



*You Too Can Be a Transformer:*  
**Applying a Community Development  
Approach to Planning (T18)**

Brenda Herchmer

# Session Description

How do we know what recreation services, programs and events are most relevant for our community and whether they are maximizing potential for individual, community, and environmental wellbeing? How do we engage citizens in a meaningful and relevant way? Learn from a community development planning framework used in over 60 communities across the country and other resources that have helped transform organizations, neighbourhoods and communities. Respond to the growing desire for increased citizen engagement with a community development approach.

# Session Outcomes

*Upon completion of this session participants should be able to:*

- compare the benefits of traditional versus citizen-driven planning strategies
- initiate the application of a planning framework that uses a community development approach
- access additional planning tools and resources



# Pair and Share Introductions

- What makes a plan successful?



# What Makes a Plan Successful?



- responds to real, identified needs
- are outcome-based and results-oriented
- are thoughtful and well-researched
- embrace multiple partnerships and alliances
- are citizen-driven
- establishes a vision and identify values
- incorporates focused language, objectives, and actions
- addresses accountability and sustainability
- includes opportunities for assessment and evaluation

# What's Changed?

ERA	KEY DRIVER	WORK DEFINED BY:
<b>Industrial Economy</b>	<ul style="list-style-type: none"><li>• access to capital and location</li></ul>	<ul style="list-style-type: none"><li>• Hand</li></ul>
<b>Knowledge Economy</b>	<ul style="list-style-type: none"><li>• ability to recruit creative people</li></ul>	<ul style="list-style-type: none"><li>• Head</li></ul>
<b>Connections Economy</b>	<ul style="list-style-type: none"><li>• organic resiliency</li><li>• distributed intelligence in a local area</li><li>• skills to create own networks and innovation</li></ul>	<ul style="list-style-type: none"><li>• Heart</li></ul>

# The Times They Are a Changin'

FROM	TO
Traditional Hierarchical Leadership	Distributed Leadership
One Outcome	Multiple Outcomes
Top Down Power	Power from the Grassroots Up
Collaboration Within Silos	Collaboration Across Silos
Professionally-Driven	Citizen-Driven
Short-Term Reactive Fixes	Long Term Courageous Solutions

## TRADITIONAL PLANNING

1. fixed
2. single issue
3. linear
4. organizational issues
5. hierarchical
6. low involvement
7. reforming
8. directive based
9. staff oriented
10. staff awareness
11. operational focus
12. detailed actions
13. emphasis on economics



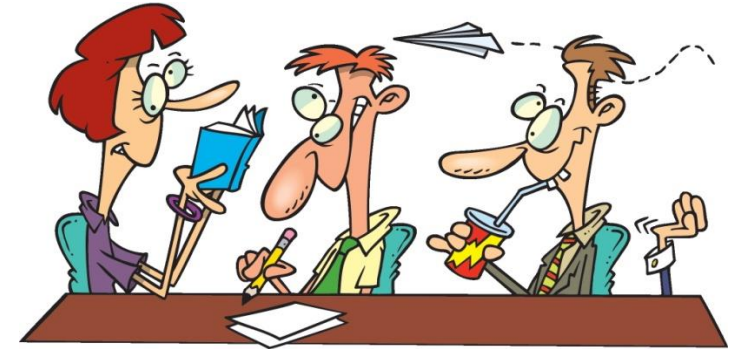
## TODAY'S PLANNING

1. dynamic
2. multiple issues
3. holistic
4. community issues
5. networks
6. high involvement
7. transforming
8. consensus-based
9. citizen oriented
10. public awareness
11. policy focus
12. values and general strategies
13. emphasis on balance and quality of life



# Planning Challenges

- lack of public understanding and acceptance of the importance of planning
- lack of planning expertise among staff and volunteers
- lack of emphasis on *process*
- consultant controlled and owned plans
- lack of vision (and therefore a lack of excitement and commitment to the planning process)



# Types of Planning Strategies

1. **Social Action** (conflict-driven)
2. **Social Planning** (expert-driven, direct service delivery, industrial growth model)
3. **Community-Development** (citizen-driven)
4. **Adaptive** (future-focused, interdependency or ecosystem approach)

# Planning Approaches

**Social Action**



**Social Planning**



**Community Development**



**Adaptive Planning**





# Social Action

- assumes making a change will require advocacy or activist role
- a segment of the population is overlooked or oppressed
- some form of conflict tactic, confrontation, or direct action is viewed as being necessary
- practitioner assumes the disadvantaged population needs to be organized if resources are to be made equitable



## Social Planning (expert-driven)

- task-oriented process
- uses the knowledge and expertise of professionals to plan, organize, and deliver programs and services
- belief: altering social conditions requires expertise and knowledge
- typically involves use of consultants who gather facts, analyze, and make decisions
- community members viewed as “consumers”



# Community Development (citizen-driven)

- process of working within a community, sharing skills and resources to assist community residents in identifying and responding to their needs, interests, and aspirations
- emphasis is placed on voluntary cooperation, consensus, self-help, development of leaders, education
- citizens viewed as a potential source of strength and knowledge
- community accepted and viewed as the “experts”



# Adaptive Planning

(interdependency or ecosystem approach)

- when outcomes can't be articulated (but there is an understanding that (1) current systems aren't working, (2) "communities without silos" are needed
- building capacity of diverse community members to work together as future-focused leaders who are comfortable with multiple outcomes and answers, uncertainty, and ambiguity
- development of interlocking webs and ecosystems
- new structures, new economies, new ways of being together and organizing

*Feedback:* **What is the Approach Most Commonly reflected in Your Community?**





# iap2 public participation spectrum

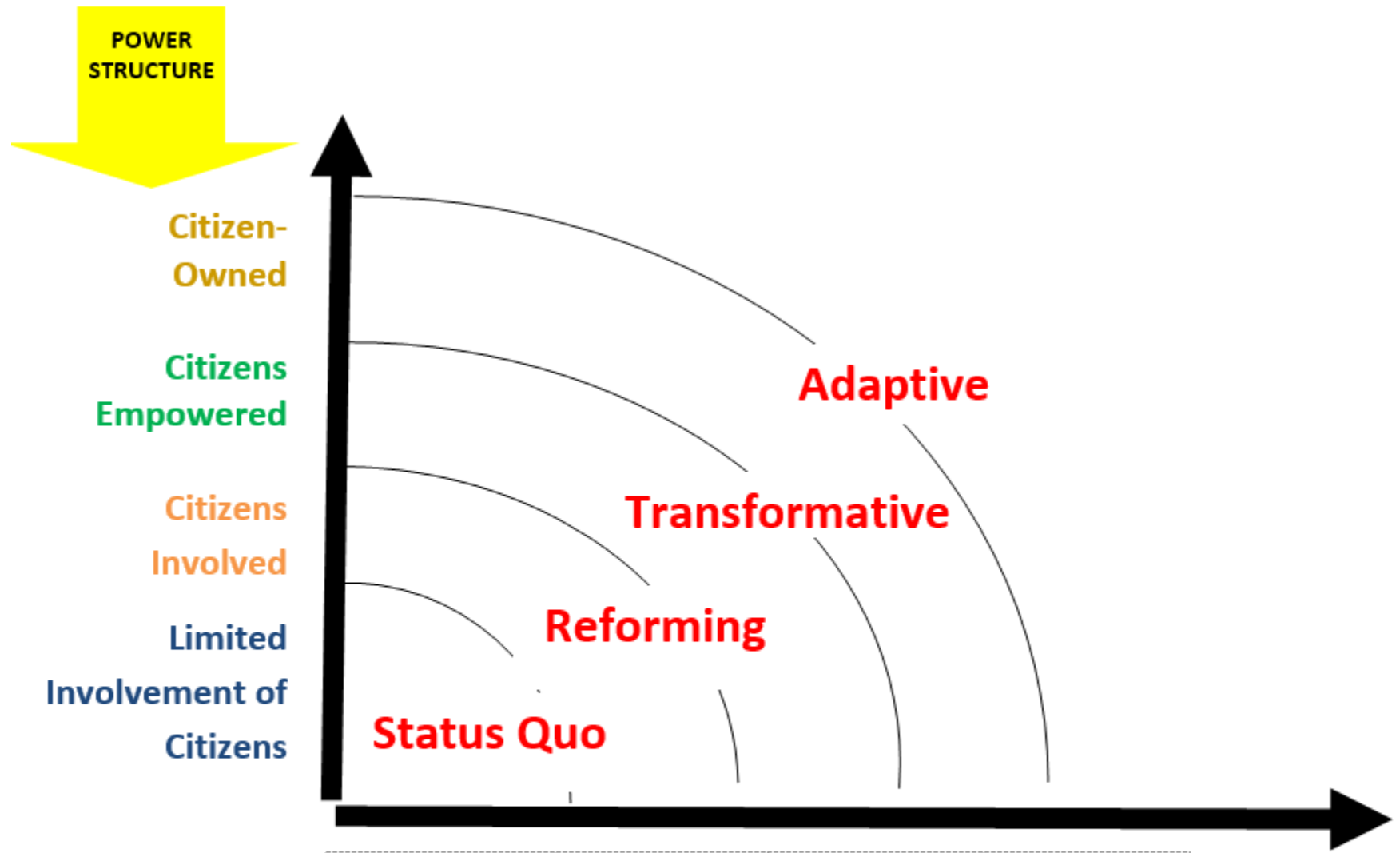
developed by the international association for public participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen Advisory committees</li> <li>• Consensus-building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>

*Ultimately, citizen participation will be dependent upon us being willing to distribute power within our communities in a different way.*  
- B. Herchmer

# Planning Approaches & Citizen Engagement



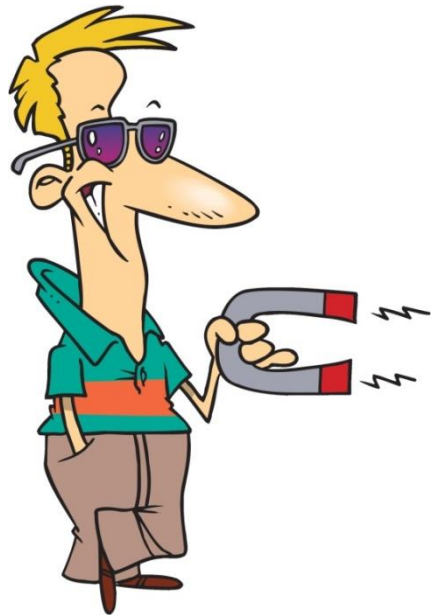


**PLANNING APPROACH**

Expert-Driven/Social Planning (reliance on professionals)	Conflict-Driven/Social Action (rallying to gain control)	Community Development (citizen-led)	Future-focused (multi-sectoral)
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*People more readily support a future that they themselves helped dream and create....the way we traditionally “do” change in fact kills creativity.*

*The assumption is that people do what they’re told... People don’t support things that are forced on them. We don’t act responsibly on behalf of plans and programs created without us. We resist being changed, not change itself.*

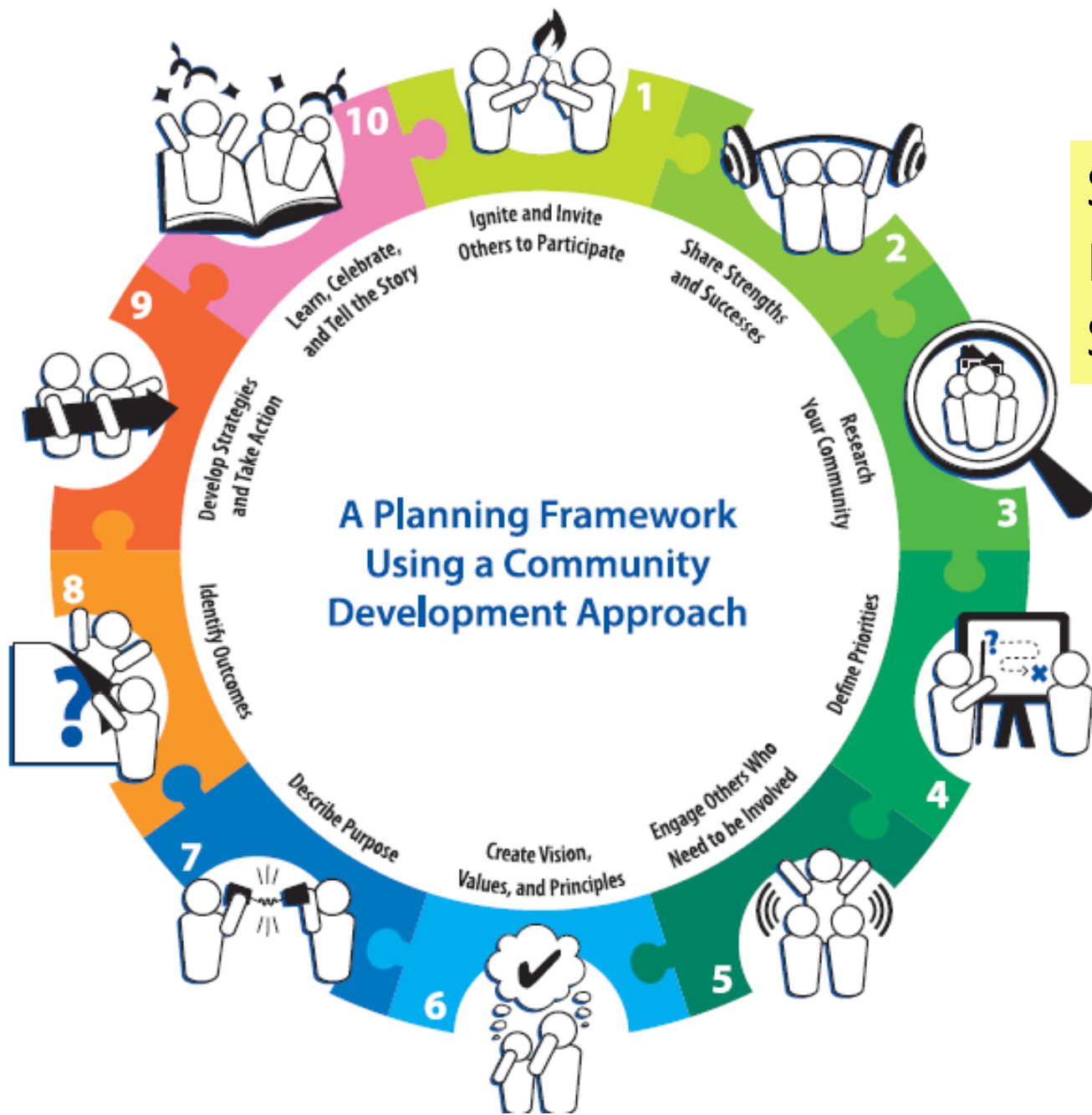
- Meg Wheatley



# About the Strategies

- ***Future-Focused Adaptive Planning*** will ideally position organizations and communities for the future but....
- can't apply future focused thinking without having the strong foundation that a ***Community-Driven*** approach
- ***Conflict-Driven*** action may raise the profile of an issue or
- or topic or it may be that technical ***Expert-Driven*** planning is required

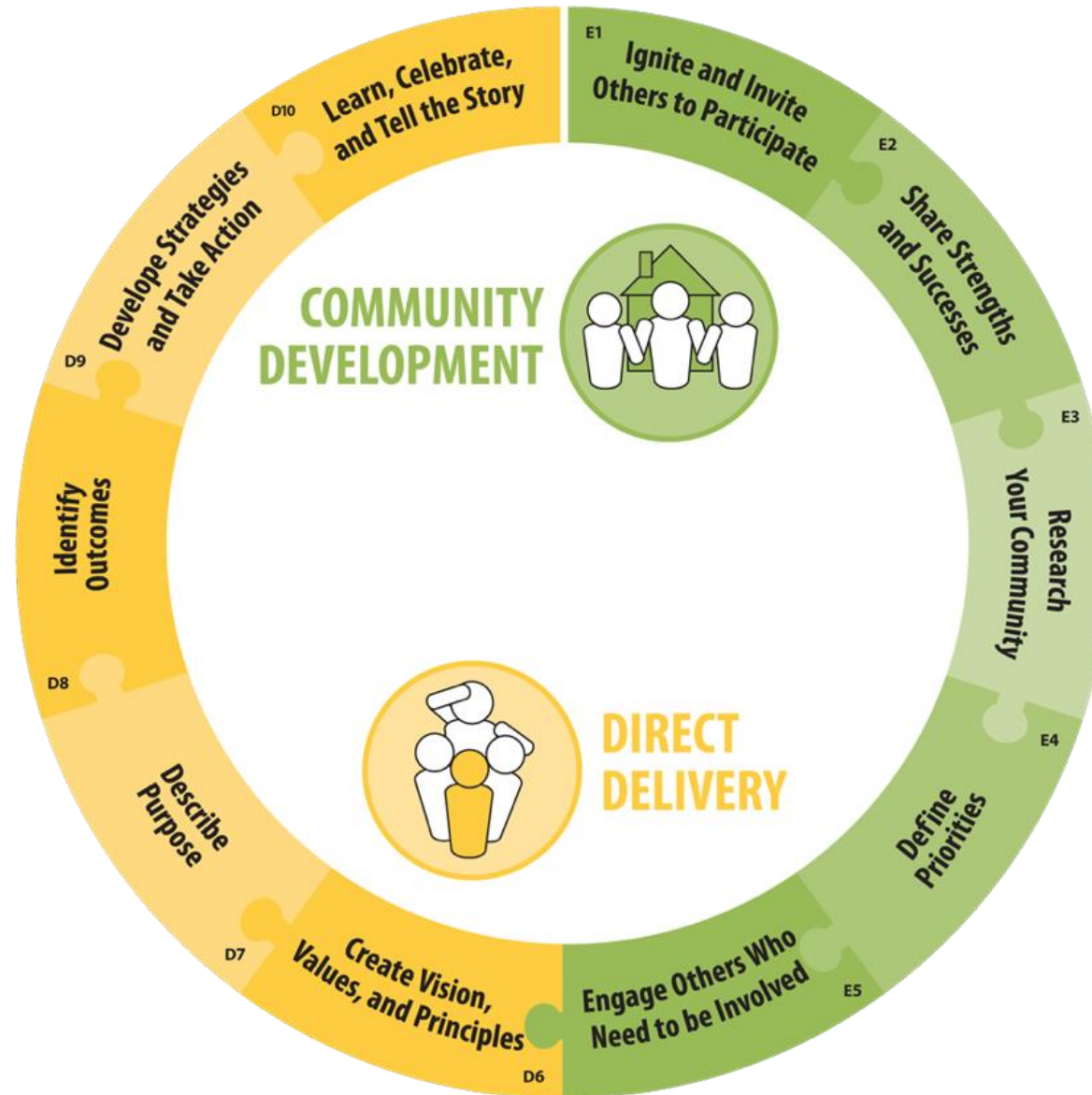
Steps 6-10  
Refining and  
Implementing  
the Plan



Steps 1-5  
Engaging  
Stakeholders

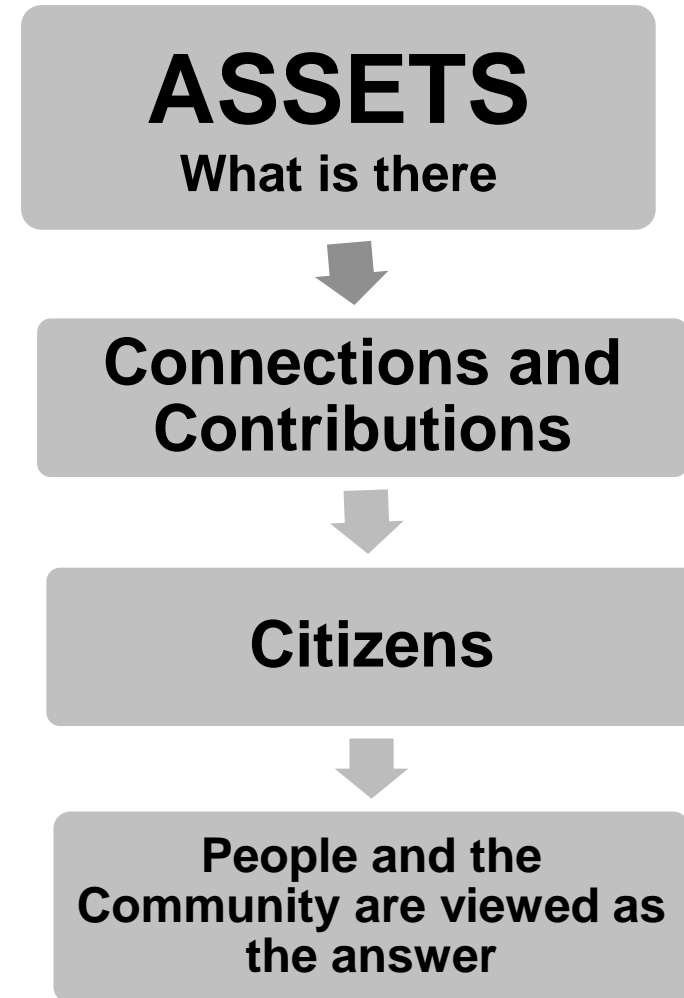
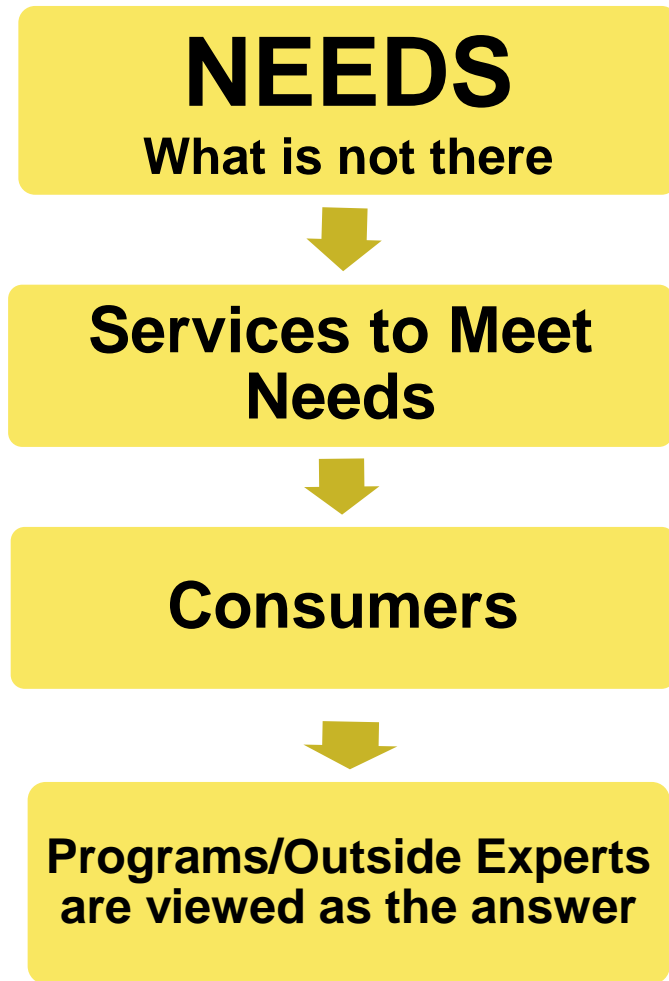


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# Social Planning vs Community Development

*(McKnight & Kretzmann, ABCD Institute)*





# Tools and Resources

www.campusforcommunities.ca/resources/facilitative

## Facilitative Tools

### The Planning Framework

Want to make a difference in your community? Looking for some practical advice and direction to help make it happen?

Of prime importance are leaders who can engage citizens, community organizations, elected officials, government and businesses to work collectively to develop and implement a vision and plan. When trusted relationships are in place among diverse stakeholders, and change and growth are embraced, the end results include inspirational direction, innovation, and ideally, transformational change.

While there are some people who are intuitively able to apply this kind of community building approach that is essential for being a future-focused leader, there are others who may need more of a roadmap. And yet, as almost any map will show, there is typically more than one, and often many different routes to get to a more specific destination. Today this is made even more challenging because we're often planning for a future that doesn't yet exist.

So for those who need a map, this framework provides a sure way to get to build the trusted relationships and buy-in that are needed to help you get where you want to go.

For those who already have experience in community development and/or are able to work intuitively, we anticipate this will help explain what you're already doing, as well as provide you with many tools to help expand and enhance your own toolkit.



The 10 Step Planning Approach for Community Leaders below reflects a 'tried and true', generic planning framework that can be used to initiate and implement any kind of plan – from planning for a program or event, to planning on a more macro level for a neighbourhood or even an entire community, county or region.

Each of the ten steps in the planning framework illustrated below include a variety of facilitative techniques and tools that can be used to implement that particular step.

In many ways planning framework could be compared to a collection of "recipes" that can be used as presented, or customized and combined using the available "ingredients" for a specific occasion or situation. As with any recipe book, there are likely to be recipes that may not initially appeal to a specific user. As a result, you are encouraged to work with others to select the tools you deem as being the best fit and are most comfortable implementing. However, experimentation and expanding one's comfort zones is also recommended.

It will be challenging, chaotic, and sometimes messy but it will be the most exhilarating, essential and rewarding work you've ever done!

Step One - Ignite And Invite Others To Participate



Step Two - Share Strengths and Successes



Step Three - Research Your Community



Step Four - Define Priorities



Step Five - Engage Others Who Need To Be Involved



Step Six - Create Vision, Values and Principles



Step Seven - Describe Purpose



Step Eight - Identify Outcomes



Step Nine - Develop Strategies and Take Action



Step Ten - Learn, Celebrate and Tell the Story



# Steps 1 – 5

## Ensure Engagement

1. *ignite and invite others to participate*
2. *share strengths and successes*
3. *research your community*
4. *define priorities*
5. *engage others who need to be involved*
  - these steps ensure a community development approach
  - critical for building trust, relationships networks, and community ownership





# step 1: Ignite and Invite Others to Participate

- Typically begins in one of two ways:
  1. crisis
  2. general discontent and the identification of gaps, needs, issues, or trends not being addressed

# Step 1: Ignite and Invite others to participate

- generally consists of informal conversations and discussions
- it is about being proactive
- meet with key individuals
- typically involves a meeting
- as a community developer important to introduce self as a facilitator, emphasizing that your role is “process” rather than “content”
  - provide housekeeping details
  - review outcomes
  - ensure introductions
  - importance of room set up
  - key role of introductions and session starters



## Step 2: Share strengths and successes



- planning initiatives are more successful when initiated and built from strengths and successes (the *assets*) rather than a *needs* perspective
- begins from a positive perspective therefore building trust and relationships
- reinforces concept that wisdom is within

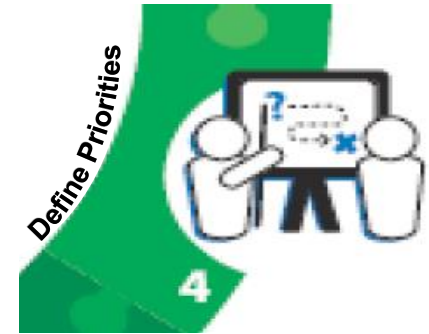
# Step 3: Research your Community

- obtain a solid and objective understanding
- holistic perspective
- review or scan of existing plans, ideas, research
- informal information gathering
- often a focus on underlying causes rather than reacting to symptoms
- take a “pulse” and zero in on priorities



# Step 4: Define Priorities

- research and scan begins to shape priorities
- could be broad or more narrowly focused
- somewhat like pouring concrete
- helps determine the planning approach and the type of plan needed (program plan, proposal, strategic plan, master plan, etc)



# Step 5: Engage Others Who Need to be Involved



- go broader at this step
- bring together partners and other stakeholders with a vested interest in working together to address the priorities/actions identified (or who may have resources)
- today's issues are complex requiring knowledge and resources from varying sectors, organizations, businesses and individuals
- use more than one strategy to make sure you have optimal diversity and representation



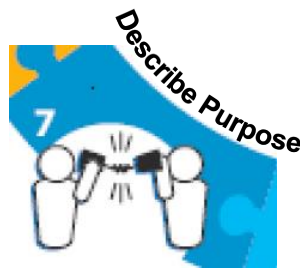
# Steps 6 – 10

## Traditional Approach



### Step 6: Define Vision, Values and Priorities

- Creation of a positive vision of the future ideal state. Identification of ideas and beliefs that serve as a filter for prioritizing .



### Step 7: Describe Purpose

- Description of the “reason for being” or the mission.



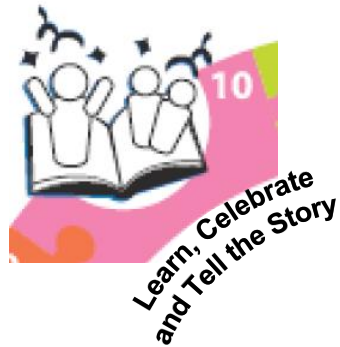
### Step 8: Identify Outcomes

- Outcomes are the desired results or impact of a process, program, project, or activity initiated by stakeholders.



## Step 9: Develop Strategies and Take Action

- Identification of strategies that can be implemented by developing action steps, roles, costs and timelines.



## Step 10: Learn Celebrate and Tell the Story

- Review and renewal of your plan and celebrate along the way as well as upon the completion of major milestones!



# Go-ahead Planning for your Community using the Planning Framework & Toolkit

## Planning Worksheet

**Start Planning!** As a community leader, your initiative begins with planning a PROCESS. Resist the temptation to solve the problem or address the issue yourself. Instead design a process to help stakeholders solve it on their own!

### STEPS 1 – 5: BUILDING TRUST, RELATIONSHIPS AND COMMUNITY OWNERSHIP

<b>Step 1: Ignite and Invite Others to Participate (page 11)</b> What tool(s) could be utilized at this stage?
Who would you invite to being to discuss this issue or opportunity in your community? Who will be impacted by the initiative? Describe the kind of contribution(s) you need? How could the first meeting be designed? What facilitative tools or techniques could you use?

<b>Step 2: Share Strengths and Successes (page 71)</b> What tool(s) could be utilized at this stage?
What could this process look like? How can you encourage others to work from an “assets” (rather than a “needs”) perspective to look at the glass “half full”? What facilitative tools or techniques could you use?



<b>Step 3: Research Your Community (page 89)</b> What tool(s) could be utilized at this stage?
What research already exists? What research could be done <i>within</i> your community and <i>outside</i> your community? Consider both informal and formal research and different tools and techniques.

<b>Step 4: Define Priorities (page 141)</b> What tool(s) could be utilized at this stage?
What have steps 1-3 told you about where the focus should be? What are you planning for? Begin to develop the terms of reference for your plan.

<b>Step 5: Engage Others Who Need to be Involved (page 159)</b>
What tool(s) could be utilized at this stage?
Who has a vested interest in being involved? Who has resources that would be helpful?

**STEPS 6 – 10 ARE ABOUT MAKING IT HAPPEN**

<b>Step 6: Create Vision, Values, and Principles (page 189)</b>
What tool(s) could be utilized at this stage?

<b>Step 7: Describe Purpose (page 227)</b>
What tool(s) could be utilized at this stage?

<b>Step 8: Identify Outcomes (page 239)</b>
What tool(s) could be utilized at this stage?

<b>Step 9: Develop Strategies and Take Action (page 259)</b>
What tool(s) could be utilized at this stage?

<b>Step 10: Learn, Celebrate, and Tell the Story (page 293)</b>
What tool(s) could be utilized at this stage?

*Feedback:* **Your Best Advice**

- What is your best advice for approaching planning?



# There Will be Chaos

- planning for a hyper-connected and constantly changing future will be complicated
- adaptive planning
- values are going to be a critical filter for decision making and priority setting
- conversations will be important
- embrace chaos and act in a spirit of hope
- be willing to examine situations carefully, take risks, embrace creativity, and contribute significant effort
- be open to backing off, changing, or stopping some of what you do
- embrace being a lifelong learner and explorer who is comfortable with asking questions and not always having the answers
- be a **network entrepreneur!**

# Questions?





# Interested in Learning More?

## 1. Website

- [www.campusforcommunities.com](http://www.campusforcommunities.com)

## 2. Publications

- Community Leaders Planning Toolkit
- Leadership for Active, Creative, Engaged Communities
- Community Building for Recreation Practitioners

## 3. Contact

- **Campus for Communities of the Future**  
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