THE COMMUNITY VISION FIELD BOOKLET

(a step-by-step community visioning project guide)

A roadmap to the future!

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> A guide for community-led strategic planning at the neighbourhood level.

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Acknowledgements

The Community Vision Field Booklet is intended to serve as a guide for community-led strategic planning at the neighbourhood level. Much of the insight in this document is based on the real world community visioning experience of the neighbourhood of Dovercourt. This project would not have been successful without the willingness of Dovercourt community leaders to participate in our pilot visioning project, together with the eagerness of community members to become engaged in the visioning process. We greatly appreciate their participation and wish to extend our warmest thanks.

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°situate
PLANNING + PLACEMAKING

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Well, hello! Welcome to the booklet

Keep it handy and pull it out whenever you need it

Welcome! Chances are, if you're reading these words, you live in a community and you're deeply interested in helping guide that community toward an awesome future. We've put together this field booklet to help you do just that—to guide you through the process of co-creating a community vision document that has a vision, values, objectives and key results that will collectively serve as your community's roadmap to the future.

This booklet is designed for active use—that is, it's not meant to be skimmed then sit on a shelf, but to have highlighted sentences, notes in the margins and dog-eared pages. Keep it handy and pull it out whenever you need it.

You can use this field booklet to help your community proactively plan for the future, to address a challenge that you're already facing, or to come up with some great new programs for the community. Whatever you do, we hope you'll find the guide useful along the journey to create a community vision document.

Why create a community vision document

The purpose of creating a community vision document with values and actions is to help your community articulate—for yourselves and for others—who you are and what you care about. Going through the process of figuring these things out, together, and writing them down on paper can be surprisingly useful—it can help reinvigorate existing volunteers, attract new volunteers, and direct volunteer resources to the most important tasks (and help prevent volunteer burnout). Your vision document can help you create, advocate for, and attract the sorts of programs and development your community wants and needs.

The community vision process and end product is meant to make everyone's life easier, including and especially the community league board. Finally, your community could have something to refer to when responding to land development applications. At last, the priorities articulated in the document might help with deciding whether to spend money on refurbishing the rink, or advocating for a new dog park.

A common vision and clearly stated objectives can simplify decision-making processes and powerfully focus time, energy and resources. It may also introduce you to totally new perspectives and inspire your community to take action in ways you hadn't thought of before. Whatever the end result, we've prepared this booklet to guide you through the journey. Let's get started!

A common vision and clearly stated objectives can simplify decision-making processes and powerfully focus time, energy and resources.

PHASE ONE: PROJECT PLANNING

Whatever you do, don't skip this part! It's always tempting to jump past the project planning stage and get straight to the fun parts—talking to people and doing stuff. We get it. However, it's really important to spend some time up front putting together a team and figuring out your project process and timelines. It won't take too long, we promise. And it'll make your life a lot easier in the end.

STEP 01

BE CLEAR ABOUT THE INTENT OF THE PROJECT

Why a community vision, why now? Are there major changes coming to your neighbourhood? Has there been an influx of new residents? Maybe not much is happening right now, but you think that might change in the next few years?

Whatever the reason is, make sure you're clear about why you want to create a community vision document and what the benefits of it will be. This will help you stay on track throughout the project, as well as talk about the project to the community, community organizations, and potential team members.

Output: A written statement of why the community vision project is important for your community, and why it's important to tackle it now.

STEP 02

BE CLEAR ABOUT THE COMMITMENT

The community vision project will take about nine months to complete from start to finish, including a break over the summer—give or take a month or two. Plan for about two months for each phase: project planning, community engagement, and action and tracking, as well as a break over key holiday times (July, August, December). The time commitment week by week will vary depending on what step you're at in the process, but plan to commit an average of one hour per week.

It's important to be clear about the commitment because the process of creating the vision document can create hope and expectations among community members—which can turn to apathy and mistrust if the process stalls or unravels. Make sure you (and your team) are in town consistently for the duration of the project, and do your best to maintain project momentum.

In addition, take a moment at this stage to sketch out what resources the project will require, such as meeting space, workshop space, printing, snacks for the workshop, etc. We also suggest that you consider, and find out, if you can procure resources to hire an external facilitator for the workshops (more on workshops in Step 6).

Check out Appendix 1 for contact information for key groups that may be able to help you get started on your vision journey (including finding a facilitator), and assist you along the way.

Output: A written project timeline with target start, completion, and workshop dates, and a preliminary budget for the project.

Key Tip: When mapping out your project timeline, avoid planning any community engagement events over the summer months and December; people will either be on vacation or fully enjoying a staycation. Best to assume that nothing will get done during these times.

Key Tip: Consider aligning your completion date with your community league's annual general meeting so that the completed vision document can help inform next year's business and decision-making.

STEP 03

GARNER THE SUPPORT OF THE COMMUNITY LEAGUE BOARD

Before you get too much farther into the project planning process we strongly recommend that you get the endorsement of your community league board.

It's important that the community league board knows what you're doing and supports you—leagues are well-established entities in the community, and the board's support will not only help the project get traction, but will help ensure the vision stays alive long after you're done creating it.

Keep in mind that the community vision project is designed to be community-led and community-executed: it's not up to the board to take on all the actions that are articulated in the community vision document. However, board support will help boost the project's credibility and community engagement reach, as well as make it easier to access resources if and when needed (like ordering pizza for your community vision workshop).

If you're not a board member yourself, we strongly recommend that you either recruit a board member for the project team, or designate a board member as the community vision champion. This person's task will be to provide a project update at each board meeting, and to make sure the board understands and supports the project.

Output: written support from the community league board for the community vision project, and a designated board member to either join the vision team and/or act as the vision champion on the board.

The support letter should articulate who on the board is directly involved (either actively on the team or as the vision champion), how the rest of the board will be involved (attending the community vision workshop, collaborating on communications?), how the vision document will be used by the board (formally endorsed, used to inform budget and operations?), and what resources will be available for the project (meeting space, allotment for food at the workshop, external facilitator?).

STEP 04

ASSEMBLE THE TEAM

Once you've got support from the board you're ready to move full steam ahead. You'll need a team of three to five people to lead the community vision project: less than three will likely result in fatigue, and more than five will get difficult to manage. Recruit team members with key skills like writing and communications, facilitation, graphic design, project management, event planning and logistics.

Output: each team member has a clear understanding of the project intent and timeline (steps 1 and 2), and has expressed written desire to join the team (email is fine).

Key Tip: If you find you're having difficulty recruiting people, or that people are reluctant to commit to the project, we suggest that you spend a bit more time talking about the potential benefits of the project and cultivating support in the community. Don't commit to starting something without a dedicated team beside you.

STEP 05

DESIGNATE KEY ROLES

If you're reading this, chances are the team lead is you! Regardless of who it is, make sure the role is clearly designated. The team lead should be the main point of contact for community members, other community organizations and the community league champion (if you don't have a board member on your team). For better or worse, the team lead is responsible for making sure balls don't get dropped (and picking them up when they do), and for keeping people passionate and involved throughout the process. The team lead is making a real commitment to the community; if it's you, thank you for your time and dedication—if it's not you, make sure to thank this person for their time and dedication!

For everyone else on the team, you may wish to designate a formal role or simply divide up tasks as necessary.

Output: Written statement of team members (names and contact information) and their role.

STEP 06

CREATE YOUR COMMUNITY ENGAGEMENT PLAN

Now that you've got a power team assembled, you know what you're doing, why you're doing it, and the community league supports you, it's time to dive in to planning for Phase 2—the community engagement phase—in a bit more detail.

The community engagement phase is the most important piece of your work. Engaging with the community at large is important for two main reasons. Firstly, the more that people are involved in the project process, the more they will care about the project's outcomes, and the more likely they will be to get involved and volunteer for specific actions and initiatives that matter to them.

Secondly, if you plan to use your vision document to help you advocate for changes in your neighbourhood or respond on land use development applications, the more people that were involved in creating the document, the more credibility it will have.

The first step in creating your community engagement plan is to decide what you want to get out of it at the end. We suggest the following:

A. Vision: A statement that expresses the ideal future of the community. A vision statement should be refreshed every 5 to 10 years.

B. Values: Brief sentences that express what your community cares the most about. Values should be refreshed every 5 to 10 years.

C. Objectives: Aspirational statements expressing what you want to accomplish. Objectives should be refreshed every 2 to 5 years.

D. Key Results: The way you plan to achieve each objective. Key results are measurable outcomes. Key Results should be refreshed every 6 months to 2 years, or as they are completed.

E. Actions: What you will do to get the key result (and who will do it). Actions are linked to a specific key result and should be frequently revisited to make sure they're getting you closer to your key result: actions that are not getting you any closer should be revised or scrapped, and new ones created.

We suggest tackling A through E in two parts: creation then refinement. The community vision workshop is the creation phase where you'll collectively draft A through E. Appendix 2 contains sample agendas that you can refer to and adopt for your own workshop.

A and B should be complete at the end of the first workshop, but you'll probably need to spend more time fleshing out C through E, the objectives, key results and actions. That's where part two (the refinement phase) comes in.
The refinement phase can be conducted by holding a second workshop (or series of workshops) to select and refine ideas in person. You may wish to hold a workshop for each objective, or for a set of related objectives.

Alternatively, you could refine the objectives, key results and actions by using a print or online survey. Whether you do it in person or virtually is up to the team, and there's no right or wrong answer. The advantage of refining the ideas in person is that you can strengthen community connections. The benefit of doing it through a survey is that you may be able to reach and engage with more people.

If you do decide to run live, in-person events, we suggest posting the draft documents on the league's website and giving people a chance to provide feedback.

Key Tip: Consider devoting resources to hiring an external facilitator to lead the workshop. A neutral person to lead the conversation will help manage any existing tensions or emotions running high. If you can't afford to hire someone, consider trading off facilitation duties so that everyone feels supported and also has a chance to participate in the session. Check out Appendix 3 for tips on facilitation and how to manage a group.

Output: A few sentences explaining how and when you will engage the community.

STEP 07

FIGURE OUT HOW AND WHEN YOU WILL COMMUNICATE

The importance of good communication can't be overstated. Consider and write down how you will communicate within the team (email and monthly meetings?), with the community league (monthly updates to the board), and with the community at large.

For communicating with the community at large, make a list of communication tools that you already have. Does your community have a newsletter, either print or electronic? Who manages it? Can you have a regular spot in it for the duration of the project? What are the contribution deadlines? Does your community have social media accounts? Is there a community poster board you can use?

Take a look at the timeline you created in Step 2 and insert key communications milestones. For the community workshop, when do you need to get the word out, and how will you do it? Keep in mind that people need to see a notice or advertisement an average of seven times before they will take action.

Output: Written statement of i) how and when the team will communicate amongst itself, ii) how and when the team will communicate with the board, and iii) how and when the team will communicate with the community.

Key Tip: Consider creating a visual brand for your project, including a name and logo, so that people can readily identify it. See Appendix 4 for suggestions of free online tools that can help you do this.

Key Tip: We recommend setting up a shared document folder in order to avoid documents getting lost in endless email trails. A shared, dedicated space to collaborate on documents will help make everyone's lives easier. See Appendix 4 for some suggestions.

STEP 08

INVITE OTHER COMMUNITY LEADERS AND ORGANIZATIONS TO BE INVOLVED

After you have the support of your community league, we recommend reaching out to other community organizations to see if and how they'd like to be involved as well. These groups (think schools, places of worship) probably already contribute a lot to the community, and they may be interested and able to take ownership of some of the key results and actions that come out of the vision process. Make sure key people from these organizations receive personal invitations to the community vision workshop (see Step 11), and ensure you reach out to your Abundant Communities coordinators as well, as they have a deep interest in the community's success and lots of experience in connecting the community.

Output: A list of key organizations and influencers in the neighbourhood.

Key Tip: Reach out to your City Councillor to let them know what you're doing and to ask for them to champion the project amongst their City Council colleagues and City staff. See Appendix 1 for how to get in touch with your Councillor and key groups like Abundant Communities.

STEP 09

WRITE IT ALL DOWN

At the end of Part One, you should have—in writing—the project intent and timeline, team members and roles, a list of key community organizations and influencers, your communications strategy, and support from the community league board. Put this information into one document so your team can easily refer back to it. Once this is complete, you're ready for Part Two!

PHASE TWO: COMMUNITY ENGAGEMENT

STEP 10

PREPARE A COMMUNITY PROFILE

Before creating a vision for the future you need to understand the current state. What are the demographics of the community? What's the most common zoning type? How do most people travel to work? What assets (services, programs, infrastructure) exist in the neighbourhood and around the neighbourhood?

A simple community profile will help ensure community members have a shared understanding and serve as a jumping-off point for the community engagement workshop.

The resources in Appendix 5 will point you in the right direction to find the information you need.

Key Tip: As you research and gain a clearer understanding of the demographics of your community, do your best to make sure that you have representatives from all those groups at your workshops (i.e.; renters, homeowners, young people, seniors, Indigenous people, newcomers to Canada, etc.)

STEP 11

PREPARE FOR THE WORKSHOP

Sunday afternoons seem to be a quiet(ish) time in most people's lives—we suggest you plan your community visioning workshop on a Sunday afternoon from about 1:00 – 4:00 PM. Key items to attend to:

- Location. Community league hall may be your best, easiest option.
- Food. People are happiest when there's food around. Have coffee and snacks available at the start, and consider bringing out extra treats halfway through the session to give everyone an energy boost.
- Childcare. Childcare can help people attend the event when they otherwise probably wouldn't be able to (especially single parents).
- Youth event. Consider running a shorter workshop with youth, either before or at the same time as the adult workshop. Youth have great ideas about the community and what they'd like to see and do there. See Appendix 2 for a sample youth workshop agenda.
- Equipment. We suggest borrowing a projector so that you can present a brief overview of your community profile.

- Supplies. If you haven't hired a facilitator, make sure you have plenty of the essential facilitation materials on hand: sharpies, flip chart paper and sticky notes.
- Sign-in sheet. Make sure you capture attendees' names and contact information.

Output: Detailed agenda of the day's events (refer to Step 6), together with who's doing what task.

STEP 12

CREATE AND SEND THE INVITATIONS

We suggest that you use as many communication channels as you can, and use them as many times as possible (remember, people need to see something many many times before it will stick). Refer back to the communications plan you made in Step 7, your list of key organizations and influencers from Step 8, and your key demographic groups from Step 10.

Key Tip: When you're inviting people, make sure you reach out beyond just the community league board and community league members. Use both a push and pull method to get the word out: push the invitation out to everyone in the community as much as you can, and actively pull in key community influencers and underrepresented groups through targeted invitations and one-on-one conversations.

Key Tip: Aim to have broad participation at the workshop. You'll want to have at least 20 people in the room, and keep in mind that after 30 participants you may need to consider a larger venue as well as sound projection and speakers. If it appears that your workshop will have substantially more than 30 people we highly recommend that you hire an external facilitator and have trained volunteers at each table to assist with each activity.

Key Tip: Make sure it's clear in the invitation that registration is required, and expect that about 20% of people who register will not show up on the day of the event. We recommend using a free online tool to track RSVPs (see Appendix 4).

STEP 13

RUN THE WORKSHOP

This is the moment you've been preparing for over the last many months! Make sure someone arrives early to the venue to get the coffee ready and to sign people in when they start arriving. Then follow the detailed agenda you finalized in Step 11 and let the magic unfold.

Output: Lots of ideas on sticky notes and flip chart paper.

STEP 14

COMPILE THE RESULTS

Take the ideas that were generated in Step 13 and input them into a computer. You should have a vision, value statements and objectives that are essentially complete, and a strong start on key results and actions.

Start a draft of what will eventually become your community vision document. Include the project purpose and process and your community's vision and values statements.

Output: Vision, value statements and objectives (completed), key results and actions (to be refined).

STEP 15

REFINE THE RESULTS

What you do in this step will depend on whether you decided to run another in-person workshop (or workshops) to refine your key results and actions, or if you will do it virtually (refer to Step 6).

The refinement process focuses on three things: assessing, prioritizing, and people. The process should result in each objective having between 3-5 key results (the things you can do that will have the biggest impact on the objective), and there needs to be an individual or a team assigned to complete each key result.

If you're doing the refinement process in person, repeat Steps 11 and 12. If you're doing it via a survey, we recommend that you make print and digital copies and state a clear deadline for completion. See Appendix 4 for links to online tools.

Remember that key results will only be achieved if the underlying actions are completed. It is imperative that each key result has an individual or an entity assigned to do it. If no one signs up to complete a key result (via your workshops or survey), assume that it's a low priority and put it on hold. Don't worry too much about the actions--the team assigned to a key result will need to refine, divide and create new actions as they work to achieve the key result. A focus on results rather than actions gives each team the flexibility to drop actions that are not helping to achieve the key result, and try new ones.

Output: Completed objectives and key results (see Appendix 6 for a sample of what this could look like).

Key Tip: Depending on the objectives that were generated at the first workshop, you may wish to bring in external resources to help you understand the opportunities and constraints related to any objective or draft key result that relates to something such as land use and development, parks planning, transportation systems, etc. In order to ensure your key results are relevant and attainable, you will need to clearly understand what you can control about it, what you can influence, and what is entirely outside your control. See Appendix 1 for a list of organizations and City departments you could reach out to for support.

STEP 16

PUT IT ALL TOGETHER

You're almost there! Take the draft community vision document you started in Step 14 and finish it up with the finalized objectives and key results. We suggest keeping track of actions in a separate document (see Step 19). Consider asking key contributors to write a brief message at the beginning of the Community Vision document.

Key Tip: Create a simple, attractive cover page and document design using a free online tool (see Appendix 4).

Output: Finalized community vision document with project purpose, process, vision, values, objectives, key results.

STEP 17

CELEBRATE SUCCESS

You, your team and the entire community have done a lot of work to make it this far. Well done! Take a moment to pause and celebrate everything that you've done.

Output: Community party!

Key Tip: Contact the City of Edmonton's Neighbourhood Resource Coordinators for your neighbourhood to see if there are grants or other resources available for a block party or similar community initiative.

PHASE THREE: ACTION AND TRACKING

STEP 18

HAVE THE DOCUMENT ENDORSED

Now that the document is completed, it's time for the community league board and any other organization that played a key role in creating the document to endorse it.

At this point, the work of your community vision team has come to end. However, there's still a need to implement the actions in the document. To that end, we strongly recommend creating a vision committee of the board to act as ongoing stewards of the vision document—consider leaders of key actions as great potential members.

Output: Record of endorsement in meeting minutes and vision committee (subcommittee of the board).

Key Tip: The EFCL can help with the process of setting up a permanent or *ad hoc* committee of the board.

STEP 19

TRACK PROGRESS

We suggest that the vision committee track each key result and assess it on a quarterly or biannual basis to assess whether it's complete, whether it's on track, or whether it needs to be tweaked or scrapped altogether and replaced with something new.

Tracking can happen by asking each individual or team assigned to a key result to provide updates at regular intervals, or you can try using a free online project management tool to keep track of progress (see Appendix 4).

Tracking is ongoing work that should be separate from the Community Vision document; progress on the key results can be used to update the document as needed.

Output: Up-to-date action tracking table.

Key Tip: Consider creating a simple "terms of reference" document for the teams working on each key result so that it's clear to everyone who's working on what. It's also important to state the expectations for requesting resources/ support from the league, as well as reporting back to the community vision committee on progress. This document can be updated and amended as necessary.

STEP 20

UPDATE THE DOCUMENT

The community vision is a living document. In order to stay fresh and relevant, plan to revisit the various elements according to the suggested timelines in Step 6.

Conclusion

We hope you've found this Community Vision Field Booklet helpful and inspiring. Creating a Community Vision document can seem overwhelming at first, but we hope we've broken it down in a way that helps make the process accessible, achievable, and even fun!

Remember that this document is a guide--we encourage you to use the pieces that work for your community and make adjustments and modifications as needed. Every community is unique, and every community visioning process will be unique as well.

All the best to you as you embark on your community visioning journey!

APPENDIX I: GENERAL RESOURCES

COMMUNITY

EDMONTON FEDERATION OF COMMUNITY LEAGUES

The EFCL provides numerous supports to community leagues, including board governance and planning advisory support. The EFCL can also provide you with access to a variety of tools and resources to help ensure your visioning process and its attendant outcomes are a success.

If you plan to hire a facilitator, speak with EFCL's planning advisor for a list of recommended options. If your board determines through the visioning process that it would be helpful to update or simplify its bylaws, get in touch with the director of governance to get help with that process.

Regardless, if you're thinking about creating a community vision, let the EFCL know--they would sure love to hear about it and support the project as much as possible!

www.efcl.org

7103 105 St NW
Edmonton, AB T6E 4G8
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780.437.2913

info@efcl.org

MUNICIPAL

MAYOR AND CITY COUNCIL

Get in touch with your ward Councillor and let them know what you're up to. Use the City's online tool to find your Councillor and their contact information. Your Councillor might be able to point out some resources for you, and regardless, it's helpful for them to know about your project so that they can champion it on your behalf.

www.edmonton.ca/city_government/city_organization/find-my-councillor.aspx

Office of the Councillors
2nd Floor, City Hall

1 Sir Winston Churchill Square
Edmonton, AB T5J 2R7

780.496.8110

CITY OF EDMONTON

311 is the portal through which you can reach any of the City's departments. A few areas you may wish to get in touch with:

Neighbourhood Resource Coordinators (NRCs). NRCs are the foundation for community development in each neigbourhood. NRCs may be able to support you with facilitation, and sometimes there are small grants available for community events. Contact the City of Edmonton to find out who the NRC is for your neighbourhood, let them know what you're doing, and find out how they can support you.

Abundant Communities Edmonton (ACE). ACE is a neighbourhood engagement and community organizing approach that provides tools for neighbours to get to know each other on a block level. Your community may already have an ACE initiative in place. If you're not sure or you'd like to find out more, contact the City of Edmonton.

Infill Liaison Team. Infill in Edmonton has its very own website with lots of infill-related resources: https://www.cityofedmontoninfill.ca/. Get in touch with the Infill Liaison Team via 311 if you'd like a more technical understanding of land use, development and zoning and the impacts on your neighbourhood.

www.edmonton.ca

Telephone:
in Edmonton, 311
outside Edmonton
780.442.5311

311@edmonton.ca

INDUSTRY

INFILL DEVELOPMENT IN EDMONTON ASSOCIATION (IDEA)

Interested in getting an industry perspective on infill, or talking to builders and developers? Contact IDEA.

www.infilledmonton.com

hello@infilledmonton.com

CANADIAN HOME BUILDERS ASSOCIATION (CHBA)

The Canadian Home Builders' Association provides networking, resources and advocacy on behalf of the home building industry. Contact them for an industry perspective on building and development in Edmonton.

www.chbaedmonton.ca

780.425.1031 or
780.395.2982

info@chbaedmonton.ca

URBAN DEVELOPMENT INSTITUTE (UDI)

The mission of the Urban Development Institute is to promote wise, efficient and productive urban growth. In new and developing neighbourhoods, UDI may be able to help you connect with the land developer on issues like parks planning.

www.udiedmonton.com
780.428.6146
info@udiedmonton.com

VOLUTEERISM

VOLUNTEER ALBERTA

Volunteer Alberta celebrates volunteerism and the nonprofit sector. Reach out to see how they can support you.

www.volunteeralberta.ab.ca
volab@volunteeralberta.ab.ca

DIVERSITY AND INCLUSION

BENT ARROW

Bent Arrow is a non-profit organization that provides unique programs and services to Edmonton's urban Aboriginal population.

www.bentarrow.ca
reception@bentarrow.ca

EDMONTON MENNONITE CENTRE FOR NEWCOMERS

Edmonton Mennonite Centre for Newcomers provides support and services to newcomers to Canada.

www.emcn.ab.ca
info@emcn.ab.ca

APPENDIX II: SAMPLE COMMUNITY WORKSHOP AGENDA

[DATE] | [TIME] | [LOCATION]

SUPPLIES & SET UP

WHAT	WHO
Flip Chart Paper, Markers, Sticky Notes, Tape/Sticky Tack, Assortment of images (i.e; cut out of magazines), Copies of Agenda, Copies of Community Profile, snacks	[name]
Room set-up: 5-8 chairs around round tables	[name]

WORKSHOP OBJECTIVES

STRATEGIC	EXPERIENTIAL
To create a draft vision, values, objectives, key results, and actions for [your neighburhood].	Participants enjoy the workshop and feel that it was a good use of their time. Participants learn from each other and feel that they had meaningful conversations.

TIME	ACTIVITY	OUTCOME	WHO
12:45 PM - 1:00 PM	**ARRIVALS**	Participants are seated and settled.	All
1:00 PM - 1:15 PM	**WELCOME** [Community] welcome and housekeeping Purpose of workshop, agenda overview, ground rules, community profile overview	Participants are familiar with the project, day's activities and expectations.	[name]
1:15 PM - 1:20 PM	**ICEBREAKER** (at each table) Introduce yourself and state a fact about the town you were born in. Say name three times.	Participants feel comfortable with each other.	All
1:20 PM - 1:40 PM	**VALUES** (at tables) **I.** What is the best thing for you about living in [your neighbourhood]? A. Choose an image that represents your answer to the question. B. Reflect on a story associated with the value the image represents. C. In pairs, each person shares their story. D. Each person writes the key value associated with their story on a sticky note. E. If time, do another round.	(Values = what you stand for)	[name] / All
1:40 PM - 2:00 PM	**ACTIVITY** (on wall) F. Activity: Affinity Map (as a group, post the values on a wall and sort them into clusters) G. Give headings to each cluster of values; these headings form the draft value statements.	Draft Values Bio Break (if needed)	All
2:00 PM - 2:20 PM	**TABLE SWAP (if necessary) **VISION** **II.** Ideal neighbourhood A. Imagine a neighbourhood where: _____ B. Activity: Consensus through Group Writing (write answer individually, then in pairs meld two ideas together, then as a table, meld the ideas from the pairs together). The result is one idea per table that everyone has contributed to. C. Needed: everyone needs marker and paper, three rounds (individual, small groups, full group)	Draft Vision (ideal state) (Vision = your desired future)	[name] / All

2:20 PM - 2:35 PM	**BARRIERS** **III.** Identify barriers to ideal state A. What prevents us from getting from where we are to where we want to be? B. Activity: At each table, each person answers from their perspective. Then change perspectives (school teacher, Bill Gates, Superman, Oprah, used car salesman, Stephen Harper, investors, realtors, housing developer, church goer, school child, elderly woman, newcomer to Canada, etc). C. Make a list of barriers..	List of barriers	[name] / All
2:35 PM - 3:05 PM	**TABLE SWAP **KEY RESULTS** **IV.** Reframe barriers A. Working together at a table, write a sentence that reframes each barrier as a need and adds WHY it's important to meet that need: We NEED _____ because _____. B. Write each statement on a separate sticky note	Draft Key Results (Key Result = measurable, tangible outcomes)	[name] / All
3:05 PM - 3:25 PM	**OBJECTIVES** C. Activity: Affinity Map (as a group, post the Key Results on a wall and sort them into clusters) D. Give headings to each cluster of Key Results; these headings form the draft Objectives.	Draft Objectives (Objective = aspirational statement expressing what you want to accomplish).	[name] /All
3:25 PM - 3:45 PM	**ACTIONS** E. At tables, each table will work with one or two clusters of Key Results and create a list of the actions (tasks) that would achieve that result.	Draft list of actions	[name] / All
3:45 PM - 4:00 PM	**CLOSE & NEXT STEPS** Form a circle and ask people to share, if they wish, something that they liked or learned from the workshop.		[name]

YOUTH COMMUNITY VISION AGENDA

[DATE] | [TIME] | [LOCATION]

SUPPLIES & SET UP

TIME	ACTIVITY	OUTCOME	WHO
10:45 AM - 11:00 AM	ARRIVALS	Participants are assembled.	All
11:00 AM - 11:05 PM	GREETING	Participants are familiar with the project and purpose	[Name]
11:05 AM - 11:10 PM	ICEBREAKER	Participants feel comfortable with each other.	All
11:10 AM - 11:35 AM	RAPID BRAINSTORM: "How might we have fun in our neighbourhood?" Come up with 50 crazy ideas.	Words/Drawings, one idea per sticky note	All
11:35 AM - 11:55 AM	IDEA SELECTION: The $100 Test OR Dotmocracy	List of the top ten things that would make the neighbourhood more fun.	All
11:55 AM- 12:00 PM	CLOSE		[Name]

APPENDIX III: FACILITATION & GROUP MANAGEMENT TIPS

If possible, we recommend that you hire an external facilitator to lead your workshop; contact the EFCL and/or the City's Neighbourhood Resource Coordinators--they may be able to assist you with finding an affordable external facilitator.

If you do lead your own workshop, below are some key tips and tools that will help you manage a room full of people. There are also many facilitation resources available for free on the internet.

What is the role of a facilitator?

The facilitator guides a discussion, providing leadership without taking the reins. The goal of a facilitator is to draw out knowledge and insight from the people participating in the discussion. Facilitators use tools, skills, and exercises to keep a group discussion flowing smoothly.

What makes a good facilitator?

Good facilitators remain neutral, they value people and their ideas, they think quickly and respond appropriately, and actively listen and they are interested in both the process and the product of a discussion.

What are the facilitator's basic responsibilities?

BE PREPARED

The facilitator should have clear objectives, a game plan, and one or more back up plans in place in case things do not exactly as planned.

Here are some key questions to consider prior to the meeting:

a. The session objectives—what do we need to get done?

b. Does the group need to do any "pre" work before meeting?

c. How long do you have to run the session? Is the time allotted realistic to meet the objectives of the session?

d. What do you know about the group in the room? What personalities and dynamics are at play?

e. What will the session space look like? How can you best prepare for this?

f. How will the outcomes (eg. dialogue and feedback) of the meeting be recorded?

g. What materials do you need to achieve the meeting goals?

PLAN THE AGENDA

The agenda document defines the purpose and basic structure of a meeting and helps participants know what to expect. The facilitator should create both a participant version of the agenda, as well as a facilitator version with far more notes and detailed instructions for the activities.

ESTABLISH EXPECTATIONS

Ground rules or meeting agreements help participants establish appropriate ways to behave and interact during the meeting, such as having only one person speak at a time. These agreements can be sourced from meeting participants or prepared in advance and endorsed at the meeting through a show of hands. Housekeeping, etiquette, and safety related information is also important for the facilitator to communicate.

CLEARLY STATE OBJECTIVES AND GIVE CLEAR INSTRUCTIONS

Participants will be much better prepared to contribute if they know what the meeting objectives are, as well as what methods and tools will be used to meet the meeting objectives. Some easy ways to do this include having the directions pre-written on flip chart paper or a presentation slide. Instructions should include the key question(s), how to record the conversation (paper/sticky notes), how much time they have.

STAY ON TASK AND ON TIME

It's important for the facilitator to keep the meeting progressing in a timely manner. Facilitators should choose a time tracking method that will allow them to pay attention to what's going on in the room while also allowing the wwgroup to easily track the time for each task. It is courteous to give the group warnings as the time for each activity draws to a close.

In order to help a group stay focused a facilitator can verbally remind the group to stay focused or park the item for later consideration.

PROVIDE CLOSURE AND REITERATE FOLLOW-UPS

People appreciate knowing what the next steps are and how their input will be used. The role of the facilitator includes ensuring that any action items are noted and that follow-up on the items are assigned.

APPENDIX IV: HANDY TOOLS

If you plan to use a communication or collaboration tool like Slack or Trello, make sure everyone on your team is willing and able to use it. A tool will only work well if everyone's on board.

TOOL	DESCRIPTION	LINK
GOOGLE DRIVE	Free online database where documents and spreadsheets can be stored, shared, viewed, and/or edited by a group of people.	www.google.com
SLACK	Slack is a cloud-based collaboration and communication tool; use it to communicate amongst your team without drowning in email.	www.slack.com
CANVA	Free, easy-to-use cloud-based graphic design program. Great for posters, social media posts, etc. You can use it create a logo for your project.	www.canva.com
EVENTBRITE	Free cloud-based event and ticket management system. It can also help market your event.	www.eventbrite.ca
TRELLO	Free cloud-based project management system that uses boards, lists, and cards to enable you to organize and prioritize your projects in a fun, flexible and rewarding way.	www.trello.com/en
SURVEYMONKEY	Free cloud-based software that lets you easily create and send surveys.	www.surveymonkey.com

APPENDIX V: COMMUNITY PROFILE RESOURCES

CITY OF EDMONTON NEIGHBOURHOOD PROFILES:

www.edmonton.ca/residential_neighbourhoods/neighbourhoods/neighbourhood-profiles.aspx

CITY OF EDMONTON MUNICIPAL CENSUS DATA, BROKEN DOWN BY NEIGHBOURHOOD:

www.edmonton.ca/city_government/facts_figures/municipal-census-results.aspx

CITY OF EDMONTON VISUALIZATIONS OF CENSUS NEIGHBOURHOOD PROFILES:

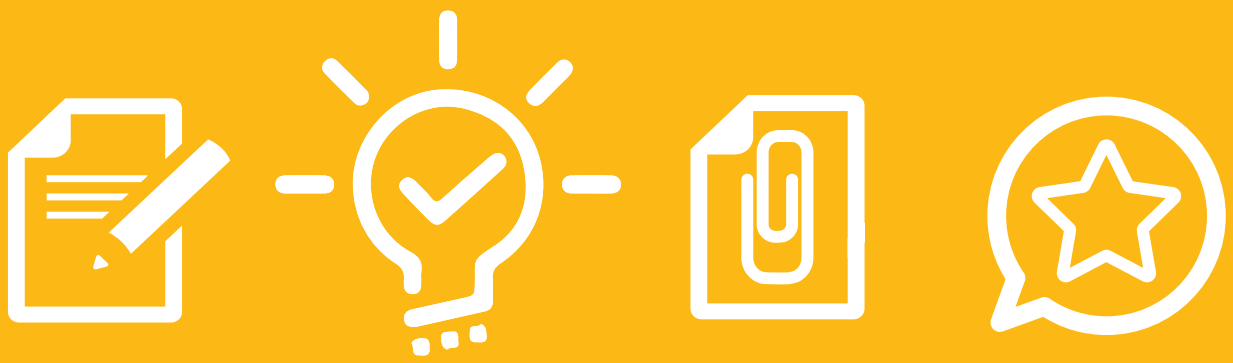
http://ace.edmonton.ca/projects/visualizations/2016-census-neighbourhood-profiles/

CITY OF EDMONTON ZONING, TRANSIT, AND AMENITIES INFORMATION (PRESENTED IN MAP FORM):

https://maps.edmonton.ca/

CITY OF EDMONTON OPEN ANALYTICS DATA ON PARKS, RECREATION, EMERGENCY SERVICES, CRIME AND MORE (IN MAP FORM):

http://ace.edmonton.ca/portfolio/open-analytics-map/

APPENDIX VI: SAMPLE OBJECTIVES, KEY RESULTS, & ACTIONS TABLE

Objective (Aspirational statements expressing what you want to accomplish. Not measurable.)	Key Results (The way you will achieve the objective. Measurable.)	Actions (Tasks required to achieve the Key Result)
OUR COMMUNITY IS FULL OF VIBRANT ACTIVITIES.	Annual winter carnival.	1. Decide date 2. Create festival subcommittee 3. Write grant proposal 4. Secure space 5. Hire horse and sleigh 6. etc.
	Monthly youth games night in community league hall.	1. Workshop to determine needs 2. Secure space 3. Secure equipment/supplies 4. etc.
	Playground is upgraded.	1. Create playground subcommittee 2. Workshop to determine needs 3. Write grant proposal 4. Gather quotes from contractors 5. etc.
OUR COMMUNITY IS A PLACE FOR ALL AGES AND STAGES.	Volunteer program established between the daycare and the seniors' association.	1. Create subcommittee 2. Assess needs 3. Newsletter blurb 4. etc.
	Monthly seniors' tea.	1. Recruit volunteers 2. Secure location 3. etc.