CEDO), gathering local economic data, fostering citizen leadership.	http://www.cedworks.com/tools.html		y	y	y	
23	Community Resilience: Retaining and Creating Jobs	On-line guide to retaining existing jobs, business or entrepreneur support services, and venture formation.	http://www.cedworks.com/tools.html		y	y		
24	Community Salon	A community salon is an informal gathering of community members that allows for free-flowing conversation on various community issues. It is based on the philosophy that truly meaningful development in a community begins with a conversation.		y				y

25	Community Tool Box: Learn a Skill	On-line reference covers 46 skills including strategic planning, promoting participation, evaluating programs, social marketing, and many more.	http://ctb.ku.edu/		y	y	y	
26	Community Toolbox: Creating a Coalition or Partnership	On-line step by step guide on how to plan for increasing participation, involve key influential people, and involve the people most affected by the problem.	http://ctb.ku.edu/tools/tk/en/tools_tk_1.jsp		y	y	y	
27	Community Tool Box: Plan the Work	On-line resource gives outlines, tasks, links for competencies such as leadership, problem identification, policy development, writing a grant, and more.	http://ctb.ku.edu/			y		
28	Community Tool Box: Solve a Problem	On-line troubleshooting guide offers suggestions for a broad range of problems that might arise in community development work.	http://ctb.ku.edu/			y	y	
29	Community Tool Box: Group Facilitation and Problem-Solving	A short on-line course in conducting effective meetings, developing facilitation skills, and tips for recording a meeting.	http://ctb.ku.edu/tools/en/chapter_1016.htm					
30	Community Visioning Exercise	This is a process by which a community defines the future it wants. Communities identify their purpose, core values, and vision for the future.	http://s142412519.onlinehome.us/uw/pdfs/G3752.PDF http://s142412519.onlinehome.us/uw/pdfs/G3708.pdf			y		y
31	Community Vitality Initiative (CVI)	Uses perceptual surveys, focus groups & statistics to gauge community's vitality in a holistic way, provides customized report and recommendations for action. Also facilitates process linking assess - focus - action steps.	www.theciel.com		y	y	y	y
32	Community Workshop	Focuses on building the skills and knowledge of community members.		y			y	y
33	Comprehensive Community Planning for First Nations	A holistic process and for First Nations that enables a community to build a roadmap to sustainability, self-sufficiency and improved governance capacity.	http://www.pwngsc.gc.ca/si/inac/content/docs_governance_comm_toc-e.html			y		y
34	Conference Model Redesign	A series of 3-day conferences, a month apart. Organizational re-design, very organization oriented as opposed to larger communities.	http://www.axelrodgroup.com/conference_model.shtml		y	y		y
35	Conflict Resolution	A facilitator-led process of bringing common ground, better communication, and agreement to people or groups in conflict so they can move forward in decision making or community development.	http://www.jibc.bc.ca/ccr/			y		y

36	Consensus	This is a decision-making process that not only seeks the agreement of most participants, but also to resolve or mitigate the objections of the minority to achieve the most agreeable decision. Consensus is usually defined as meaning both: a) general agreement, and b) the process of getting to such agreement.	http://www.viivta.be/files/30890_ToolkitENGdef.pdf			y		y
37	Dannemiller-Tyson Interactive Strategic Planning	This is a 2-day event for organizations that stresses planning, a planning team, lots of upfront advance work. Task-focussed, structured. Current reality, diagnosis, appreciation, feedback, setting strategy for the preferred future, more feedback.	http://alumnus.caltech.edu/~rouda/background.html http://www.dannemillertyson.com/		y	y		y
38	Decision Making Workshop	Setting criteria & framework for decision making, generic, not specific tool				y		y
39	Decision Tree	A decision tree is a graph of decisions and their possible consequences, (including resource costs and risks) used to create a plan to reach a goal. Decision trees are constructed in order to help with making decisions	http://www.mindtools.com/dectree.html http://en.wikipedia.org/wiki/Decision_tree			y		
40	Dotmocracy	Dotmocracy is an established facilitation method for collecting and prioritizing ideas among a large number of people. It is an equal opportunity & participatory group decision-making process. Participants author ideas and apply dots next to each idea to show which ones they prefer. The final result is a graph-like visual representation of the groups collective preferences.	http://dotmocracy.ca/ http://www.cooptools.ca/dotmocracy			y		
41	Ecological Footprint	Ecological footprint analysis approximates the amount of ecologically productive land and sea area it takes to sustain a population, manufacture a product, or undertake certain activities, by accounting the use of energy, food, water, building material and other consumables. It is a way of determining relative consumption for the purpose of educating people about their resource use and, sometimes, triggering them to change how they consume.	http://www.global-vision.org/city/footprint.html ; http://www.allspecies.org/nbr/footprint.htm ; http://www.footprintnetwork.org/gfn_sub.php?content=footprint_overview		y	y	y	

42	Field Guide to Community Building: Learning Tool	This is a brief online quiz from the Heartland Institute about common problems encountered by groups, with suggested responses. It covers conflict management, group development, goal setting and evaluation.	http://www.heartlandcenter.info/fieldguide/learningtool.htm		y			
43	Focus Group	A focus group is a form of qualitative research in which a group of people are asked about their attitude towards a product, service, concept, advertisement, or idea. Questions are asked in an interactive group setting where participants are free to talk with other group members	http://www.viwta.be/files/30890_ToolkitENGdef.pdf		y			y
44	Funding Sources for B.C. Communities	These pages provide information on sources of funding and support for community development in BC. Most of the programs listed are funding-oriented, however, programs that provide other forms of support and assistance are also included. The primary focus is support for social, economic, and environmental community development initiatives in rural areas.	http://www.communityfutures.com/cms/Funding_Sources.2.0.html			y		
45	Future Search Conference	A planned 2.5 day event for large groups. Find common ground and use that toward a preferred future. Examine past, present and future of the whole system or community. Look at successes and failures. Emphasis on action planning so the process will continue after the conference.	http://www.futuresearch.net		y	y		y
46	Geographic Information Systems (GIS)	If part of the problem involves mapping or other geographical information, GIS systems can be powerful ways of presenting data or designing an environment in a simple format. The links cited here include conventional GIS software tools plus 3-D GIS and 3-D animation tools.	http://www.sustainable.org/Placemaking_v1_pt4.pdf There are several interesting GIS tools listed at this site.		y	y		
47	ICA Strategic Planning	Participatory Strategic Planning offered by the International Institute of Cultural Affairs- structured planning process which incorporates the workshop method for building consensus, the discussion method for effective group communication and an implementation planning process for turning ideas into productive action. This is a 3-day course offered in several U.S. cities including Seattle, and ICA offers consulting.	http://www.ica-usa.org/top/courses/crspsp.html		y	y		y

48	Measuring Up-- Communities of Inclusion and Accessibility	This is a workbook, tool, and resource developed by the City of Vancouver to make services, information, employment, and community involvement more accessible to people with disabilities.	http://www.city.vancouver.bc.ca/getinvolved/MeasuringUpworkbook.htm		y	y	y	
49	Impact Analysis and Economic Forecasting Software	These include Community Viz, Places, Index, Quest, and What If, and offer a variety of interactivity and opportunities for community input. Can be used to analyze the effectiveness or impact of land use decisions and community plans.	http://www.sustainable.org/Placemaking_v1_pt4.pdf		y	y	y	
50	Mediation	A mediator is a neutral person who assists two people or groups come to a solution that will work for both sides.	http://www.amibc.org/ http://www.jibc.bc.ca/ccr/ http://en.wikipedia.org/wiki/Mediation				y	y
51	Myers Briggs Type Indicator	A psychological test which allows group members better understand each other's personality type allowing better understanding and collaboration.	http://www.myersbriggs.org/	y	y	y		y
52	Needs Assessment	A Needs Assessment is a systematic exploration of the way things are and the way they should be. These "things" are usually associated with organizational and/or individual performance. It is often used to assess training needs.	http://alumnus.caltech.edu/~rouda/T2_NA.html . http://edis.ifas.ufl.edu/pdf/files/HE/HE06000.pdf		y			
53	Open Space	1-3-day event for 20 to 100 people. Uses concept of idea market place, emphasis on learning, networking, community building, open facilities, open agenda.	http://www.openingspace.net/papers_facilitation_OSCollaborationCommunication.shtml		y	y		y
54	Pareto Analysis	A statistical technique in decision making that is used for selection of a limited number of tasks that produce significant overall effect. It uses the Pareto principle - the idea that by doing 20% of work you can generate 80% of the advantage of doing the entire job. Pareto analysis is a formal technique useful where many possible courses of action are competing for your attention.	http://en.wikipedia.org/wiki/Pareto_analysis http://www.mindtools.com/pages/article/newTED_01.htm				y	
55	Participatory Methods Toolkit	A practical compendium of methods to foster participatory decision-making. Some are simple exercises, and others would require considerable preparation.	http://www.viivta.be/files/30890_ToolkitENGdef.pdf		y	y	y	

56	Pathways to a Healthy Community- an Indicators and Evaluation Tool Kit User Guide	Produced by Ontario Healthy Communities Coalition, this is an extensive and annotated list of indicators and evaluation tools to support not only the evaluation of a community's progress towards goals, but also the celebration of their accomplishments. The first section contains the OHCC's top 19 tools, followed by additional resources with less elaborate annotation.	http://www.healthycommunities.on.ca/publications/pathways/index.html		y	y		
57	Rural Communities Tackle Box	This "tackle box" is divided into general categories that include: Identify the problem; raise awareness; get organized; policy; government; using research; community training, learning and leadership; toolboxes; find the people; and get the funding. Each category has descriptions on the need and links to web-based resources to meet the need.	http://www.ruralnovascotia.ca/tacklebox/	y	y	y	y	y
58	Rural Entrepreneurship Tools	An online compendium of questionnaires, tests, and processes to measure community entrepreneurship capacity.	http://www.ruraleship.org/index_html?page=content/tools.htm		y			
59	Scenario Planning	Scenario thinking asks "What if?" in a disciplined way allowing you to rehearse the possibilities of tomorrow, and then to take action today empowered by those provocations and insights. Scenario planning is a method for learning about the future by understanding the nature and impact of the most uncertain and important driving forces affecting our future.	http://www.well.com/~mb/scenario/#What_is_Scenario_Planning http://en.wikipedia.org/wiki/Scenario_planning		y	y		y
60	Signs of Progress, Signs of Caution: How to Prepare a Healthy, Sustainable Community Progress Report Card	How to measure your community's progress towards health and sustainability-- This workbook from the Ontario Healthy Communities Coalition walks you through 12 steps for collecting social, environmental, economic and health information for your community. It provides baseline indicators and offers communities the opportunity to add their own locally-based indicators.	http://www.healthycommunities.on.ca/publications/signs_of_progress/index.html		y	y		

61	Six Thinking Hats	Based on the book by Edward deBono, this is used to look at decisions from a number of important perspectives. This forces you to move outside your habitual thinking style, and helps you to get a more rounded view of a situation. A good precursor to planning projects undertaken by people with diverse points of view.	http://www.mindtools.com/pages/article/newTED_07.htm			y		y
62	Story-telling	An effective way to allow a community to come to a collective understanding of its past or present. Can also be used to describe possible stories of the community's possible future(s). Narratives can be easily understood by all and can be emotionally powerful.		y	y			
63	Strategic Planning	A disciplined process to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.	http://en.wikipedia.org/wiki/Strategic_planning http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm http://ctb.ku.edu/tools/en/part_D.htm			y		y
64	Strategic Thinking	Strategic thinking takes into account your strengths, weaknesses, threats and opportunities in relation to the world around you. You need strategic thinking to produce a strategic plan. However, strategic thinking doesn't always lead to a strategic plan.			y			y
65	Sustainability Plan	Generic term, no specific tool. Focuses on issues like very long-term, and sometimes, generational (25 years plus) planning. Often looks at examining environmental resources in the context of economic and social factors. Often looks at issues like succession planning.	http://sustainable.org/index.html			y		y
66	SWOT Analysis	This is one of the beginning stages in strategic planning. It analyses strengths, weaknesses, opportunities, and threats facing an organization or community.	http://en.wikipedia.org/wiki/SWOT_Analysis http://www.mindtools.com/pages/article/newTMC_05.htm			y		
67	Values Workshop	This involves a great range of workshops but the common thread is clarifying the values of people in the group and perhaps the group as a whole.			y	y		y

68	Visual Preference Surveys	Can be disseminated throughout a community at computer terminals or on a Website to obtain widespread feedback. The survey asks a question and presents graphic images, slides, or simulations from which users select their preferred choice. The images can focus on aspects of streetscapes or any other design topics the local government wants input on.	HTTP://WWW.LRK.COM/HOMEPLANS; HTTP://WWW.ANAVISION.COM		y	y		
69	X Y Exercise/Game	Will the teams co-operate to guarantee the win or will they strike a solo path risk losing the safe bet in favour of the bigger win? This game has to be played to be fully understood, but once fully understood it is always a firm favourite.	http://sigroup.co.uk/GROUP/solutions/conference_content/energisers/the_xy_game.html	y			y	y

Tools, techniques, and resources organized by Matrix category (See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources*, for descriptions and links.)

<p>1. Connections and Cooperation</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appreciative Inquiry <input type="checkbox"/> Art Therapy Techniques <input type="checkbox"/> Community Dialogue <input type="checkbox"/> Community Project <input type="checkbox"/> Community Tool Box: Solve a Problem <input type="checkbox"/> Community Toolbox: Creating Coalitions and Partnerships <input type="checkbox"/> Community Tool Box: Group Facilitation and Problem-Solving <input type="checkbox"/> Community Workshop <input type="checkbox"/> Conflict Resolution <input type="checkbox"/> Field Guide to Community Building: Learning Tool <input type="checkbox"/> Myers Briggs Type Indicator <input type="checkbox"/> Participatory Methods Toolkit <input type="checkbox"/> Mediation <input type="checkbox"/> Participatory Methods Toolkit <input type="checkbox"/> XY Game 	<p>2. Vitality</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appreciative Inquiry <input type="checkbox"/> Community Visioning Exercise <input type="checkbox"/> Community Vitality Initiative <input type="checkbox"/> Future Search <input type="checkbox"/> Open Space <input type="checkbox"/> Pathways to a Healthy Community <input type="checkbox"/> Story-telling
<p>3. Inclusivity and Community Values</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appreciative Inquiry <input type="checkbox"/> Community Toolbox: Creating Coalitions and Partnerships <input type="checkbox"/> Community Vitality Index <input type="checkbox"/> Community Workshop <input type="checkbox"/> Future Search <input type="checkbox"/> Measuring Up <input type="checkbox"/> Open Space <input type="checkbox"/> Participatory Methods Toolkit <input type="checkbox"/> Values Workshop 	<p>4. Leadership</p> <p>Note: There are probably leadership or management courses available in or near your community, covering a broad range of subjects, and we advise you to take any local training you can get. There are innumerable online resources designed for corporations, which we have avoided here. The tools and techniques below are intended as a starting point for people involved in community leadership.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Collaborative Leadership Learning Modules <input type="checkbox"/> Community Development Toolbox- Community Planning <input type="checkbox"/> C.E.D. Leadership Assessment <input type="checkbox"/> Community Resilience: Planning, Research, and Advocacy <input type="checkbox"/> Community Tool Box: Learn a Skill <input type="checkbox"/> Community Tool Box: Plan the Work <input type="checkbox"/> Community Toolbox: Solve a Problem <input type="checkbox"/> Community Tool Box: Group Facilitation and Problem-Solving <input type="checkbox"/> Community Vitality Index <input type="checkbox"/> Conflict Resolution <input type="checkbox"/> Future Search <input type="checkbox"/> Rural Entrepreneurship Tools <input type="checkbox"/> Open Space

<p>5. Strategic Capacity</p> <ul style="list-style-type: none"> <input type="checkbox"/> Community Development Capacity Index <input type="checkbox"/> Community Development Toolbox-Community Planning <input type="checkbox"/> C.E.D. Leadership Assessment <input type="checkbox"/> Community Tool Box: Learn a Skill <input type="checkbox"/> Community Tool Box: Plan the Work <input type="checkbox"/> Community Resilience: Planning, Research, and Advocacy <input type="checkbox"/> Community Resilience: Addressing the Financial Gaps <input type="checkbox"/> Comprehensive Community Planning for First Nations <input type="checkbox"/> Dannemiller Tyson Interactive Strategic Planning <input type="checkbox"/> Future Search <input type="checkbox"/> ICA Strategic Planning <input type="checkbox"/> Open Space <input type="checkbox"/> Scenario Planning <input type="checkbox"/> Strategic Planning 	<p>6. Sustainability</p> <ul style="list-style-type: none"> <input type="checkbox"/> Asset Mapping <input type="checkbox"/> Community Resilience: Retaining and Creating jobs <input type="checkbox"/> Ecological Footprint <input type="checkbox"/> Geographic Information Systems <input type="checkbox"/> Future Search <input type="checkbox"/> Impact Analysis and Economic Forecasting Software <input type="checkbox"/> Open Space <input type="checkbox"/> Pathways to a Healthy Community <input type="checkbox"/> Sustainability Plan <input type="checkbox"/> Visual Preference Surveys
<p>7. Community Entrepreneurship</p> <ul style="list-style-type: none"> <input type="checkbox"/> Business Retention and Expansion <input type="checkbox"/> Business Vitality Index <input type="checkbox"/> Community Development Toolbox- Tourism Development Capacity Index <input type="checkbox"/> Community Development Capacity Index <input type="checkbox"/> Community Economic Development Preparedness Index <input type="checkbox"/> C.E.D. Leadership Assessment <input type="checkbox"/> Community Resilience: Retaining and Creating jobs <input type="checkbox"/> Community Resilience: Addressing the Financial Gaps <input type="checkbox"/> Rural Entrepreneurship Tools 	<p>8. Decision-making techniques for all categories</p> <ul style="list-style-type: none"> <input type="checkbox"/> Brainstorming <input type="checkbox"/> Charette <input type="checkbox"/> Citizen jury <input type="checkbox"/> Consensus <input type="checkbox"/> Decision Tree <input type="checkbox"/> Dotmocracy <input type="checkbox"/> Focus Group <input type="checkbox"/> Needs Assessment <input type="checkbox"/> Pareto Analysis <input type="checkbox"/> Six Thinking Hats <input type="checkbox"/> SWOT Analysis

TOOLS, TECHNIQUES, AND RESOURCES ORGANIZED BY PHASE AND CATEGORY

ACTUALIZATION PHASE: Tools, techniques, and resources

(See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

- | | |
|---|---|
| <ul style="list-style-type: none">❑ Asset Mapping❑ Business Retention and Expansion❑ Business Vitality Initiative❑ Collaborative Leadership Learning Modules❑ Community Development Capacity Index❑ C.D. Toolbox: Community Planning❑ C.D. Toolbox: Tourism Development❑ C.E.D. Preparedness Index❑ Community Resilience: Planning, Research, and Advocacy❑ Community Toolbox: Plan the Work❑ Community Visioning Exercise❑ Community Vitality Initiative❑ Comprehensive Community Planning for First Nations❑ Conference Model Redesign | <ul style="list-style-type: none">❑ Dannemiller-Tyson Interactive Strategic Planning❑ Field Guide to Community Building❑ Funding Sources for B.C. Communities❑ Future Search Conference❑ Geographic Information Systems❑ ICA Strategic Planning❑ Measuring Up❑ Impact Analysis and Economic Forecasting Software❑ Myers-Briggs Type Indicator❑ Open Space❑ Story-Telling❑ Strategic Planning❑ Sustainability Plan❑ Visual Preference Surveys |
|---|---|

ACTUALIZATION PHASE:

Tools, techniques, and resources for each Matrix category (See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

1. Connections and Cooperation	2. Vitality	3. Inclusivity and Community Values	4. Leadership	5. Strategic Capacity	6. Sustainability	7. Community Entrepreneurship
<ul style="list-style-type: none"> - Field Guide to Community Building - Myers-Briggs Type Indicator 	<ul style="list-style-type: none"> - Community Visioning Exercise - Community Vitality Initiative - Story-Telling 	<ul style="list-style-type: none"> - Community Vitality Initiative - Measuring Up 	<ul style="list-style-type: none"> - Collaborative Leadership Learning Modules - C.D. Toolbox: Community Planning - Community Resilience: Planning, Research, and Advocacy -Community Toolbox: Plan the Work - Community Vitality Initiative - Future Search Conference - Myers-Briggs Type Indicator - Open Space 	<ul style="list-style-type: none"> - Community Development Capacity Index - C.D. Toolbox: Community Planning - Community Toolbox: Plan the Work - Comprehensive Community Planning for First Nations - Dannemiller-Tyson Interactive Strategic Planning -Funding Sources for B.C. Communities -ICA Strategic Planning - Strategic Planning 	<ul style="list-style-type: none"> - Asset Mapping -Geographic Information Systems - Impact Analysis and Economic Forecasting Software - Open Space - Sustainability Plan - Visual Preference Surveys 	<ul style="list-style-type: none"> - Business Retention and Expansion - Business Vitality Initiative -Community Development Capacity Index - C.D. Toolbox: Tourism Development - C.E.D. Preparedness Index - Funding Sources for B.C. Communities

VISION PHASE: Tools, techniques, and resources

(See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

- ❑ Appreciative Inquiry
- ❑ Asset Mapping
- ❑ Business Retention and Expansion
- ❑ Business Vitality Initiative
- ❑ Collaborative Leadership Learning Modules
- ❑ Community Development Capacity Index
- ❑ C.D. Toolbox: Community Benchmarking
- ❑ C.D. Toolbox: Community Planning
- ❑ C.D. Toolbox: Tourism Development
- ❑ Community Tool Box: Group Facilitation and Problem-Solving
- ❑ Community Dialogue
- ❑ C.E.D. Leadership Assessment
- ❑ C.E.D. Preparedness Index
- ❑ Community Project
- ❑ Community Resilience: Addressing the Financial Gaps
- ❑ Community Resilience: Planning, Research, and Advocacy
- ❑ Community Resilience: Retaining and Creating Jobs
- ❑ Community Toolbox: Learn a Skill
- ❑ Community Toolbox: Creating a Coalition or Partnership
- ❑ Community Toolbox: Plan the Work
- ❑ Community Toolbox: Solve a Problem
- ❑ Community Visioning Exercise
- ❑ Community Vitality Initiative
- ❑ Comprehensive Community Planning for First Nations
- ❑ Conflict Resolution
- ❑ Field Guide to Community Building
- ❑ Funding Sources for B.C. Communities
- ❑ Geographic Information Systems
- ❑ Measuring Up
- ❑ Impact Analysis and Economic Forecasting Software
- ❑ Mediation
- ❑ Myers-Briggs Type Indicator
- ❑ Pathways to a Healthy Community
- ❑ Signs of Progress, Signs of Caution
- ❑ Story-Telling
- ❑ Strategic Planning
- ❑ Sustainability Plan
- ❑ Values Workshop
- ❑ Visual Preference Surveys

VISION PHASE:

Tools, techniques, and resources for each Matrix category (See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

1. Connections and Cooperation	2. Vitality	3. Inclusivity and Community Values	4. Leadership	5. Strategic Capacity	6. Sustainability	7. Community Entrepreneurship
<ul style="list-style-type: none"> - Appreciative Inquiry -Field Guide to Community Building - Myers-Briggs Type Indicator - Community Dialogue - Community Project - Community Toolbox: Creating a Coalition or Partnership --Community Tool Box: Group Facilitation and Problem-Solving - Community Toolbox: Solve a Problem - Conflict Resolution - Mediation 	<ul style="list-style-type: none"> - Appreciative Inquiry - Community Visioning Exercise - Community Vitality Initiative - Story-Telling -Signs of Progress, Signs of Caution 	<ul style="list-style-type: none"> - Community Vitality Initiative - Measuring Up - Community Toolbox: Creating a Coalition or Partnership - Values Workshop 	<ul style="list-style-type: none"> - Collaborative Leadership Learning Modules - C.D. Toolbox: Community Planning - Community Tool Box: Group Facilitation and Problem-Solving -CED Leadership Assessment - Community Resilience: Planning, Research, and Advocacy -Community Toolbox: Plan the Work -Community Toolbox: Learn a Skill - Community Toolbox: Solve a Problem - Community Vitality Initiative - Conflict Resolution - Myers-Briggs Type Indicator 	<ul style="list-style-type: none"> - Community Development Capacity Index - C.D. Toolbox: Community Planning -C.D. Toolbox: Community Benchmarking - Community Resilience: Addressing the Financial Gaps -Community Resilience: Planning, Research, and Advocacy - Community Toolbox: Plan the Work - Comprehensive Community Planning for First Nations -Funding Sources for B.C. Communities - Strategic Planning 	<ul style="list-style-type: none"> - Asset Mapping - Community Resiliency: Retaining and Creating Jobs -Geographic Information Systems - Impact Analysis and Economic Forecasting Software -Signs of Progress, Signs of Caution - Sustainability Plan - Visual Preference Surveys 	<ul style="list-style-type: none"> - Business Retention and Expansion - Business Vitality Initiative -Community Development Capacity Index - Community Resilience: Addressing the Financial Gaps - Community Resiliency: Retaining and Creating Jobs - C.D. Toolbox: Tourism Development -CED Leadership Assessment - C.E.D. Preparedness Index - Funding Sources for B.C. Communities

EMERGENCE PHASE: Tools, techniques, and resources (See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

- ❑ Appreciative Inquiry
- ❑ Art Therapy Techniques
- ❑ Asset Mapping
- ❑ Business Retention and Expansion
- ❑ Business Vitality Initiative
- ❑ Collaborative Leadership Learning Modules
- ❑ C.D. Toolbox: Community Benchmarking
- ❑ C.D. Toolbox: Tourism Development
- ❑ Community Dialogue
- ❑ C.E.D. Leadership Assessment
- ❑ C.E.D. Preparedness Index
- ❑ Community Project
- ❑ Community Resilience: Addressing the Financial Gaps
- ❑ Community Resilience: Retaining and Creating Jobs
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- ❑ Community Toolbox: Creating a Coalition or Partnership
- ❑ Community Toolbox: Plan the Work
- ❑ Community Toolbox: Solve a Problem
- ❑ Community Tool Box: Group Facilitation and Problem-Solving
- ❑ Community Workshop
- ❑ Conflict Resolution
- ❑ Field Guide to Community Building
- ❑ Funding Sources for B.C. Communities
- ❑ Geographic Information Systems
- ❑ Measuring Up
- ❑ Impact Analysis and Economic Forecasting Software
- ❑ Signs of Progress, Signs of Caution
- ❑ Strategic Planning
- ❑ Mediation
- ❑ Myers-Briggs Type Indicator
- ❑ Story-Telling
- ❑ Values Workshop
- ❑ Visual Preference Surveys

EMERGENCE PHASE

Tools, techniques, and resources for each Matrix category (See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

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CHAOS PHASE: Tools, techniques, and resources See alphabetical listing in *Communities Matrix: Master List of Tools, Techniques, and Resources* for descriptions and links.)

- ❑ Appreciative Inquiry
- ❑ Art Therapy Techniques
- ❑ Asset Mapping
- ❑ C.D. Toolbox: Community Benchmarking
- ❑ Community Dialogue
- ❑ C.E.D. Leadership Assessment
- ❑ Community Project
- ❑ Community Resilience: Retaining and Creating Jobs
- ❑ Community Toolbox: Learn a Skill
- ❑ Community Toolbox: Solve a Problem
- ❑ Community Tool Box: Group Facilitation and Problem-Solving
- ❑ Community Workshop
- ❑ Community Visioning Exercise
- ❑ Conflict Resolution
- ❑ Funding Sources for B.C. Communities
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Communities Matrix: Decision-making tools suitable for all phases (See alphabetical listing in <i>Communities Matrix: Master List of Tools, Techniques, and Resources</i> for descriptions and links.)	
<ul style="list-style-type: none"> <input type="checkbox"/> Brainstorming <input type="checkbox"/> Charette <input type="checkbox"/> Citizen jury <input type="checkbox"/> Consensus <input type="checkbox"/> Decision-making workshop <input type="checkbox"/> Decision Tree 	<ul style="list-style-type: none"> <input type="checkbox"/> Dotmocracy <input type="checkbox"/> Focus Group <input type="checkbox"/> Needs Assessment <input type="checkbox"/> Pareto Analysis <input type="checkbox"/> Six Thinking Hats <input type="checkbox"/> SWOT Analysis

Communities 'Life Cycle' Matrix

Actualization Phase

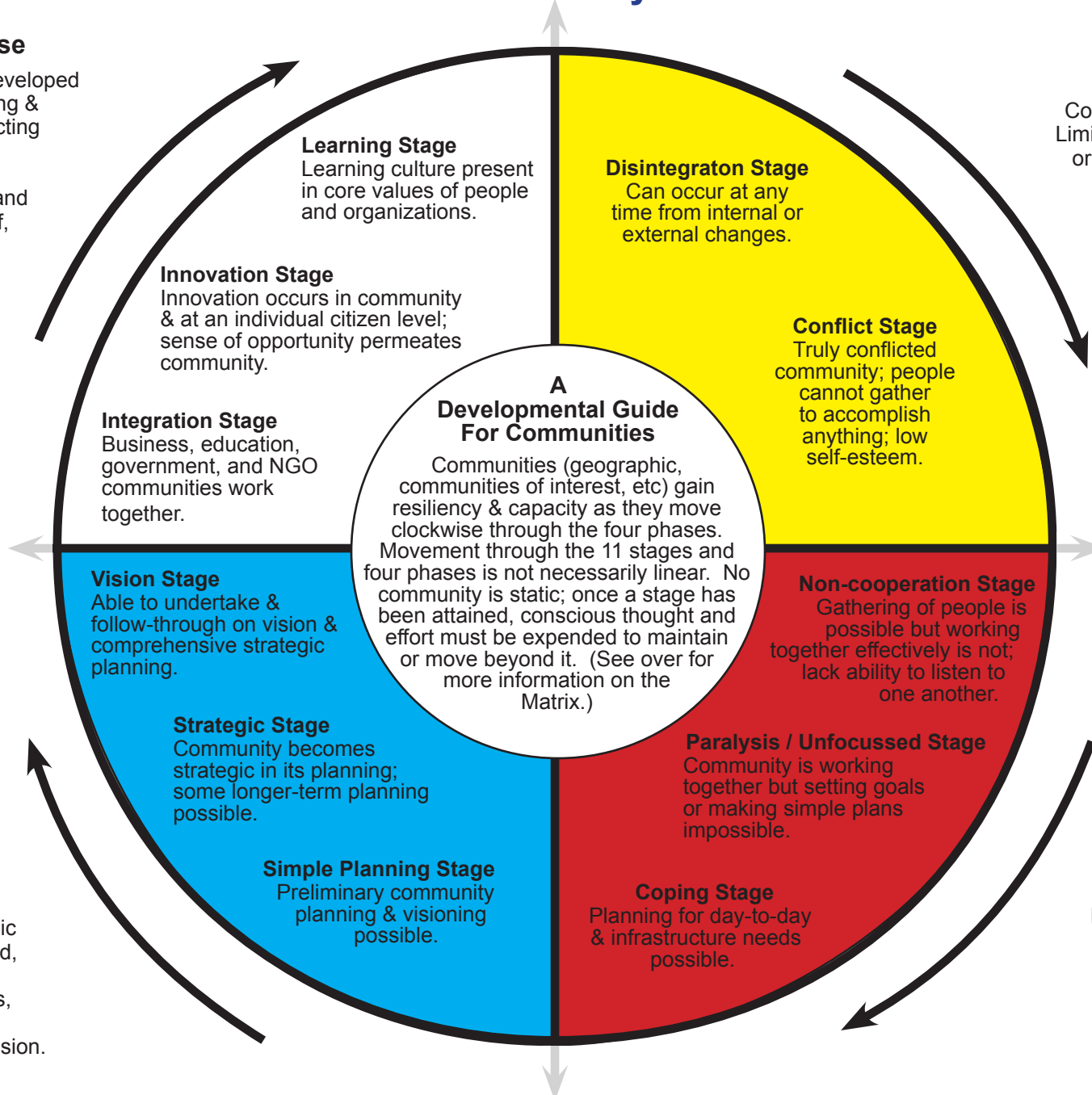
Community is highly developed and encourages learning & innovation while respecting its history and culture. Community shares resources with others and regularly monitors itself, continuing to enhance capacity.

Action: Community undertakes regular reviews and reflection activities to maintain or enhance stage / phase.

Vision Phase

Community recognizes the importance of vision and long-term planning; is able to move in this direction.

Action: Community can engage in planning, meaningful consultation of its members, working towards the development of strategic thinking & planning, and, ultimately, identifying community-wide values, distinct community characteristics and a vision.



Learning Stage
 Learning culture present in core values of people and organizations.

Disintegraton Stage
 Can occur at any time from internal or external changes.

Conflict Stage
 Truly conflicted community; people cannot gather to accomplish anything; low self-esteem.

Non-cooperation Stage
 Gathering of people is possible but working together effectively is not; lack ability to listen to one another.

Paralysis / Unfocussed Stage
 Community is working together but setting goals or making simple plans impossible.

Coping Stage
 Planning for day-to-day & infrastructure needs possible.

Simple Planning Stage
 Preliminary community planning & visioning possible.

Strategic Stage
 Community becomes strategic in its planning; some longer-term planning possible.

Vision Stage
 Able to undertake & follow-through on vision & comprehensive strategic planning.

Integration Stage
 Business, education, government, and NGO communities work together.

Innovation Stage
 Innovation occurs in community & at an individual citizen level; sense of opportunity permeates community.

Pre-Community or Chaos Phase

Community is undeveloped. Limited sharing of resources or recognition of value of a community.

Action: Community can (re)form through the identification of and action of influential and respected leaders (elected or unelected).

Emergence Phase

Community exists but has significant problems, making anything but survival & fulfilling short-term needs impossible.

Action: Community can advance by focusing on small, non-political, trust-building projects to build success, respect, confidence, relationships & skills.



Centre for Innovative & Entrepreneurial Leadership
www.theCIEL.com / 1.250.352.1933 ext 105 / Nelson, BC CANADA

Communities 'Life Cycle' Matrix Version 2.0
 Please tell us how you use the Matrix - e-mail: info@theCIEL.com

Contact us for a free list of 69 tools, techniques & resources appropriate for your community's phase, for CIEL's full Matrix On-Line Diagnostic (MOD) or to find out about CIEL's training, technical assistance or other strategic processes.

The Communities Matrix — What Stage is My Community At?

Introduction – A First-Step for Community Planning

The one-page **Communities Matrix** is a quick and intuitive 'first-step' for communities thinking of planning or taking action. It allows for an 'eye-opening' assessment of a community through four phases (or eleven stages) of development using a simple circular model. From very challenged (**Conflict Stage**) to thriving (**Learning Culture Stage**) communities, the Matrix assists in determining a community's stage or phase and then links it with stage-appropriate tools and resources. Whether your community is considering a comprehensive community plan or struggling with entrenched conflict, the Matrix can help determine the next step.

'Constipated' Communities - The Matrix Story

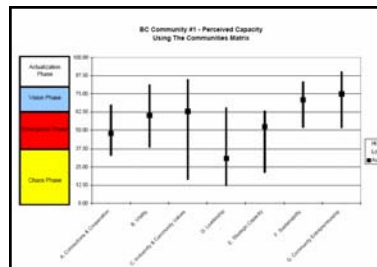
No two communities are alike or at the same stage. Why then are all communities asked to use the same tools or processes, regardless of the stage they are at? Several years ago we encountered 'constipated' or stuck communities where there was little trust and respect. Trust and respect are essential foundations for all community development. Yet many of these communities were trying to undertake strategic planning without this foundation, actually moved their communities backwards. There had to be a better way.

In 2003, CIEL's **Mike Stolte** and **Anne Stacey** analyzed the characteristics of many of the dozens of communities they had worked with, developing the original Communities Matrix of 10 community stages (a simple grid). When meeting with a community for the first time CIEL asked community members to identify which stage of the Matrix they were at. This helped to determine whether CIEL's tools were appropriate. Communities were easily able to see their community on it and liked its simplicity, relevance and accessibility. Through word of mouth, the Matrix soon found its way into the hands of many communities, organizations and governments (provincial, federal and First Nations) across Canada. In 2005, three departments of the Government of Canada commissioned CIEL to refine the Matrix incorporating the latest research, and using feedback from community practitioners and a broad-based steering committee. A refined circular version of the Matrix, the 'Life Cycle' version, soon followed.

By the end of 2006, CIEL had developed **Tools, Techniques and Resources for Communities** (a free 30-page on-line publication that classifies 69 different commonly-used tools according to Matrix phase, key area, etc.) and received Matrix enquiries from every continent except Antarctica.

Taking the Matrix Further—The Matrix On-Line Diagnostic (MOD)*

CIEL has added another layer to the Matrix, allowing it to measure capacity in seven key areas through the fee-based **Matrix On-line Diagnostic (MOD)**. The MOD allows CIEL to quickly gauge a community's phase in terms of *Connections and Co-operation; Vitality; Inclusiveness & Community Values; Leadership; Strategic Capacity; Community Sustainability; and Community Entrepreneurship*. Using the MOD on a small community sample, CIEL's team can quickly analyze and efficiently gauge community readiness and capacity in these seven key dimensions, recommend the best tools, resources and techniques for their phase/stage, and provide a highly useful report and benchmark for community planning. (*Contact CIEL for more information or a sample copy of a MOD report. The MOD can also be administered using hard copies and traditional survey methods.)



The MOD allows for a deeper analysis of capacity in key areas like Leadership and Co-operation.

Using the Communities Matrix

Where are we? Where do we want to be? How best can we get there?

The one-page Matrix can be used to stimulate conversation in your community: Which phase are we at? Are different sectors of the community – youth, arts, business, etc. – at different stages? How far have we come? Members of the community participate in a conversation to determine together what phase or stage their community is at on the Matrix. This can be a formal or informal process. Community members can identify where they want the community to be (there is an alternative!) and the incremental steps that can be taken in order to get there. Our experience has taught us that communities, like families, feel they are more dysfunctional than they really are. Knowing there are others out there like you can be a liberating thought! The Matrix also provides some common language and terminology that allow those conversations to take place. It can also serve as a benchmark and an excellent way to show community progression.

Real World Examples - Using the Matrix

- ◆ A First Nation wanted to engage in comprehensive community planning but didn't know if they were ready to engage in a process that would eat up considerable time, effort and money. They considered the Matrix and Matrix On-line Diagnostic (MOD) to help them determine whether they were ready and determine the issues they needed to address *before* they started an expensive planning process.
- ◆ Suspecting there might not be enough trust and social capital within the community, a community used the Matrix and the Matrix On-line Diagnostic (MOD) to measure their readiness to form a social planning council and find out where there might be problems. In this way, they could enter the planning process with their eyes 'wide-open'.
- ◆ Forty-two communities in BC used the Matrix to assess whether they were ready to host a collaborative community leadership program CIEL was piloting.
- ◆ One community found the Matrix useful for showing it had made slow but steady progress (from non-co-operation to simple planning stages) over a period of years. It plans on using the Matrix stages as targets for the future.
- ◆ Other communities have used the Matrix and Matrix On-line Diagnostic as pre-planning tools to assist them in matching tools, techniques and resources to community context.

Other CIEL Services

CIEL offers training, workshops and certification in using and facilitating the Matrix. It also offers the Matrix On-line Diagnostic (MOD), other strategic processes (**Business Vitality Initiative** for communities, **Community Vitality Initiative**, collaborative and entrepreneurial leadership training, etc.) and technical assistance. Contact us for more info at info@theCIEL.com or visit us on-line at www.theCIEL.com.

CIEL, a not-for-profit organization based in Nelson, BC, Canada, continues to refine the Communities Matrix seeking feedback from those who have used it to make it a more practical and useful tool for communities. Please send your feedback to info@theCIEL.com.

Communities Matrix

A Developmental Guide For Communities: Communities (geographic, communities of interest, etc) gain resiliency & capacity as they move upwards through the phases. Movement through the stages and phases is not necessarily linear. No community is static; once a stage has been attained, conscious thought and effort must be expended to maintain or move beyond it. (See over for more information on the Matrix.)

Phase	Stage	Characteristics	Potential Action
Actualization	Learning Culture Stage: learning culture present in core values of people and organizations	<ul style="list-style-type: none"> Reflection & scanning to see ways of learning and improving Empowered individuals and organizations Can easily come together and make decisions Integration of community, individual and business values 	<ul style="list-style-type: none"> Maintain & enhance capacity Evaluate & assess community wellness Share excess capacity, resources & models with others
	Innovation Stage: innovation occurs in community & at an individual citizen level; sense of opportunity permeates community	<ul style="list-style-type: none"> Sense of community entrepreneurship & opportunism Innovative community-sponsored opportunities & projects 	<ul style="list-style-type: none"> Build commitment to constant learning & improvement for individuals, organizations and community
	Integration Stage: Business, education, government and NGO communities work together	<ul style="list-style-type: none"> Co-operation among business, government, education and community to further mutual self interests Shared decision-making 	<ul style="list-style-type: none"> Foster a culture of innovation & entrepreneurship which recognizes opportunities for community
	Vision Stage: Able to undertake & follow through on vision & comprehensive strategic planning	<ul style="list-style-type: none"> Regularly update comprehensive planning & visions Able to access \$ from outside the community & resources from within Able to look years in advance to determine community vision Less reacting - more proactive approach Priorities well understood by members of the community 	<ul style="list-style-type: none"> Increase networking opportunities to build social capital & to recognize synergies between community organizations and citizens
Vision	Strategic Stage: community becomes strategic in their planning; some longer-term planning possible	<ul style="list-style-type: none"> Able to take strategic decisions; significant community consultation Some reaction, more proactive approach Community recognizes its strengths & weaknesses; strategically builds on assets; sets some priorities 	<ul style="list-style-type: none"> Develop & follow-up on commitment to strategic & long-term planning & visioning
	Simple Planning Stage: preliminary community planning & visioning possible	<ul style="list-style-type: none"> Some simple planning undertaken; community still reacts Some citizen consultation Community chases funding without really recognizing its needs or setting priorities Starting to look to other communities for examples and lessons 	<ul style="list-style-type: none"> Recognize need to be strategic Develop ability to recognize community assets and priorities Seek financial resources to support planning Engage in simple planning process
	Coping Stage: planning for day-to-day & infrastructure needs possible	<ul style="list-style-type: none"> Able to manage issues as they arise Little community consultation 	<ul style="list-style-type: none"> Allocate financial & human resources to meaningful planning Build commitment to move community ahead
Emergence	Paralysis / Unfocussed Stage: community is working together but setting goals or making simple plans impossible	<ul style="list-style-type: none"> No community plan and/or consultation No obvious direction for community; lack of shared vision Paralysis in decision-making New issues can cause crises 	<ul style="list-style-type: none"> Training in goal-setting, meeting management Leaders bring people together; outside facilitation Assessment of where community stands Success in small projects
	Non-cooperation Stage: gathering of people is possible but working together effectively is not; lack ability to listen to one another	<ul style="list-style-type: none"> Can gather but cannot work together Deep-seated divisions in values Lack ability to listen to one another 	<ul style="list-style-type: none"> Undertake small non-political projects with win-win outcomes (i.e. downtown beautification)
	Conflict Stage: truly conflicted community; people cannot gather to accomplish anything; low self-esteem	<ul style="list-style-type: none"> Can't get together to accomplish anything Community has experienced extensive change Self-esteem low; no or little sense of pride People feel stuck; sense of community stagnation 	<ul style="list-style-type: none"> Conflict resolution skills development Individuals or organizations getting together Outside facilitation
Chaos	Turmoil / Disintegration Stage: can occur at any time from internal or external changes	<ul style="list-style-type: none"> Pre-community stage ~ OR ~ External or internal factors bring about disruption in community 	





INNOVATION, ENTREPRENEURSHIP, AND LEADERSHIP

CIEL is a Canadian Centre of Excellence in community, entrepreneurial and economic leadership. We provide tools, training and innovative solutions, allowing communities and organizations to realize their potential. The strength of these tools and of the CIEL team is that we link research to action. Our tools and services are applicable to a wide range of communities: rural and urban, First Nations, communities of interest, and organizations. Throughout Canada, CIEL has provided expert advice, guidance and assistance on community, entrepreneurial and economic development as well as a leadership training, conceptual design and tool development.

OUR TOOLS AND SERVICES

The Business Vitality Initiative (BVI)

The Business Vitality Initiative (BVI) is a unique assessment and action process that measures the business friendliness of a community. The BVI gauges the perceptions of citizens and community leaders on 100 key indicators that are known to affect business. The findings are presented in an easy-to-understand graphic report. Then CIEL helps the community focus and take action to build economic vitality and develop true community entrepreneurship', necessary for 21st Century survival. The BVI has attracted attention from across Canada, the U.S., the U.K., Australia and the Caribbean.

The Community Vitality Initiative (CVI)

The Community Vitality Initiative (CVI) measures a community's quality of life. Citizens and community leaders are asked about everything from employment to environmental health, from support for the arts to safety on the streets, from public transit to pre-natal care. Using a system of online surveys, questionnaires, live meetings, focus groups, and statistics, CIEL helps the community build a plan and concrete actions to attract new citizens, retain its existing ones, and inspire them all.

The Communities Matrix

The Communities Matrix is a quick 'first-step' assessment for communities. It allows for an 'eye-opening' realistic measure of a community's leadership, strategic capacity, entrepreneurship, sustainability, and community connections (social glue) through ten stages of development. From the most challenged (Conflict Stage) to the most advanced (Learning Culture Stage) community, the Matrix assists in linking the community to the best resources and tools. Whether your community is considering a comprehensive community plan or struggling with entrenched conflict, the Matrix can help find a solution.

Training, Custom Tools, Innovative Solutions and Other Services

CIEL is currently building a comprehensive training program for rural leaders through the Canadian Rural Secretariat's models' program. CIEL also co-ordinates the **British Columbia Rural Leadership Network**.



"CIEL's insights into what make communities tick, and their ability to translate those insights into real world tools, strategies and actions, are worth a look."

Michael Buda
SENIOR POLICY ANALYST, FEDERATION OF
CANADIAN MUNICIPALITIES (FCM)

CIEL





inspiring vitality & entrepreneurship in communities

CIEL offers customized workshops, training and consulting on a variety of issues related to community capacity, including revitalizing volunteers, attracting youth, leveraging assets, business incubation, developing learning communities, and creating school entrepreneurial programs. We lead dynamic workshops and seminars on a host of topics including *Entrepreneurial Leadership*, *Buying Local - Keeping Money in Your Economy*, and *The Seven Habits of Highly Successful Communities*.

CIEL also sponsors an award to recognize dynamic community entrepreneurs, the driving force of change in Canadian communities. Community entrepreneurs see opportunities where others do not, create positive networks, and persevere against all odds in building positive sustainable communities.

About CIEL

CIEL assists in creating vibrant, vital communities and organizations through its tools, training and innovative processes. It fosters dynamic, entrepreneurial and responsive leadership.

CIEL has been called upon to make national presentations to the Federation of Canadian Municipalities (FCM), the National Rural Conference (Government of Canada), and the Canadian Community Economic Development Network (CCEDNET) as well as to many provincial, regional and local gatherings.

While working at a national level, CIEL has its roots in building practical, cost-effective solutions for organizations and communities. CIEL began as part of Community Futures Development Corporation of Central Kootenay, a community-based organization. Because of the success of its programs at a community and regional level, CIEL became an independent non-profit organization in 2005 dedicated to building entrepreneurship, innovation and strong, responsive leadership in communities and organizations across Canada.

For more information please contact :

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[within Canada between 8:30-4:30 PST]



“We need to have more people working with CIEL’s tools to further community and economic development in Canada.”

Hélène Deslauriers

DIRECTOR GENERAL, COMMUNITY FUTURES NETWORK OF QUEBEC / RÉSEAU DE SADC IN QUEBEC MEMBER, OECD FORUM ON PARTNERSHIPS



¹Community entrepreneurship - the ability to act collectively to identify and take advantage of opportunities, & a stimulating environment where entrepreneurs can flourish.