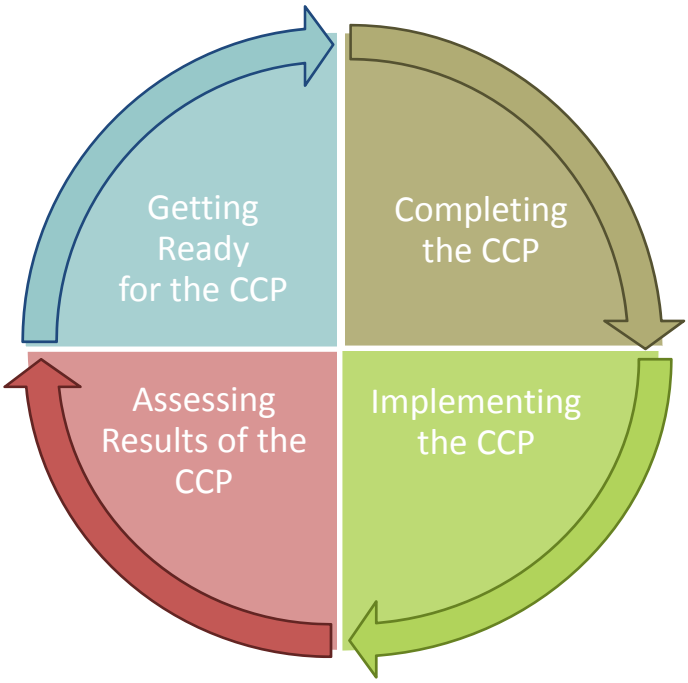
Gaining Momentum:

Sharing 96 Best Practices of First Nations Comprehensive Community Planning



Beringia community planning inc.

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Executive Summary

In 2008, the New Relationship Trust (NRT), an independent non-profit organization dedicated to strengthening First Nations through capacity building, launched a research initiative to document First Nations best practices (BPs) in the five areas of: comprehensive community planning (CCP), governance, land use planning, consultation, and environmental management. This report profiles 96 BPs gathered by Beringia Community Planning from a range of experienced planners and practitioners, both Aboriginal and non-Aboriginal, who have supported, completed or are currently undertaking a CCP process with First Nations across Canada.

Drawing on this research and experience, a comprehensive community plan (CCP) is the result of a participatory, community-driven process that articulates a vision and clear way forward. This path is based on the Nation deciding on a set of strategic actions guided by local values, priorities and preferences to bring about desired change. These actions integrate all aspects of a community: culture, economy, governance, leadership, infrastructure, health, education, natural resources and land use.

An effective CCP is broadly supported and understood by members, has the commitment of leadership, and can be implemented over time. When implemented, a CCP helps to strengthen governance, improve health, build social relations, integrate culture, increase capacity, and promote economic self-reliance with respect for the environment and the long-term consideration of all.

The CCP BPs are organized under four categories that reflect the main stages of planning and illustrated in Figure 1. These include: 1) Getting Ready for the CCP; 2) Completing the CCP; 3) Implementing the CCP; and 4) Assessing Results of the CCP. Within each of the four planning categories, the 96 BPs are organized under 11 sub-categories as follows:

1. Launching the CCP
2. Building Capacity to Plan
3. Hiring External Planning Support
4. Building the Process
5. Engaging the Community
6. Creating the Vision
7. Connecting the Parts
8. Documenting & Communicating Results
9. Getting Approval
10. Getting to Action
11. Keeping the Plan Alive

The BPs are intended to support and guide First Nations' efforts in CCP. The BPs can be used in the following ways: 1) by Chief & Council to guide and motivate community efforts in undertaking CCP; 2) to support planners and practitioners who are active in CCP; 3) to expand knowledge, learning and planning skills throughout the community; 4) to inspire conversation on supporting First Nations planning practice; and 5) to help planners and practitioners reflect on their own planning practice.

As communities, planners and practitioners consider using the BPs, it is important to remember that they may not be relevant to all communities. The BPs need to be adapted, modified or revised as needed, and made to fit each community's unique and diverse set of cultural customs and circumstances.

As First Nations CCP continues to gain momentum throughout British Columbia and Canada, there is a tremendous opportunity to share a wealth of knowledge and learning. While no two CCP processes are the same, these best practices can help guide and celebrate the planning efforts of First Nations.

1. **Getting Ready for the CCP** involves getting leadership support for the CCP process, having the community understand and define what CCP is, and how it can benefit the community. Defining CCP can clarify the community's expectations and help guide a community-based CCP experience. Building capacity, hiring a planning champion, organizing people and resources, and creating an engagement and communications strategy are necessary steps in ensuring community members stay involved, informed and committed throughout the CCP process.

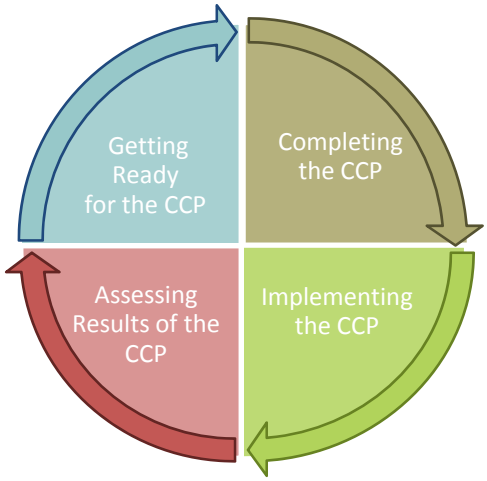


Figure 1: CCP Categories *see note

2. **Completing the CCP** involves gathering and integrating the best information (technical data, local knowledge and what is important to the community) in order to create a clear path forward for generations to come. This includes engaging the community to ensure a high level of participation and involvement throughout the CCP process. It requires undertaking a series of steps, from understanding the local situation to establishing a clear vision for the future, creating goals, objectives and alternatives based on the values, priorities and preferences of the community. The vision is the basis for an action framework that outlines where the community wants to go and how it will get there. This includes making sure all other community plans connect together and that work plans are in place. Documenting and communicating the results of community planning sessions helps maintain community momentum, control and ownership of the CCP.

3. **Implementing the CCP** involves taking the goals, objectives and action priorities identified in the Completing the CCP stage and making them happen. Preparing for action requires that people, resources and tools be organized to carry out policies, programs or projects. This stage of the CCP process is often the most challenging.

4. **Assessing Results of the CCP** involves analyzing the results of the initiatives taken to realize the community's expressed goals, objectives, and action priorities. This stage is an opportunity to track and assess the impacts of decisions and to celebrate community results. Ongoing adjustments to the CCP at this stage help to keep it active, useful and relevant.

*Note: This diagram simplifies a typical four stage CCP process. It is used in this report to illustrate how the four broad categories of the CCP best practices are organized, rather than for understanding the relationships among and within the four stages. Its simplicity has its limitations. In practice, the CCP is not a linear process, where each stage happens systematically or sequentially. In reality, undertaking a CCP involves a continuous process of these four stages interacting within each stage as well as a stand-alone stage. For example, Getting Ready for the CCP also implies getting ready to implement the CCP and getting ready to assess the results of the CCP. Further, the Completing the CCP stage also implies completing the implementation of the CCP, and completing an assessment of the results of the CCP, and so on. In effect, all four stages are embedded within each of the four stages, at various levels.

Introduction

In 2008, the New Relationship Trust (NRT), an independent non-profit organization dedicated to strengthening First Nations through capacity building, launched a research initiative to document First Nations best practices (BPs) in the five areas of: comprehensive community planning (CCP), governance, land use planning, consultation, and environmental management. The research project is designed to support the governance, planning and capacity efforts of First Nations. Beringia Community Planning Inc. was hired by NRT to research and document CCP BPs.

First Nations across Canada are increasingly asserting and assuming control of their communities and building on their extensive and long tradition of community planning by engaging citizens of all ages in an approach referred to as CCP.

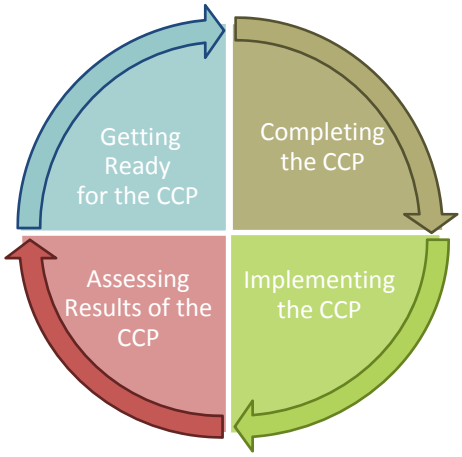
Drawing on this research and experience, a comprehensive community plan (CCP) is the result of a participatory, community-driven process that articulates a vision and clear way forward. This path is based on the Nation deciding on a set of strategic actions guided by local values, priorities and preferences to bring about desired change. These actions integrate all aspects of a community: culture, economy, governance, leadership, infrastructure, health, education, natural resources and land use.

An effective CCP is broadly supported and understood by members, has the commitment of leadership, and can be implemented over time. When implemented, a CCP helps to strengthen governance, improve health, build social relations, integrate culture, increase capacity, and promote economic self-reliance with respect for the environment and the long-term consideration of all.

A CCP is considered the overall plan of the community to guide all other lower level plans, such as sector or department plans (e.g. an economic development or heritage plan), program plans (e.g. health or youth recreation program plans), project level plans (e.g. community gardens or a micro-energy project plans), or overall policies (e.g. land use or housing policies).

CCP entails a continuous process of community engagement that involves getting ready, planning, implementing, and assessing the results of decisions made by the community over time. Creating a long-term vision in an inclusive way helps to create a framework for action and change. CCP is a tool that can: 1) support ongoing decision-making; 2) communicate values, priorities and preferences; and 3) record the past, present and future story of First Nations.

A total of 96 CCP BPs in this report were gathered from a range of experienced planners and practitioners with education, training or experience in First Nations CCP[1]. A BP is defined by NRT as: "methodologies, strategies, procedures, practices, techniques and/or processes that consistently produce successful results." Research methods used to complete this report included a literature review, key informant interviews, conversations and group discussions, observing First Nations CCP panel discussions at planning conferences across Canada, and the author's planning experience. The 96 BPs are organized under four main categories illustrated in Figure 1.



[1] 50 of these CCP Best Practices are summarized in a shorter report called: *Gaining Momentum: Sharing 50 Best Practices of First Nations Comprehensive Community Planning*.

Within each of the four planning categories, the 96 BPs are organized under 11 sub-categories as described in Table 1:

Table 1: CCP Sub-Categories

Planning Category	Planning Sub-Category	Description
Getting Ready for the CCP	1. Launching the CCP	Getting leadership support for the CCP process, understanding what CCP means, clarifying expectations, and talking about how planning has worked in the past can shape the vision and outcomes of the process. Learning what it takes to get ready to do a CCP and how to build a strong process are important launching steps.
	2. Building Capacity to Plan	Organizing champion(s) to drive the CCP process is critical. It involves understanding the need to create a core planning support group, and identifying what skills, roles and responsibilities are required to carry out a CCP. Setting work plans, identifying training needs, and building an information base are important leading practices to consider.
Completing the CCP	3. Hiring External Planning Support	Making sure that external planning support, if required, meets the planning needs and values of the community is important. Selecting culturally appropriate planners based on existing capacity is essential, as is defining planners' roles with ongoing feedback and evaluation of their performance. Planning relationships should change or stop if needed.
	4. Building the Process	Organizing and following a set of steps to complete a CCP should be based on the cultural customs, preferences, capacity and pace of the community. An effective process includes continuous adjustments and a diverse set of methods and tools to involve members in decision-making.
	5. Engaging the Community	Securing high levels of community participation and involvement are fundamental to long-term implementation success. This is possible by creating an engagement and communications strategy targeting how best to involve everyone in decision-making.
	6. Creating the Vision	Determining goals and action priorities by defining values and objectives, building on strengths, addressing root causes of issues, identifying opportunities, and communicating results is at the heart of the CCP. A framework for decision-making and an overall plan of action that articulates and sequences priorities is needed to turn the vision into a reality.
	7. Connecting the Parts	Having the CCP guide and link all other plans (e.g. from higher level sector, department, land use plans to the project plan level) to maximize the best use of community resources in generating change is essential.
	8. Documenting & Communicating Results	Recording and sharing the results of the CCP process, and how the results are packaged into final CCP products, can impact the connection to the CCP and expand the ways the CCP is used by the community.
	9. Getting Approval	Finalizing and approving the CCP validates and celebrates the community's effort. It also helps to bring closure to the planning stage and symbolizes an important transition in the planning cycle.

Implementing the CCP	10. Getting to Action	Launching the CCP process implies getting ready to carry out the actions (e.g. policies, programs and projects), and making the CCP happen. The transition from 'planning' to 'doing' is a critical point in the CCP process. This is where the momentum shifts from community to management. Communities need to assess how to get the most out of the CCP and to make sure it is documented in user-friendly ways. Key to implementation success is building strategic partnerships and collaboration.
Assessing the Results of the CCP	11. Keeping the Plan Alive	Completing actions and realizing the benefits creates an opportunity to track and assess results. Making changes and adapting the CCP so it stays useful, active and current are critical. Communities need to determine if the vision is creating the expected change or results.

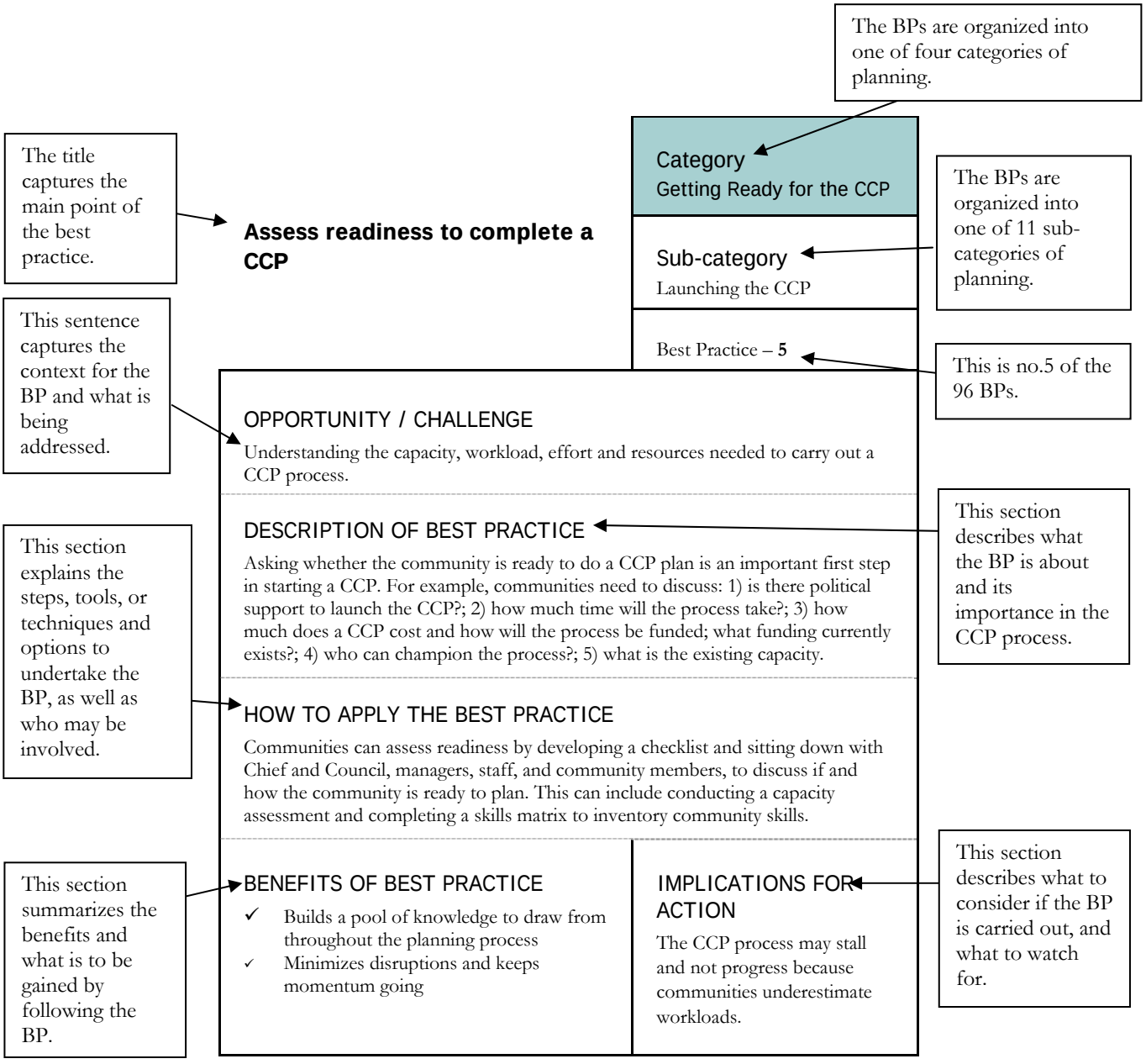
Each BP has been profiled by a title, category, sub-category, and number, followed by a sentence framing the context of the BP, a description of what it is, and an explanation of how to apply it. The last two sections address the benefits to be gained, and implications in carrying out the BP. Figure 2 on the next page illustrates how the BPs are profiled in this report.

The BPs are intended to support and guide First Nations' efforts in CCP. The BPs can be used in the following ways: 1) by Chief & Council to guide and motivate community efforts in undertaking CCP; 2) to support planners and practitioners who are active in CCP; 3) to expand knowledge, learning and planning skills throughout the community; 4) to inspire conversation on supporting First Nations planning practice; and 5) to help planners and practitioners to reflect on their own planning practice.

As communities, planners and practitioners consider these BPs, it is important to remember that they may not be relevant to all communities. The practices need to be adapted, modified or revised as needed, and made to fit each community's unique and diverse set of cultural customs and circumstances.

As First Nations CCP continues to gain momentum throughout British Columbia and Canada, there is a tremendous opportunity to share a wealth of knowledge and learning. While no two CCP processes are the same, these best practices can help guide and celebrate the planning efforts of First Nations.

Figure 2: BP Profile Example



Getting Ready for the CCP

"Planning is a continuous process– it never really ends."

"Communities need effective tools to gather information. It also helps to have a variety of people to interface with CCP by collecting information. This interface helps to set up plans which are not static."

Have leadership endorse & support CCP

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **1**

OPPORTUNITY / CHALLENGE

Getting Chief and Council to lead the CCP process.

DESCRIPTION OF BEST PRACTICE

Chief and Council need to endorse and support the CCP process. Their role includes explaining: 1) why the community is doing a CCP; 2) what's involved and how the process is going to work; 3) why involvement and input are important, as well as the expectations of community involvement; and 4) how members' information will be used. The community needs to know when and how Chief and Council will be involved in the CCP process and what the decision points are along the way. In particular, Chief and Council needs to show their commitment to the CCP process and members need to feel confident that they will follow through on implementing the CCP.

HOW TO APPLY THE BEST PRACTICE

Chief and scan endorse a CCP process in a number of ways: 1) by passing a Band Council Resolution (BCR) and launching the CCP process (e.g. at an annual general meeting, during a Chief and Council meeting, or at an opening ceremony that includes a community supper and presentation); 2) by providing a mandate to a planning support group or planning champion; 3) by endorsing the CCP process (e.g. informally by making appearances at planning sessions or participating in planning workshops); and 4) by acknowledging and thanking members for their contributions (e.g. at social gatherings and community events, through a personal letter or by making a statement in a community newsletter).

BENEFITS OF BEST PRACTICE

- ✓ A BCR helps to provide certainty and credibility of a CCP
- ✓ Demonstrates leadership commitment by walking the talk
- ✓ Helps build interest and community involvement
- ✓ Increases community pride
- ✓ Increases follow-through

IMPLICATIONS FOR ACTION

There is no guarantee that a BCR will ensure that the CCP is carried out, but it is a symbol of good faith. Leadership endorsement can help to fuel respect for the CCP and secure commitment in carrying out the process and implementing the final CCP.

Define CCP to clarify expectations

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **2**

OPPORTUNITY / CHALLENGE

Defining CCP to determine what and how to plan, required resources and desired outcomes.

DESCRIPTION OF BEST PRACTICE

The terms comprehensive, community and planning can have many meanings and may shift over time. It is important to take the time to work with the community in order to introduce and clarify the meaning of CCP and what a CCP includes before jumping into the process. For example, does the CCP mean to integrate all the parts of the community to bring about sustainable change? Will the CCP include theme areas of governance, land use, the environment, community economic development, social development, education, or physical infrastructure equally? Will the CCP include a vision, goals and determine priorities? Will the CCP include decision and management tools such as ranking tools, action plans, budget templates, implementation and funding strategies and a monitoring and evaluation plan as well? This level of detail needs to be decided, including expectations for the final planning products that summarize the results of the CCP process (e.g. final plan, brochure, or poster).

The community needs to discuss and agree on what CCP means, what CCP includes, and how CCP will affect the community, including what the physical boundaries (e.g. land base) of the CCP are. In particular, because there are so many levels to a CCP, the meaning of it should be discussed and promoted as much as possible with a variety of audiences within a community to ensure that the terms are culturally appropriate, are reflective of the community's needs and are practically doable. Chief and Council also needs to openly reveal their expectations of the CCP process with the community. It is important to reconcile these two sets of needs.

Defining CCP is important because it can: 1) determine the approach; 2) impact what is needed to carry out the process (e.g. money, time, information, and technical expertise); 3) determine the quality of community engagement (e.g. how many workshops, number of people, how the process is to be documented); 4) influence capacity support (e.g. how much training) and information needs (e.g. ecological or social data); 5) determine the products of CCP (e.g. final plan, brochure, web site, newsletters); and 6) help to clarify and manage expectations, particularly in terms of 'when' results will happen and who will benefit.

HOW TO APPLY THE BEST PRACTICE

The CCP should be defined early in the process, for example through meetings, surveys and conversations. One way to help give meaning to the CCP is to identify the goals of the CCP process (e.g. to increase results, to build capacity, to promote healing, to link to Treaty) and then work backwards to say how this will be accomplished. Defining the goals of the CCP process could be facilitated during a start-up meeting where the CCP can be discussed openly with the community at large.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Assists in preparing for CCP ✓ Helps to create buy-in of the CCP process ✓ Manages expectations and clarifies implementation needs ✓ Shared understanding of CCP leads to more transparency ✓ Promotes a community-based process ✓ Level of responsibility and commitment are better known	The size, breadth and depth of a CCP can result in many different types of products and outcomes. If communities do not define expectations, you receive fewer results or fewer answers. Unclear expectations can lead to poor implementation and planning outcomes.

"You need to have a vision laid out, a vision statement for CCP. What is the plan for, and how will the CCP be used?"

"We have a wall full of reports about what should be done [in our community]. These [plans] are never followed through on. We want to be able to say that we did something."

Promote awareness & value of CCP

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **3**

OPPORTUNITY / CHALLENGE

Knowing the value of CCP informs why and how a community undertakes a CCP.

DESCRIPTION OF BEST PRACTICE

Community members need to understand what CCP is and why it can help. A CCP can serve a community in many important ways such as: 1) be the foundation to guide all other plans (e.g. strategic, sectoral, theme-based, departmental and project plans); 2) guide future development (e.g. vacant lands); 3) become the foundation for a treaty process and settlement (e.g. compensation and capacity); 4) make better use of community resources (e.g. budgets, time, people, land); 5) help to respond to a crisis, issue or opportunity (e.g. housing crisis, new road, negotiating an agreement with a mining company); 6) help create a healthy and sustainable community; 7) promote community development more holistically; 8) act as a governance tool (e.g. to streamline operations, processes, proposals and reporting); 9) communicate the vision and values of a community and how everything is connected and integrated (e.g. to individuals, Chief and Councils, agencies, other government levels); 10) act a healing process and opportunity to "see truths"; 11) be a way to create community leadership at the grassroots level; 12) help deal with common issues and overcome divisions or conflict; and 13) update or replace plans that have been inadequate (e.g. unrealistic, no follow-through).

It is important that a community defines the 'triggering event' – the core motivation for doing a CCP. Why a community undertakes a CCP can impact expectations of what a CCP is and what it can do, as well as the approach and process to do CCP. For example, if the focus is on land use planning, obtaining local knowledge and mapping technology requirements may be greater. If the focus is on social planning and community economic development, then there will be different information needs and capacity requirements to plan for. Determining the why and value of CCP can help members to understand how long it takes to complete a CCP, the capacity needed to do a CCP, the level of external technical expertise needed, the sequencing of planning activities and when the community 'sees' the results, and the types of planning products that are helpful to the community (e.g. final plan document, brochure, poster, web-site).

HOW TO APPLY THE BEST PRACTICE

Helping community members to understand and build awareness of CCP needs to be an ongoing learning process throughout all stages of developing the CCP. An open house can launch the discussion around CCP and get people's views and perspectives on CCP heard. A learning campaign to share information can then be supported by inviting speakers and networking with other First Nations or Tribal Councils. These connections can help to explain and provide examples of CCP. The message about CCP should come from a variety of sources and voices to expand the meaning of CCP and the collective confidence to do it.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Clarifies expectations and approach to CCP ✓ Brings community together and rallies support for CCP ✓ Begins the foundation for integration and action ✓ Generates long-term partnership support and advocacy ✓ Builds capacity to plan ✓ Helps members to anticipate change	The CCP cannot be everything for everyone. Establishing the 'why' and 'what' influences 'how' to do CCP. It can serve multiple purposes but be aware of scope drift and the need to manage the process carefully. CCP can also be completed in phases over time.

**"CCP is a way to bring everything together.
We need to use our land in the best way possible.
We can't wait for a land claim – we need to make wiser decisions now."**

**"People are intimated by CCP. We have taken a lot of attempts of the why to plan, what it is, and how to do it. You have to help the community to understand CCP because it is there [sic] plan.
To be a CCP, it has to come from the community."**

Overcome planning resistance

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **4**

OPPORTUNITY / CHALLENGE

Overcoming community planning resistance and scepticism of previous planning.

DESCRIPTION OF BEST PRACTICE

Given the history of community planning in numerous First Nations, community members often want to know what you want from them during the CCP process, and why and how information they share will be used. The community needs to feel assured there is follow-through on the CCP because of previous planning experiences. People's expectations are raised when asked to participate in a CCP process, and gaining the trust of community members is important, as a result.

HOW TO APPLY THE BEST PRACTICE

Chief and Council members must show their commitment to the CCP process and explain to individuals why their input is important. The need to communicate that they will listen to community members, and that Chief and Council intends to follow through on the community's vision. However, it is critical that the community understands all of the factors that can influence whether or not the CCP is implemented (e.g. limited capacity, lack of funding, the sequencing of projects, or lack of suitable land). Chief and Council also needs to demonstrate its commitment to CCP by attending meetings, participating in workshops, through correspondence and newsletters and by having leadership present during process decisions. In addition, Chief and Council can target quick results that link back to community issues or ideas as a way to validate members' contribution. This also helps to demonstrate the commitment to action.

BENEFITS OF BEST PRACTICE

- ✓ Helps to build back community trust
- ✓ Clarifies expectations of CCP
- ✓ Increases more favourable outcomes
- ✓ Increases members' confidence and involvement
- ✓ Results prove Chief and Council means what it said

IMPLICATIONS FOR ACTION

Leadership's effort at the start of the process to demonstrate its support can dramatically impact member involvement throughout the process. Leadership needs to confirm its commitment and support strategically throughout the process.

Assess readiness to complete a CCP

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **5**

OPPORTUNITY / CHALLENGE

Understanding the capacity, workload, effort and resources needed to carry out a CCP process.

DESCRIPTION OF BEST PRACTICE

Asking whether the community is ready to do a CCP plan is an important first step in starting a CCP. For example, communities need to discuss: 1) is there political support to launch the CCP?; 2) how much time will the process take?; 3) how much does a CCP cost, how will it be funded and what funding currently exists?; 4) who can champion the process?; 5) what is the existing capacity, tools and skill base needed to do a CCP?; 6) what are the existing workloads of leadership and staff?; 7) what information is needed and how much information currently exists?; 8) what other events are going on in the community that could impact timelines?; 9) does the community have the mapping technology to complete the necessary maps?; 10) are members able and willing to get involved?; 11) what is the level of community burnout or planning fatigue?; and 12) what is the health and wellness level of community members?

These questions and others need to be answered in an honest assessment to effectively design and prepare a CCP process that best fits a community. Communities need to understand the level of capacity and effort needed to engage the community in a CCP process and to assess what capacity and tools exists locally before they begin a CCP.

HOW TO APPLY THE BEST PRACTICE

Communities can assess readiness by developing a checklist and sitting down with Chief and Council, managers, staff, and community members, to discuss if and how the community is ready to plan. The checklist can include conducting a capacity assessment and completing a skills matrix to inventory community skills. This will help to determine potential planning champions, as well as plan training needs. Based on the results of the readiness checklist exercise, the level of external planning support needed to support the CCP process can be determined.

Other ways to help determine readiness include: 1) talking with other communities, planners or government contacts that have completed a CCP; 2) inviting speakers to share best practices and lessons learned; and 3) researching case studies and best practices.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Builds a pool of knowledge to draw from throughout the planning process ✓ Minimizes disruptions and keeps momentum going ✓ Increases the likelihood of successfully completing the CCP process ✓ Ensures results by preparing ahead ✓ Gives more opportunities for members who want to build their skill set	The CCP process may stall and not progress because communities underestimate workloads, responsibilities, commitments and funding. There are barriers to assessing capacity and it is better to be critical in assessing readiness before leaping into the process.

"Communities need to determine the tools and capacity to undertake a CCP, and what kind of support is needed. They have to be thinking: 'What is the training potential throughout the CCP process?'"

"The key is to translate people's needs into action. There is a need to overcome the mistrust of Council."

Draw on lessons learned

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **6**

OPPORTUNITY / CHALLENGE

Knowing what planning has been completed and using the experience to inform the CCP process.

DESCRIPTION OF BEST PRACTICE

Most communities have completed several types of plans over time and have important experience from which to inform the CCP process. Knowing what and when plans were completed and identifying local best practices to be used in the design of the CCP process can be useful. Tapping into this local knowledge is often overlooked and can result in inadequate planning processes and outcomes.

HOW TO APPLY THE BEST PRACTICE

Communities can research what plans have been completed by looking through archives, conducting interviews and talking with people who were involved with previous processes such as with Elders, past Chiefs and staff within various departments. A list of plans can then be compiled, including a summary noting: 1) why plans were completed (e.g. economic development, land use); 2) what the plans contain (e.g. vision, goals, actions, targets); 3) who completed them (e.g. community or consultant); 4) the process used to do the plans (e.g. 4 step model, 10 steps); 5) who was involved in completing the plan (e.g. 75 % of the community); 6) what plans were implemented (e.g. land use plan, heritage); and 7) what the results were (e.g. new school, 25 more jobs). A summary document could be completed and shared with community members and agencies as a starting point for discussion around the lessons learned. This best practice helps the collective group identify together best practices which can then be applied.

BENEFITS OF BEST PRACTICE

- ✓ Respects and acknowledges local knowledge
- ✓ Reveals previous results
- ✓ Provides confidence that people can do it
- ✓ Empowers people to take a lead role in CCP
- ✓ May save time and money
- ✓ Shows that people have been on the right path

IMPLICATIONS FOR ACTION

Some communities know plans exist but they cannot be located, or sourced. Allow enough lead time to complete this task. Much is to be gained from applying past knowledge and determining the attitude towards community planning. This is useful to help structure a more effective community-based process with positive outcomes.

Learn from other First Nations

Category
Getting Ready for the CCP

Sub-category
Launching the CCP

CCP Best Practice – **7**

OPPORTUNITY / CHALLENGE

Gaining awareness of CCP to build understanding and confidence in taking on a CCP.

DESCRIPTION OF BEST PRACTICE

Learning what has and has not worked in other communities who have completed or are doing a CCP can help communities organize their planning efforts, help build positive results, maximize outcomes and contribute to building First Nations CCP standards. In addition, researching what planning studies have been completed, such as the Harvard project, can also help communities organize their CCP efforts.

HOW TO APPLY THE BEST PRACTICE

The planning working committee can: 1) develop contact lists (e.g. from conferences, web searches); 2) create informal planning networks (e.g. from conferences and meetings); 3) tap into informal resource groups; 4) contact government agencies and representatives (e.g. Indian Affairs & Northern Canada); 5) research practice stories (e.g. planning journals and best practices reports on line); 6) invite guest speakers to the community; 7) attend conferences and workshops; and 8) use planning consultants to gather lessons learned and best practices.

BENEFITS OF BEST PRACTICE

- ✓ Saves time, money and prevents mistakes
- ✓ Helps to advance effective planning practices
- ✓ Clarifies expectations and helps to plan for a good process
- ✓ Builds confidence that people can do it
- ✓ Reveals that communities can work together
- ✓ Give communities confidence that CCP can be done
- ✓ Validates that other people are on track

IMPLICATIONS FOR ACTION

Each community has its own unique experience and not all examples may apply. Taking the time to draw from different experiences can inform good practice as well as generate fresh ideas.

Hire a process champion

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **8**

OPPORTUNITY / CHALLENGE

Finding a planning champion to lead the CCP process.

DESCRIPTION OF BEST PRACTICE

A local planning champion is needed to drive the CCP process. The planning champion needs to believe in the plan, be self-motivated, lead, be neutral, keep the plan going and follow through on what they say. This champion has to be approachable, reliable, well-liked, and feel comfortable working with a diverse range of people. You need a person who faces challenges head on and always finds a way to complete the task or strategy.

The role of the planning champion is to support the CCP process and keep the core planning support group together. The planning champion has to be given a mandate to help carry out the CCP and it should be an enshrined position. It is important that the individuals being recruited for the position are assessed for their skills, qualifications and interest before people are placed into the position. Ideally, the planning champion is a paid position.

HOW TO APPLY THE BEST PRACTICE

The community needs to determine the role of the champion, including the qualities for the position, and the process to select the core planning champion. A notice and job description for the position needs to be posted in the community, along with notice about the process used to select the individual for the position.

In screening for planner positions, it is important to assess what the capacity of the potential planner is before they are hired. Developing a job description and screening criteria can help to clarify the capacity of the individual coming into the position. Understanding the skill set can help to tailor the role of the planner as well as determine the potential training opportunity. Once the capacity of the individual is assessed and an appropriate role is determined, then a work plan should be developed.

The other approach is to ask for a specific skill set and let people come forward and express their interest. Asking what has worked in the past can empower the community, giving people choices to participate and take on the role they desire.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Allows the CCP process to function more smoothly ✓ Helps communities to stay ahead of the game ✓ Makes a difference in terms of keeping the process going ✓ Helps to get vested interest and increased participation ✓ Helps to build capacity	Seeking a champion that is well liked, trusted, has the right skills, is motivated and willing can dramatically impact the quality of the CCP process and outcomes. Consider what happens if this position turns over or what to do if the champion does not meet expectations early in the CCP process.

**"One champion cannot do it alone.
There is so much information to bring together.
You need to build a team of champions
once you realize how much effort there is."**

**"What is the experience of communities working together
in terms of collaboration and sharing of resources?"**

Educate community on the role of the planner

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **9**

OPPORTUNITY / CHALLENGE

Understanding what the role of planner involves and what it takes to complete a CCP.

DESCRIPTION OF BEST PRACTICE

There are many roles a planner can perform in completing a CCP process. The role of the planner can vary in any given CCP. Communities sometimes are not aware of the role of the planner and what is required of them. It is important that this role is considered up front in the process and that the role of the planner may evolve over time. In some cases, the role of the planner may facilitate community engagement, help communicate results, gather information, analyze the situation, brief stakeholders, compile results of the process, and mediate or advocate interests. Educating the community on what the role of the planner is can help to build trust, open up information flow, reveal issues, and generate ideas.

HOW TO APPLY THE BEST PRACTICE

Planners can help the community to first understand the role of the planner by asking the community their own thoughts at the beginning of the process through open dialogue or a questionnaire. Getting feedback from the community on their understanding of the planner's role is an important first step. Planners could also provide community members with their job description, give examples of what planners do, meet with people one on one or create a newsletter to inform people.

BENEFITS OF BEST PRACTICE

- ✓ Helps to create trust in the community
- ✓ Increases community involvement
- ✓ Opens up lines of communication to improve information flow
- ✓ Helps to generate ideas and action

IMPLICATIONS FOR ACTION

Who determines the role of the planner and whether that role is accepted by the community can have political implications. Be sure to announce the role of the planner in advance and have Chief and Council support the planner.

Establish a core planning group

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **10**

OPPORTUNITY / CHALLENGE

Leading and maintaining momentum of the CCP.

DESCRIPTION OF BEST PRACTICE

To ensure the CCP process moves forward, establishing a core planning support group (also referred to as a planning support committee, planning support team, or planning working group) can serve to help lead and guide the process. . Effective planning groups should carefully consider who sits on the group, its size and how members are selected.

The roles and responsibilities of the core planning support group can include the following: 1) providing advice on the planning process; 2) collecting and sharing community information; 3) determining and organizing the best way to involve members and different groups in the community during the process; 4) acting as community messengers and championing the process; 5) documenting and analyzing planning results; and 6) having the authority to explore action options.

Chief and Council needs to endorse the planning support group and give it a mandate to ensure it has a legitimate function. Having a clear mandate could sustain future challenges in case the group gets questioned. The planning support group needs to have some way (mechanism) to link to Chief and Council and keep them informed. This could include a reporting system or a participating Chief and Council member.

Potential challenges include transparency, keeping the support team motivated, interested and engaged, and accommodating turnover. One concern is that the planning group works in a vacuum and that Chief and Council or the Band Manager does not support the planning support group. The role and definition of the planning group needs to be reviewed and evolve over time.

HOW TO APPLY THE BEST PRACTICE

There are many ways to establish a core planning support group. For example, there could be an open call or notice of interest to create a planning support group. Another way is to recruit and appoint members to sit on the planning group. This could take place, for example, by going door to door, or by sitting down one on one with people. However, communities need to consider how the group is chosen and the politics around whom and how people are selected.

A basic outline of the CCP project and a description of roles and responsibilities are essential to attract potential members. Initial criteria can be developed indicating the qualities and skill needs of the core group, and general expectations. While it is hoped that the planning group has the capacity to carry out its roles and responsibilities, often the necessary skills to carry out the CCP process may not be fully represented. If that is the case, a capacity

assessment is needed for the entire group, along with a training strategy to expand the capacity and skills needed to carry out a CCP.

Once the planning group has been selected, the group can develop its own terms of reference or scope of work. This is important because everyone has his/her own understanding, perspective, language, expectations and interests. The participatory effort reinforces why people are involved and it helps to build working relationships.

To keep the planning support group motivated requires recognition and support. This can include financial and non-financial incentives such as honoraria, Chief and Council's acknowledgement of appreciation, certificates of appreciation and profiling in newsletters. Other incentives can include increased responsibility, training opportunities and field trips outside the community. It was noted that once a planning group is paid, there is some perception that the planning group is considered a closed group.

BENEFITS OF BEST PRACTICE

- ✓ Helps the community to understand the CCP process
- ✓ Helps the community to guide the CCP process
- ✓ Enables people to learn how to work together
- ✓ Builds a better understanding of different perspectives and viewpoints to benefit the CCP process
- ✓ Helps to weave everything together with a mix of perspectives
- ✓ A mix of people brings credibility to the CCP process
- ✓ Improves cooperation between community departments and community institutions – better able to integrate and reduce silos within community departments and agencies
- ✓ A community that has a hand in shaping the CCP helps to keep it alive

IMPLICATIONS FOR ACTION

Consider who will lead the team and be prepared to accept that there may be turnover in the group. This turnover may impact continuity and consistency in the group but is a reality within CCP. In addition, consider the impacts of a paid planning group and note that a planning committee may be perceived as a 'closed' group that excludes community members.

"By creating an advisory group, we creating [sic] leadership from the community. CCP processes need to have community members take on the initiative for themselves and not rely on leadership."

Consider the mix & representation of core planning group

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **11**

OPPORTUNITY / CHALLENGE

The politics and representation of the core planning group.

DESCRIPTION OF BEST PRACTICE

The core planning group is a highly profiled group in the community and it will be politically tested for its fairness, particularly in terms of representation. The group must be seen to represent the interests of the community, as opposed to specific family, clan or individual interests. The process to select the members is highly political and may be challenged.

Ideally, the selection of the planning group members should reflect a broad representation of the community or external groups involved in the CCP. Members should have a vested interest in the CCP process, have some of the required skills to carry out a CCP, and be respected in the community. However, it should be noted that the necessary skills could be acquired over time should an interested and willing member not have the desired background.

Member representation should be diverse. It can be based on major families, skills and experience, or based on a mix of on and off-reserve members to have a balance of views. The make-up of the committee should also consider a balance of young and old, men and women, Aboriginal and non-Aboriginal participants, and so on. The make-up of the CCP can help to legitimize the CCP process.

HOW TO APPLY THE BEST PRACTICE

Completing a stakeholder analysis to determine the key groups and individuals who should be represented on the core planning group is an essential planning task. Representation can be considered in terms of: 1) culture (e.g. family or clan); 2) geography (e.g. based on regions or villages that make up the First Nation); 3) rural and urban representation; 4) agency (e.g. governance, committee, volunteer groups, or other community organizations such as an economic development corporation, housing society or tribal council); 5) private sector (e.g. individual business owners); or be 6) based on age, gender, experience, and education levels.

The size of the planning group needs to be determined. Once a list of the key groups or individuals is identified, the size of the planning group should be based on planning needs, budget, timelines, capacity, and cultural appropriateness.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Broad representation brings legitimacy and validation to the CCP process ✓ Helps to confirm that the plan was community driven, and not a set of decisions made by a Chief and Council	The legitimacy of the planning group will be scrutinized in part by the process of who is selected, and who the core group members ultimately represent in the end. Take the necessary time and process to create this important body to help lead the CCP process.

"Not all communities see the value of CCP up front. It takes time to see the value. Once visual tools are seen (e.g. community profile, survey results, website, site plan) – based on the community's input, it demonstrates the potential of CCP…Once people see results, they understand the value of CCP and want more support [to do more planning]."

"Ask people who want to participate on the planning committee, how they can make a difference. Ask people to self-identify what they can do, what they can contribute to the planning committee."

Develop a work plan

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **12**

OPPORTUNITY / CHALLENGE

CCPs have the potential to drift in scope and work plans are a way to manage the load.

DESCRIPTION OF BEST PRACTICE

Work plans are needed to organize the level of work to complete a CCP. They are a way to organize the process, share responsibility, meet timelines and achieve results. Work plans determine what needs to be done, by whom, when, and at what cost. Work plans can also set out reporting requirements and how various steps are to be completed.

HOW TO APPLY THE BEST PRACTICE

Ideally, work plans can be created by the core planning support group. A template can be created whereby committee members can work together to complete a work plan for the CCP. More typically, the lead planning champion takes this task on and drafts a work plan for review and feedback. It is important to set up a process to review, modify and report on the work plan. Creating a work plan in a digital form enables a living document that allows for ongoing updates as required.

BENEFITS OF BEST PRACTICE

- ✓ Helps to organize process and achieve results
- ✓ Builds working relationships
- ✓ Helps to divide responsibility
- ✓ Ensures efficient use of time

IMPLICATIONS FOR ACTION

Work plans keep people and the project on track and they ensure that the project and committee remain accountable to the community. However, work plans need to be managed, adapted, and communicated all the time. Allow enough time to create tools that work for everyone.

Identify & manage timelines

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **13**

OPPORTUNITY / CHALLENGE

Setting, managing and meeting project timelines requires constant attention and adjustment.

DESCRIPTION OF BEST PRACTICE

Communities that undertake a CCP need to anticipate the long journey of CCP – one to three years can be expected. This depends on what you are including in the CCP, the desired level of community engagement, the size of the First Nation, and other considerations. CCP takes longer than most people realize. Process delays will implicate funding and process momentum. Setting timelines and work schedules are an important piece of a CCP project in terms of completing planning products (e.g. brochure, report, and poster) and process deliverables (e.g. talking rules, principles, and procedures for managing conflict) on time.

Managing timelines are complicated because multiple players are involved in a CCP and there are community circumstances such as competition for time, tragedies, cultural customs and other commitments that force delays and changes to project timelines. Setting timelines is a necessary feature of a good CCP, but those original timelines will need to be continually adjusted. It is important that funding agencies be kept informed of process delays to satisfy funding agencies' timelines as needed.

HOW TO APPLY THE BEST PRACTICE

Set and assess timelines on a task-by-task basis in a matrix tool or Gantt chart. Be sure to approach funders to adjust timelines if necessary. Make scheduling charts widely available and visible so all stakeholders remain sensitive to time lines. Formatting these tools in an Excel spreadsheet allows for quick adjustments and easy circulation.

BENEFITS OF BEST PRACTICE

- ✓ Raises awareness on the importance of time management
- ✓ Helps to ensure that deliverables will be met on time
- ✓ Creates a scheduling table that allows for easy adjustments
- ✓ Maintains individual ownership of project pieces and accountability

IMPLICATIONS FOR ACTION

Know that you cannot control or anticipate the full range of factors that will impact your timelines. Allow for contingency and designate a time keeper to manage and document the process.

Consider roles of external planners

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **14**

OPPORTUNITY / CHALLENGE

Understanding how external planners support CCP efforts.

DESCRIPTION OF BEST PRACTICE

Communities may seek external planning assistance for a number of reasons: 1) lack of time due to heavy workloads; 2) limited human resources who are skilled and capable, but lack time; 3) lack of technical skills in the community; or 4) the desire to hire a neutral person who brings in fresh ideas. Planners can provide various roles such as: 1) facilitation and mediation; 2) research and analysis; 3) guiding and mentoring; 4) documenting planning; and 5) training and capacity development.

HOW TO APPLY THE BEST PRACTICE

The community can meet with planners informally to discuss the potential roles they can play and what the advantages and disadvantages there are in providing certain roles. Once communities have a strong sense of needs, a planning proposal and relationship can be defined for further consideration in supporting communities with their CCP process.

BENEFITS OF BEST PRACTICE

- ✓ Helps to maximize local capacity development
- ✓ Communities can target where their strengths and weaknesses are
- ✓ Planners can be used where they are needed
- ✓ Helps to ensure that CCP is a community-driven process
- ✓ Keeps more money in the community

IMPLICATIONS FOR ACTION

External planners can easily come in and dominate the process. Asking what planners can do, and having the community state what it needs, can build a more effective planning relationship and empower the community.

Create terms of reference

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **15**

OPPORTUNITY / CHALLENGE

Creating terms of reference for the CCP to ensure a quality process and outcomes.

DESCRIPTION OF BEST PRACTICE

Communities need to define the scope of the CCP project. Terms of reference (ToR) are a foundational tool to guide the scope and direction of the CCP, and various planning relationships with key individuals or groups throughout all stages of the planning cycle. The ToR may be written for the particular person, group, or external planning support involved in helping to facilitate the CCP. Terms of reference detail information regarding: 1) the purpose and objectives of the project; 2) the approach; 3) the process and methods used to make decisions and provide feedback throughout the process; 4) the role and responsibilities of various players; 5) the individuals who will be involved in the CCP process and when; 6) the expected deliverables (e.g. planning report, brochure, poster, video); 7) timelines; 8) outcomes (e.g. 50% community participation); and 9) costs to do and implement a CCP.

HOW TO APPLY THE BEST PRACTICE

Creating terms of reference needs to be an open process where people can be invited to share their views and input. Ideally, the ToR are created by the community – the Administration, Chief and Council, a working group, or the community at large. However, in some instances, terms of reference are drafted or set by external planning support based on a proposal call or invitation by Chief and Council and subsequently reviewed by a team of people.

BENEFITS OF BEST PRACTICE

- ✓ Sets the mandate for the project
- ✓ Ensures that the project is what the community needs
- ✓ Helps to keep the project on track and achieve deliverables
- ✓ Clearly identifies who does what, when and how
- ✓ Builds accountability
- ✓ Empowers community to take the lead

IMPLICATIONS FOR ACTION

Terms of reference are a tool to guide the CCP process. Communities who underestimate the importance of the tool are less likely to complete their CCP based on needs. Remember to monitor and evaluate the ToR to keep it on track.

Confirm funding to do a CCP

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **16**

OPPORTUNITY / CHALLENGE

Having adequate and ongoing funding to meet community planning needs and expectations.

DESCRIPTION OF BEST PRACTICE

Undertaking a CCP requires an adequate level of funding to make the plan happen. The cost of doing a CCP depends on numerous factors: 1) the priority or focus of the CCP; 2) the level of depth and scope; 3) the level of community engagement; 4) the level of analysis expected; 5) the amount of training required; 5) the level and quality of documentation; 6) the required planning deliverables and tools; 7) the number of strategic actions that require funding upon implementation; and 8) the level of planning aftercare.

HOW TO APPLY THE BEST PRACTICE

Once the community has defined the purpose, objectives, methodology and deliverables for the CCP, a budget needs to be determined. Communities then need to research potential funding opportunities and determine which agencies will be approached. They also need to understand the processes used to complete the funding applications and who will complete and submit the proposals. It is expected that numerous funding sources are needed to carry out a CCP and that numerous funding applications are required on an ongoing basis to secure multi-year funding.

BENEFITS OF BEST PRACTICE

- ✓ Helps to anticipate workloads and organize timelines
- ✓ Can increase opportunities to secure funding
- ✓ Sets realistic timelines in terms of deliverables

IMPLICATIONS FOR ACTION

Securing funding to do a CCP requires time, skill and political organization. Defining what CCP involves, who is to be involved and how it will be delivered will influence the costs of doing a CCP.

Enable local capacity

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **17**

OPPORTUNITY / CHALLENGE

Supporting local capacity to facilitate the CCP process.

DESCRIPTION OF BEST PRACTICE

Drawing on the local capacity to carry out the CCP process is an important focus of any CCP process. CCP creates an opportunity to involve members in training and mentoring opportunities, particularly when external planners are contracted to work with communities. Ideally, every opportunity is made to train and mentor members throughout all stages of the planning cycle to promote long term governance.

HOW TO APPLY THE BEST PRACTICE

When starting a CCP, communities can ask, "What are the learning opportunities we can pass on to our members?" When external planners are first considered, communities can ask or state that planners work with members to train and mentor them. Communities must also assess the planner's ability to train and mentor community members. Discussions can take place around what training opportunities exist and then the community can recruit and interview members to work with outside planners. A learning agreement, job description and work plan can be developed to establish the working relationship. These tools can ensure that learning objectives and activities are mutually desired and realistic.

BENEFITS OF BEST PRACTICE

- ✓ Produces same deliverables but you get there differently
- ✓ Increases a community-driven plan
- ✓ Leaves capacity behind in the communities
- ✓ Empowers community to take more control

IMPLICATIONS FOR ACTION

Training and mentoring do not always go as planned. Extra time is needed for the planning process because tasks take longer. The key is finding a person who is committed and motivated to learn. Maintaining the commitment to training over the long term is challenging.

Clarify commitment to training

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **18**

OPPORTUNITY / CHALLENGE

Confirming the need and desire to build capacity in the community.

DESCRIPTION OF BEST PRACTICE

Many communities talk about the value and importance of training but when it comes to doing training, the experience and outcomes of training can vary. CCPs are a great opportunity to increase local capacity and recruit people into the process. Chief and Councils typically desire and sometimes impose training on recruits but this can result in all kinds of challenges. Training programs around CCP have to be carefully considered and targeted to the specific individual. It is important to define the training relationship, to allow adequate time and resources to manage the training program, and to set realistic targets.

Communities that hire outside planning support can structure the learning obligation of planners directly into terms of reference to ensure that learning opportunities are created. However, while building local capacity and training may be ideal and desired by Council, the learning outcomes vary based on the planner's ability to train and mentor, and the willingness, capability and attitude of trainees. Training and mentoring does not come easy. Extra time and patience are needed to ensure a quality learning experience.

Three or four training sessions per CCP process are not enough – it has to be an ongoing activity, and be actively pursued throughout all stages of the process. Capacity and training development is an ideal that may not always be achievable.

HOW TO APPLY THE BEST PRACTICE

Building training into the CCP process can happen by adding it as a core responsibility to the job description of the planner, or making sure it is included into the scope of work for the outside planning support. Once training value is determined, there may be someone targeted in the community for the training or it may be posted as a call for interest. Whatever the context may be, a training plan is needed and a learning agreement can establish learning goals and outcomes. It also increases commitment to training and can increase the learning outcomes. Ongoing assessment of the training program, including the trainer and trainee, is needed on an ongoing basis. It is important to be able to adapt the process as needed and to determine the value gained from and commitment towards training.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Creates realistic expectations ✓ Helps to ensure follow-through ✓ Leaves capacity in the community ✓ Empowers the community to do more on their own ✓ Increases the opportunity to keep the plan alive	Training is ideal in concept but in practice it is difficult to manage and make happen. Training can slow the CCP process down but it also has long lasting community benefits by building local planners. It is important to note that not all planners are good trainers and that training requires time, money and skills. Contingency planning is needed in case trainees are not able to follow through on the training plan.

"People need to see the value of CCP, and realize that communities can make a difference."

"Not all communities can picture a CCP, or how they can make use of a CCP."

Have locals lead the process

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **19**

OPPORTUNITY / CHALLENGE

Involving community members as much as possible to create and lead their own future.

DESCRIPTION OF BEST PRACTICE

CCP is an opportunity to teach and empower community members to take on active roles in the CCP process (e.g. during the getting ready to plan, planning, implementation, and monitoring and evaluation stages). Numerous roles are available to local community planners and members who want to be involved in a CCP process. These roles may include: 1) messengers; 2) organizers; 3) facilitators; 4) researchers; 5) analysts; 6) artists; 7) project mangers; 8) negotiators; 9) lobbyists; 10) community mappers; and 11) writers. Skills and abilities are needed within these roles to serve the CCP process. However, the existing skill levels may not be available within the community, or there may be inadequate funding to support all of these roles.

Community members often do not know the range of roles available to them, the opportunities for community involvement and what is to be gained by getting involved. The CCP process can represent an opportunity for members to increase skills and confidence, and people can get involved during the monthly community workshops or open houses. Otherwise members can be involved on a more regular basis by joining the core planning support group, planning and implementation committee, or as part of the monitoring and evaluation process. Communities who submit a proposal to secure training funds may be able to train a high number of trainees to help with the planning process.

HOW TO APPLY THE BEST PRACTICE

It is important that communities look at a range of options and discuss what has worked in the past in terms of planning roles. People should be given a choice as much as possible to encourage involvement. Community members appreciate having the opportunity to learn how they can be involved in the CCP process. This can be done through a presentation that explains what, why and when people can be involved in the CCP process, and the ways they can participate. For example, people can contribute time, organizational skills or share information about their needs, interests and values around the long term vision of the community.

Once the necessary roles are identified, a skills inventory can be developed to assess the existing capacity in the community. This could be undertaken informally (who has certain skills and is available), or by completing a skills inventory database to determine the right combination of skills sets needed for specific roles. Once the roles have been determined, the recruitment process can start, followed by job descriptions or terms of reference.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Prepares people for involvement ✓ Encourages involvement ✓ Increases choices for involvement ✓ Empowers the community to take control ✓ Increases the ownership for the outcomes of planning ✓ Reduces risk by getting a number of people involved	Educating and training locals to lead the CCP process is fundamentally about building community self-government – through both leading and accepting the outcomes of decisions.

"Communities need to consider that the process is as important the product. The process informs the product, and you cannot just focus on the plan."

"If CCP is always abstract, it is at risk to stop. We have to make it real – to be able to work with real people."

Form a network of practitioners

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **20**

OPPORTUNITY / CHALLENGE

Overcoming uncertainty, capacity limitations and building support networks to do CCP.

DESCRIPTION OF BEST PRACTICE

Communities and individuals often need a range of support when undertaking a CCP. Support includes information on how to engage the community, where to find information (e.g. population data, or latest economic trends), where to find funding (e.g. which programs will fund CCP, or support Youth training), how to source technical experts, current mapping, or understanding the latest technologies available. In other instances, it may be to share resources, learn ways to overcome conflict, or to examine how the CCP was done in other communities and what planning tools have worked.

Community planners want to be able to pick up the phone and make contact with other community planners, consultants, resource people, government and industry people as needed. Planners can make contact with other planners through informal networks of contacts made over time, through word of mouth and face to face contact, especially gathered from conferences, workshop and Tribal Council support networks. It is important the community planners keep up regular contact and build support networks to assist with knowledge transfer and skill development. Networking also helps to build confidence, enhance the exchange of best practices, and learn culturally appropriate ways of doing things.

HOW TO APPLY THE BEST PRACTICE

Informal networking support is possible by word of mouth and face-to-face contact, particularly at workshop or conference presentations and social networking opportunities, where First Nations members meet one another. Networking also takes place through various program and policy people who work for various government departments, resources lists and best practices publications or community stories uploaded on websites (e.g. Indian & Northern Affairs Canada, Health Canada, and Industry Canada).

BENEFITS OF BEST PRACTICE

- ✓ Assists with knowledge transfer and skill development
- ✓ Allows a sharing of best practices
- ✓ Builds confidence
- ✓ Learn culturally appropriate ways of doing things
- ✓ May mobilize more awareness and funding for CCP

IMPLICATIONS FOR ACTION

Making the network 'formal' runs the risk of an organizational burden. A couple of champions are needed to support and lead the networking conversation. Funding support is likely possible for an initiative such as this, and it would appeal to many individuals and communities engaged in CCP.

Build a solid base of information

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **21**

OPPORTUNITY / CHALLENGE

Having a solid information base of community information to inform decision-making.

DESCRIPTION OF BEST PRACTICE

CCPs require community information in order to make good decisions. Understanding the current situation (e.g. how many kids are in school, current and future population projections, existing and available land use, housing conditions, and conditions of the local economy) is needed to create the community's long-term vision. Having a solid information base can help determine the strengths or root causes of challenges facing the community. Information can also inform what actions are needed based on the current conditions in the community. Before communities decide where they want to go in the future, they have to understand where they currently are.

HOW TO APPLY THE BEST PRACTICE

To understand where the community is today, a community needs to create a process to understand and document the current situation. If the CCP is to be comprehensive, it needs to include broad theme areas of social, economic, culture, lands, governance, and the environment.

Once community information needs are determined, communities need to complete an inventory of existing information and determine what the gaps are (e.g. gap analysis). Once information gaps are determined, a work plan can be developed to gather the required information. For example, a work plan could include: 1) an outline of what information (e.g. social statistics) is needed and why (e.g. to determine level of health care); 2) who will gather the information (e.g. planning champion or planning committee); 3) how the information will be collected (e.g. survey, door to door); 4) where the information can be found (e.g. departments or agencies); 5) how long it will take (e.g. six weeks or three months); 6) how much gathering the information will cost; and 7) and how information will be validated. Information needs will evolve over time and need to be reviewed on an ongoing basis.

The community can gather information through a variety of ways, either internally (e.g. through a planning champion) or externally (e.g. the community may decide to bring in outside expertise to gather community information). Particularly when it comes to social statistics and current / future population needs, outside expertise can be strategic. The community profile could be documented in a variety of formats. For example, highlights of the community can be summarized in the CCP main document, and the remainder placed in an appendix. Otherwise, the community profile can be a stand-alone document and used as a promotional and communications tool for potential joint ventures, tourism, or educational purposes.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Creates a foundation for good decision making ✓ Helps to predict future service needs in the community ✓ Tells the community 'story' at a moment in time ✓ Good baseline data can leverage funding support ✓ Being truthful allows a community to reach its vision (naturally) ✓ Information is used to monitor and evaluate activities ✓ Planning group becomes empowered	Building a sound community profile is challenging and time consuming. Communities often underestimate this task. You need a champion to secure information for the CCP – in an open, honest and respectful manner. It is also important to note that the quality of data can delay decisions or impact the quality of decisions.

"People need to choose what information is needed, then apply traditional knowledge."

"It is important to consider resourcing behind a CCP. Doing a CCP is expensive. It is impossible to fully cost a CCP because [for one] it is difficult to cost capacity development within a CCP process."

Secure ongoing funding

Category
Getting Ready for the CCP

Sub-category
Building Capacity to Plan

CCP Best Practice – **22**

OPPORTUNITY / CHALLENGE

Securing multi-year funding to complete a CCP process.

DESCRIPTION OF BEST PRACTICE

There are multiple funding sources that could potentially support a CCP. However, there is no coordinated federal system of funding, or a single window to apply for funding. Indian and Northern Affairs Canada, for example, offers several program opportunities to fund CCP. These processes and timelines vary. Communities need to consider the implications of what is submitted, including: the CCP's purpose, objectives, deliverables, project timelines, outcomes and who will be involved. If external planning support is required, working with an external consultant can help to ensure the community sets a realistic budget and work plan for the desired planning activities and outcomes. Funding proposals need to be submitted on an ongoing basis and coordinated to maximize funding to carry out a CCP.

HOW TO APPLY THE BEST PRACTICE

Create a working committee that includes experienced planners (local or external) to review funding opportunities and application templates, and to develop or review a planning proposal and scope of work. The co-design and creation of a funding application or proposal through a participatory process can empower all those involved. It can also promote mutual learning and improve planning relationships.

BENEFITS OF BEST PRACTICE

- ✓ Helps to ensure that communities are not set up to fail
- ✓ Helps to ensure implementation results
- ✓ Builds process ownership
- ✓ Helps to ensure that CCP processes are realistic and manageable

IMPLICATIONS FOR ACTION

Proposals that are written by external planning support prevent an important step in building community ownership of the plan and gaining an understanding of what is involved in doing a CCP. Do not be afraid to circulate funding applications, drafts or CCP proposals for feedback and evaluation.

Completing the CCP

"You need people to try and realize what it is they are trying to say. You want words to capture people's truth. You don't want to assume. Getting to the root causes of the issues is what is wanted - to make people understand what is going on the in the community so that solutions can be created."

**"The community has to want it.
The community has to be in the driver's seat.
The CCP process has to be pushed by the membership."**

Hire external planning support if needed

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **23**

OPPORTUNITY / CHALLENGE

Consider the role of external planners should they be needed.

DESCRIPTION OF BEST PRACTICE

Undertaking a CCP is no small task. Communities need to anticipate the level of work, commitment and existing capacity to complete a CCP. Communities who hire outside planners need to ask, "How could an external planner best assist the CCP process?" and ensure that planners are doing what the communities want them to do. Once this is decided, communities need to consider the politics, experience, qualifications, and personality of who they bring into the community. This will set the foundation of the planning relationship, laying out the roles, responsibilities, and expected outcomes throughout the planning cycle. Communities have to consider their consultant carefully and not be afraid to dismiss planners if needed.

HOW TO APPLY THE BEST PRACTICE

Communities should understand their planning needs and available planning skills internally before they consider hiring an external planner. Once the needs are determined, names can be put forward to Chief and Council or a planning committee group, for example, based on experience of having worked with previous planners, referral from other First Nations, from the Canadian Planning Institute's shortlist, INAC or other federal agency lists, and so on. Once a collection of names has been assembled, the community or planning group can send out a call for proposals to interested planners, asking them to submit a proposal to engage their services. Criteria are needed to evaluate the planners' experience and proposal.

Once a short list is created, communities should invite planners to the community to make a presentation and to get to know the planner, followed by an interview process or informal meetings. It is valuable to have the planner bring examples of his or her work to help explain CCP and show what is involved. Making three reference checks with communities helps to increase the level of confidence, as do letters of reference. Once planners have been hired, a contract and work plan should be signed off to ensure a sound relationship with ongoing feedback and evaluation opportunities.

BENEFITS OF BEST PRACTICE

- ✓ Helps to complete a CCP
- ✓ Ensures planners are hired as needed
- ✓ Helps to controls the conditions under which planners are hired

IMPLICATIONS FOR ACTION

The risk is that external planners may not be able to facilitate a community-based process or be culturally sensitive. Communities need to assess roles and make changes to planning relationships if necessary.

Get the planning support you need

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **24**

OPPORTUNITY / CHALLENGE

Getting the external planning support that communities need.

DESCRIPTION OF BEST PRACTICE

Many First Nations seek external planning support to assist in meeting their planning needs. However, there are often instances where communities enter into a planning relationship without knowing the various support roles (e.g. facilitation, decision analysis, mediation, research, communication, advocacy, etc.) available to them and the planners' adequate skills and capacity to work with the community. Planners and/or communities need to be up front on the roles available to communities, and what skills and capacity planners bring to the table. Communities should be given the opportunity to do more planning on their own and under the terms and conditions they desire.

Selecting an appropriate role for the planner can lead to increased community capacity, improved governance, higher community member involvement, and result in more positive planning results by allowing the community to choose what role(s) is best suited to them.

HOW TO APPLY THE BEST PRACTICE

First Nations who invite external planners into their community need to determine the quality and level of planning support needed, including having an open dialogue as to the roles planners can play. The roles of the external planners are in part determined by taking stock of the local skill-base of planners and what the planning needs of the community are.

Communities then need to establish a hiring process that can reveal and assess what value planners bring to the community. This includes having planners demonstrate their credentials and having them show examples of their work to help inform communities in choosing an appropriate planner. Once a planner and role is determined, it is important that tools are put in place to ensure the proper implementation of the role. These tools include terms of reference, procedures manual, and a communications protocol.

"If we want to guide community affairs, it has to be integrative."

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Ensures planning value and results ✓ Increases capacity and governance ✓ Makes sure planners meet the needs of the community ✓ Ensures strong working relationships ✓ Way to improve planning standards and practice ✓ Maximizes community involvement	Not taking the time or having a process in place to hire appropriate external planners can result in unfavourable outcomes such as conflict, lack of deliverables, lack of community involvement or missed opportunities to use local knowledge and skills.

"Communities need to ask what is to be gained with a planning partnership."

"People need to see how things interact with one another, and how poorly designed communities affect health."

"CCP has been something positive. We need to look at positive things and foster cultural revitalization. We need to show what's working and celebrate the community's strengths."

Evaluate the planning support you get

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **25**

OPPORTUNITY / CHALLENGE

Making sure external planning support is effective and valuable to the community.

DESCRIPTION OF BEST PRACTICE

Many First Nations that hire external planning support need to make sure that the support is meeting their needs. Once external planners have been hired and the relationship is established, communities need to have an evaluation and communication process in place to assess the role and relationship. This should be defined in the terms of reference, or scope of work and contract. Evaluating the planning support you get can help assess whether the skills and capacity are appropriate for the planning task at hand. It also allows the role and scope of the external planning support to change based on the needs of the community.

HOW TO APPLY THE BEST PRACTICE

Agreement should be made in terms of the purpose of the evaluation, what will be evaluated, how and when. The evaluation could be informal such as meeting over a coffee, or formal by way of a survey evaluation. The evaluation form could contain open ended questions such as, "How has the planner been able to meet your community planning needs?" or some sort of ranking question such as, "From a scale of one to five, how well has the planner met your planning needs?" Further, the timing and frequency of evaluation needs to be considered (e.g. once a month, at the end of every planning phase, or at the middle and end of the contract). The results of the evaluation should be recorded, and feedback incorporated back into terms of reference or scope of work and contract. The evaluation process and tools should be mutually prepared by the community and planner.

BENEFITS OF BEST PRACTICE

- ✓ Creates planning value and better results
- ✓ Makes sure planners meet the needs of the community
- ✓ Ensures strong working relationships
- ✓ Improves planning standards and practice

IMPLICATIONS FOR ACTION

Make sure there are open lines of communication and an adjustment process in place to revise the planning relationship on an as needed basis to ensure the needs of the community are met. Changes to the planning relationship need to documented and approved so that confusion and potential conflict can be avoided.

Modify terms of reference for external support

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **26**

OPPORTUNITY / CHALLENGE

Making sure planners work in culturally appropriate ways.

DESCRIPTION OF BEST PRACTICE

Once the planning relationship gets started, events and activities happen all the time that may require the terms of reference to change and require updating. Work plans do not always go according to plan. For example, the planning support team may have more skills and desire to take on more of the work plan; results from previous planning work are useful and can be applied to save time; or getting the Youth together takes more time. Additional examples include the conflict over the new school requiring more time to resolve; departmental managers not being able to attend the planning sessions; or Chief and Council wanting more detailed plans because they see the value they bring to the treaty table. As a result, the process should remain flexible ensuring the ToR are adjusted as needed to be more responsive to community needs.

HOW TO APPLY THE BEST PRACTICE

First Nations and community planners need to have a process in place to review and modify terms of reference and to document changes to keep the planning relationship strong and healthy. A set of steps can be created to adapt the terms of reference, as well as setting targets or accomplishments to tell whether, and to what degree, completed work reflects what is outlined in the terms of reference.

BENEFITS OF BEST PRACTICE

- ✓ Creates better value and results for community
- ✓ Planning skills are best applied to where strengths lie
- ✓ Keeps the planning relationship active and effective
- ✓ Results in more culturally appropriate planning

IMPLICATIONS FOR ACTION

The initiative tends to fall more on the planner than the First Nation. Suggesting changes and improvements to Chief and Council or a planning support committee is often looked at favourably. It is best to set ongoing review dates to ensure a strong working relationship.

"You need to know your community and your Nation's history. You need to know where you come from to know where you are going."

How to be an effective planner

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **27**

OPPORTUNITY / CHALLENGE

Gaining respect and legitimacy when working with First Nations on their CCP.

DESCRIPTION OF BEST PRACTICE

Planners who enter a community are closely watched and quickly evaluated. Planners must have an open mind, be able to open up, and have the ability to build strong relationships with all community members. Planners cannot give up when the situation gets tough. Planners have to be easy to work with and people have to like the planner's style. Planners also have to think about the tone they use, the attitude they convey, how they approach the community, what language they use, and whether they make the time to get to know people. Planners must not be seen to be aligned with any one group such as Chief and Council or one family.

HOW TO APPLY THE BEST PRACTICE

Planners need to: 1) present themselves to the community in a non-threatening, neutral and non-judgemental way; 2) ask the community what appropriate community engagement processes are ; 3) ask members to explain the planners' roles; 4) have members identify ways in which planners can be helpful; 5) use laughter and humour, and make planning processes fun to overcome social tension; 6) let community members know who the planner is on a personal level; 7) be clear on their intentions; 8) not use complicated language and vocabulary; and 9) be seen to treat everyone fairly and equally.

BENEFITS OF BEST PRACTICE

- ✓ Builds strong working relationships
- ✓ Gets more members involved
- ✓ Establishes necessary trust for members to open up
- ✓ Helps to endorse the CCP process

IMPLICATIONS FOR ACTION

Identifying the characteristics and qualities of planners before they are hired is ideal to establish a strong working relationship. There needs to be a process in place to screen planners who enter a community.

"A good consultant has his or her place."

Planners can be a conduit for ideas

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **28**

OPPORTUNITY / CHALLENGE

Allowing creativity and the ideas of community members to emerge naturally through the planning cycle.

DESCRIPTION OF BEST PRACTICE

Often community members need an opportunity and way to get ideas out, and to see if they make sense. A good planner will allow ideas to emerge from community engagement sessions and help make them happen. External planners bring a lot of experience and have seen many ideas come into action. Planners can be a great sounding board for ideas, and be able to ask the right questions and add important technical knowledge (e.g. how wide the road needs to be; whether an idea could be funded under a current program; what housing density could a specific on reserve site accommodate; and so on).

HOW TO APPLY THE BEST PRACTICE

Planners can act as a conduit for ideas – from conceptual and design, to implementation and monitoring – by explaining to community members how ideas turn into action, through a process chart, photo journal, or case study. Planners can assist communities to develop project proposals, submit funding applications, help create communications tools (e.g. a brochure, flyer, newsletter, or slide show), or join First Nations as they meet with funding agencies to present their CCP or project plan.

BENEFITS OF BEST PRACTICE

- ✓ Helps a community to create a process that sits well with community values
- ✓ Improves implementation results
- ✓ Create opportunities to mitigate bottlenecks in project cycle
- ✓ Leaves capacity in the community

IMPLICATIONS FOR ACTION

It is important that outside planners not impose their ideas onto the community, but rather inspire the creative potential of the community. Members need to feel empowered and see that their ideas are supported and incorporated into the CCP.

**"Use the Youth to define the community vision,
[as] Youth are the conduit to the long term future.
Get the adults to validate what the long term future is."**

Planners need to be culturally appropriate

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **29**

OPPORTUNITY / CHALLENGE

Ensuring culturally sensitive planning practice.

DESCRIPTION OF BEST PRACTICE

Working with First Nations requires cultural awareness and understanding to ensure sound planning relationships and outcomes. Cultural awareness and understanding need to be reflected in the planning proposal, built into the engagement process, considered when making decisions, especially when working with traditional knowledge, families and Elders, and during social and cultural activities that surround a CCP process. For example, planners have to know how to actively listen, to not interrupt Elders, work with story-telling, understand consensus decision-making, minimize planning jargon, and visually display planning results in creative ways.

HOW TO APPLY THE BEST PRACTICE

Planners acquire this knowledge through hands-on-learning, taking the time to get to know communities, and by getting to know the local customs of communities. It is important that planners work closely with informal and formal leaders, respected Elders, as well as with main families and clans to identify the important customs that need to be incorporated into the planning process. When planners first enter and meet the community, they need to ask about the important cultural customs that are to be respected during the CCP process, or consider surveying community members to better understand the cultural customs of the community.

BENEFITS OF BEST PRACTICE

- ✓ Respects local culture and traditional knowledge
- ✓ Increases legitimacy of the CCP and validates process
- ✓ Builds long term relationships
- ✓ Promotes cross-cultural learning
- ✓ Honours local protocols

IMPLICATIONS FOR ACTION

It is difficult to assess the extent to which planning is culturally appropriate, and how this can be demonstrated. Communities should develop a set of guidelines for planners to ensure that they are being culturally appropriate.

"Our hope is that our CCP reads like a story – to show that our community is evolving. So people can identify with the plan."

Use external planners to build capacity

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **30**

OPPORTUNITY / CHALLENGE

Maximize the knowledge and skill transfer if external planning support is brought into the community.

DESCRIPTION OF BEST PRACTICE

Communities need to anticipate the level of work, and the skills and abilities to undertake a CCP. Communities who hire outside planners need to make sure that outside planners leave capacity behind, versus creating more dependency or taking capacity away. Capacity needs to be built into everything that planners do in the community. Communities need to ensure that additional time and resources are adequate to support this focus, as this added responsibility is on top of the regular planning obligations of the CCP. Furthermore, targeting suitable, willing and able planning champions who have a long-term interest and necessary commitment to the CCP training is essential.

HOW TO APPLY THE BEST PRACTICE

Communities need to understand their planning needs and available planning skills internally before they structure the learning and training relationship with external planning support. Creating a learning agreement and work plan are essential ways to ensure an effective working relationship, thus clarifying expectations and learning objectives, and achieving the necessary planning outcomes of the training initiative. Potential trainees should be required to submit a letter of interest, identifying learning needs and objectives. Signing an agreement along with a monitoring and evaluation process can help to ensure that the relationship remains positive and straightforward.

BENEFITS OF BEST PRACTICE

- ✓ Allows community members to carry on future planning processes
- ✓ Adds value to the planning initiative
- ✓ Builds empowerment and self-government capacity
- ✓ Provides members an opportunity to gain experience through hands on learning

IMPLICATIONS FOR ACTION

There is risk that the trainee falls into a coordinator position, versus becoming a planner in training. It is important to clarify the level of planning immersion.

Champion community authors

Category
Completing the CCP

Sub-category
Hiring External Planning Support

CCP Best Practice – **31**

OPPORTUNITY / CHALLENGE

Having community members control the CCP process and outcomes.

DESCRIPTION OF BEST PRACTICE

At some point, you have to turn the process over to the community, because it is the members who have all the experience. Members have to be encouraged to document the process and results from the sessions, analyze results, present findings to the community, and lead their own community engagement process. However, not all communities desire this and request planning support in various forms. If external planning support is used, it is important that communities be given the option of determining and controlling their role in the CCP process. They need to be able to change roles and shift levels of responsibility over time, as determined by them.

HOW TO APPLY THE BEST PRACTICE

Having a scope of work for the people involved in the process is important to define the roles and relationships. Once the CCP process begins, the role and responsibilities can be gauged and assessed. Where a community may rely on outside assistance more at the beginning of the process, the sharing of the process and gradual devolving of the process is ideal. Flipping the questions around and changing the process mid way through the CCP process give the community the opportunity to control and engage in the process.

BENEFITS OF BEST PRACTICE

- ✓ Members lead the process as much as possible
- ✓ Builds governance capacity
- ✓ Increases knowledge development

IMPLICATIONS FOR ACTION

Passing on control and responsibility of the CCP is ideal and essential, but it needs to happen at the community's pace and capacity.

"Typically, communities do not know what they are getting at the end of their process. CCP tools and products need to be use-friendly and relevant. There should be an iterative process in place to determine what products are useful and how they can be used."

Define & document the process

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **32**

OPPORTUNITY / CHALLENGE

Ensuring the CCP process has continuity and consistency.

DESCRIPTION OF BEST PRACTICE

Defining and documenting the CCP process is an important step early in the process. Once the key contacts and participants have been identified to help deliver the CCP process, it is highly possible that there will be turnover in any number of positions. There may be a turnover in staff, members of the planning group, or even the lead planning champion. This turnover may result in a change in capacity, different preferences towards the process, or a change in availability. As a result, a document or contract needs to be in place to explain what was agreed upon during the beginning of the CCP process. Defining and documenting the process in a contract can reduce the level of disruption or potential conflict during a turnover or transition.

HOW TO APPLY THE BEST PRACTICE

Designing and agreeing to a planning process can be accomplished through Chief and Council or a planning group, conducting a community survey, or undertaking key informant interviews. The results of the decisions should be incorporated into terms of reference and a supporting contract document signed off by Chief and Council.

BENEFITS OF BEST PRACTICE

- ✓ Brings continuity and certainty to the process
- ✓ Reduces the level of disruption or conflict
- ✓ Increases comfort when people see process
- ✓ Demonstrates legitimacy and transparency
- ✓ Atmosphere for CCP is determined

IMPLICATIONS FOR ACTION

While documenting the process is essential, there has to be a mechanism in place to change the process at some future point in time to take into account changes that may occur due to turnover.

"Anyone needs to pick up a document and understand it – the CCP cannot be too technical. CCPs need to be accessible. We are a visual culture."

Insist planning models are culturally appropriate

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **33**

OPPORTUNITY / CHALLENGE

Using culturally appropriate planning models.

DESCRIPTION OF BEST PRACTICE

There are numerous types of models and planning processes that can be used to help guide a community to complete its CCP project. Models can be based on working with existing planning models that have been used by other planners, institutions or communities, or communities can create their own models through a bottom up, organic process. Both have advantages and disadvantages. While communities may present a model, for example, to a funding agency to guide them through a process, it is important that communities be able to adapt the model and process as they need to.

HOW TO APPLY THE BEST PRACTICE

Launching a CCP process requires some type of structure and organization to carry it out. Communities can look to their own cultural planning models, undertake research, or have external planners present an organizing framework to consider in their CCP process.

BENEFITS OF BEST PRACTICE

- ✓ Helps to organize results
- ✓ Expands understanding
- ✓ Using shared models increases lessons learned

IMPLICATIONS FOR ACTION

There is some risk to importing planning models from outside. It is important that models be accepted and adapted if needed and help communities to get the most out of their planning process. Models need to reflect cultural customs and values as much as possible.

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **34**

Get process buy-in

OPPORTUNITY / CHALLENGE

Ensuring ownership of the plan so that it is supported by the community.

DESCRIPTION OF BEST PRACTICE

Getting community buy-in of the process is essential for the long term results and impacts of the CCP. In part, this is first demonstrated by Chief and Council's approach to the CCP and the emphasis on making the CCP process community-driven. Not having a community-based process appropriate to a particular First Nation can impact the ownership of the plan. This can affect, for example, the community's support for the plan, whether the plan is approved or not, how the plan is used, the level of pride, the successful implementation of the plan and what results come about from the plan.

HOW TO APPLY THE BEST PRACTICE

Building ownership of the plan is essential right from the beginning of a community's CCP. This can include how the CCP initiative is introduced to the community, who oversees the process and the degree to which the community is involved in the process. Building ownership is made possible by: 1) asking members how they want to be involved in the process and what planning methods and tools they prefer; 2) engaging members in the process (e.g. workshops, world cafe, open houses, search conference, video project); 3) profiling the plan (e.g. visual wall posters, referenced at community meetings, during negotiations); and 4) documenting and communicating the results of the plan (e.g. website, blog, brochure, newsletter).

BENEFITS OF BEST PRACTICE

- ✓ Improves ownership and final approval of the plan
- ✓ Ensures follow-through and results
- ✓ Builds momentum for the process
- ✓ Improves working relationships

IMPLICATIONS FOR ACTION

Once buy-in is established, expectations are raised to follow-through on the plan and ensure commitments happen. Getting and maintaining community buy-in is based essentially on facilitating the participatory process.

Create a holistic process

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **35**

OPPORTUNITY / CHALLENGE

Building a holistic process for the CCP strategy.

DESCRIPTION OF BEST PRACTICE

Creating a holistic process is a necessary part of building an effective CCP strategy. A holistic process involves having high levels of community engagement, being open and flexible, ensuring numerous opportunities for members to engage throughout the process, providing a range of methods, and ensuring various age groups. The voices of men and women also need to be included. A holistic process also involves allowing numerous points of entry into the planning cycle (e.g. during the getting ready to plan stage, brainstorming and review sessions, ranking or survey exercises or during social and cultural activities and so on), having the opportunity to compile, review and modify results, and sharing decision-making opportunities.

HOW TO APPLY THE BEST PRACTICE

Basic guidelines can be developed by the planning support group and by community members themselves. The guidelines should evolve over time, and could include: 1) if the community does not come to you, then you should go to the community; 2) integrate visioning with social and recreation activities; 3) work with all family groups; and 4) ensure all sectors of population take ownership of the vision. A holistic process also involves having multiple opportunities to go through the process, starting once from a general level and doing the process again, reaching into deeper levels of detail over time, right down to project level planning.

BENEFITS OF BEST PRACTICE

- ✓ Helps to get people on side
- ✓ Builds integrity into the plan
- ✓ Helps to make comprehensive decisions
- ✓ Creates long lasting results

IMPLICATIONS FOR ACTION

A holistic process requires time and resources and people. It is important to record the process and to demonstrate the effort. Sustaining a holistic process extends the time and can disrupt momentum.

"The quality and content within a range of CCP products allows people to see various applications. Once the applications of plans are proven effective, then you get more community buy-in."

Incorporate culture into the process

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **36**

OPPORTUNITY / CHALLENGE

Building culture into the CCP process to build unity and pride.

DESCRIPTION OF BEST PRACTICE

CCP is an opportunity to acknowledge, promote and incorporate First Nations culture on several levels. For example, hereditary structures (e.g. family based governance), cultural knowledge (e.g. migration routes of caribou), values (e.g. land first), traditions (e.g. working with Elders), and symbols (e.g. circle) can be used throughout the planning process. Bringing culture into the planning process is helpful to get people excited and involved in the process, but you need to show people where you are going with culture and explain how culture is being used throughout the planning process. This helps create a strong foundation for a culturally relevant plan to create long lasting results.

HOW TO APPLY THE BEST PRACTICE

During the 'getting ready to plan' stage, the planning support group could have a focus group session or open the theme of culture to the community seeking ideas and suggestions on the role of culture and CCP, particularly from Elders and community artists. This is an important step in acknowledging the importance of culture in the CCP process and the role it will play in the community.

Members could: 1) identify symbols and language to create a framework for the plan such as a spindle whorl, canoe journey, medicine wheel, clan crests, or totems, songs and legends; 2) present and organize information in ways that community members can relate to easily such as the Four Directions; 3) use cultural ceremonies such as drumming and singing, traditional feasts and storytelling, tribal journeys, sponsoring artists' events, beadwork, sewing circles, making cedar bark hats - these are ways to get people together and taking part in conversations and dialogue about culture and CCP; 6) incorporate culture into the CCP process by having a naming ceremony at the beginning or end of the CCP process; and 7) base the CCP process on the family system of engagement.

BENEFITS OF BEST PRACTICE

- ✓ Increases Elder involvement in the process
- ✓ Brings people together to learn values and skills
- ✓ Has an uplifting and positive influence on the process
- ✓ Provides an opportunity to showcase culture

IMPLICATIONS FOR ACTION

Culture can be a positive celebration that fuels the CCP process. Take the time to ground the CCP process into the local culture in ways that it is respected. Be aware that not everyone values the role of culture in community planning.

Brand the CCP process

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **37**

OPPORTUNITY / CHALLENGE

Creating an identity through the CCP.

DESCRIPTION OF BEST PRACTICE

There is a great opportunity to localise the CCP, through naming, logo development, and using cultural symbols, language, legends, pictures, stories and so on. For example, using the turtle, eagle, medicine wheel, feathers, drum, totem pole, clan symbols and the canoe are noted ways to capture the CCP process. Branding the plan presents an opportunity to promote and celebrate cultural identity, increase the connection to the plan, create ownership and association to the plan, and can be a fun way to bring artists into the CCP process.

HOW TO APPLY THE BEST PRACTICE

Creating a logo and name for the CCP can happen at the front, during and back end of the CCP process. One way to create a logo and plan for the CCP process is to post it as a community wide contest. The proposal could be posted around the community, launched on a community website or advertised by word of mouth and on the radio. You need to allow enough time for people to respond to the proposal, and offering a prize incentive can generally increase the turnout. Be sure to have a fair process to evaluate the entries. The winner could be announced in a community planning newsletter as part of the CCP launch or closure. Profiling the winner is an opportunity to celebrate the efforts of the community member.

BENEFITS OF BEST PRACTICE

- ✓ Helps people to identify with the plan
- ✓ Gets artists into the process – attracts people
- ✓ Helps to promote a community-driven process
- ✓ Creates planning memory
- ✓ Honours local culture

IMPLICATIONS FOR ACTION

Each community has its own unique experience and identity. Branding the CCP project represents an excellent opportunity to secure broad community involvement in a creative way.

Visualize the process

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **38**

OPPORTUNITY / CHALLENGE

Displaying results of the process in visual ways to attract and engage community members.

DESCRIPTION OF BEST PRACTICE

Planning with First Nations requires visual tools be used to make the process interesting, and to visually display the CCP process as it moves along. This visual emphasis supports an oral culture and a broad range of age groups and literacy levels in the community. It can also help promote understanding so people can stay engaged and feel included. Ensuring that the process is as visual as possible also generates opportunities to tap into local artists to share their skills and talents when possible.

HOW TO APPLY THE BEST PRACTICE

There are several opportunities to build visual tools into the planning process– from the initial planning proposal, to explaining the process or describing the planning steps, and showing how decisions will be made, to illustrating issues and actions and creating visual opportunities during the community visioning process. Visual tools may consist of process charts, diagrams, flow charts, matrices, symbols, illustrations, paintings, murals, collages, photos, and artist sketches. They need to be planned accordingly. Certain visual methods may be more relevant than others for specific age groups.

BENEFITS OF BEST PRACTICE

- ✓ Increases community involvement
- ✓ Enhances the planning process
- ✓ Opens the doors to community artists
- ✓ Diversifies the process
- ✓ Increases learning and understanding

IMPLICATIONS FOR ACTION

The visual tools used throughout the CCP process are one of the most creative opportunities in the CCP to tell the planning story and ensure that people have been included in the process. Visual tools require a budget and take extra time.

"Creating a logo can help show the unity of everything – how decisions in one area are going to effect [sic] another. The turtle symbol is used to pull all aspects of our community together."

Plan for contingency

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **39**

OPPORTUNITY / CHALLENGE

Planning for contingency and adapting the process to accommodate community circumstances.

DESCRIPTION OF BEST PRACTICE

As much as you prepare and anticipate the needs, challenges and opportunities of the planning process, it is important that communities expect ongoing changes to the process due to situations that arise, such as: people do not show up to the workshops, there is a lack of adequate information to make a good decision, the planning process gets delayed, there is a leadership election, someone leaves the planning committee, there are conflict issues within departments, or a new economic development opportunity arises that requires attention. Contingency responses may include the following: modifying the process, shifting timelines, changing communications tools, securing additional funds, bringing in outside expertise or taking on more responsibility for the planning process at the community level.

HOW TO APPLY THE BEST PRACTICE

Anticipate the potential challenges and obstacles to the planning process by learning from previous community planning, talking with other planners and communities, and undertaking a community situational assessment. Organizing a matrix is a useful way to think through potential issues and to brainstorm what the contingency plan is for certain situations. Setting up a monitoring and evaluation system can help to keep the contingency plan current and appropriate.

BENEFITS OF BEST PRACTICE

- ✓ Reduces negative impacts to the CCP process
- ✓ Ensures positive outcomes of the CCP process
- ✓ Helps meet timelines and minimizes disruption

IMPLICATIONS FOR ACTION

It is impossible to predict the full range of factors that can impact a CCP process, but having a back-up plan can reduce the response time and level of disruption.

Identify timelines but be flexible

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **40**

OPPORTUNITY / CHALLENGE

Setting timelines to complete a CCP are essential, but they must remain flexible.

DESCRIPTION OF BEST PRACTICE

The process to complete a CCP takes a long time. Taking the time to identify and anticipate how much time is needed to complete a CCP and the timing of planning activities (when planning tasks take place) are important in setting expectations. Determining the amount of time to complete a CCP requires setting assumptions, including anticipating delays or disruptions to the planning process (e.g. a community member's death, special cultural events, delays in gathering information, poor weather, or a lack of a meeting facility to host a workshop), that may disrupt an anticipated deadline and impact overall CCP timelines. Careful and ongoing monitoring and evaluation are essential throughout a CCP process to manage deliverables and sequencing. Process planning requires ongoing contingency and adjustment, as well as communicating delays to funding agencies to ensure secured funding will not be jeopardized.

HOW TO APPLY THE BEST PRACTICE

The key is to set and assess timelines on an ongoing basis. Creating a process chart in an Excel spreadsheet is an easy way to track results and make ongoing changes to the process as needed. It is also important to have a communications policy in place to inform funding agencies about changes to timelines. This may also require supplemental reports to be submitted to funding agencies. Posting timelines and deliverables to show progress in highly visible areas helps to keep people informed and committed to the CCP process.

BENEFITS OF BEST PRACTICE

- ✓ Helps community meet deliverables
- ✓ Helps keep moving the process along
- ✓ Ensures community can meet funding obligations

IMPLICATIONS FOR ACTION

You cannot anticipate all of the potential delays and disruptions that may confront a planning process. Ongoing monitoring and evaluation are essential to fulfilling timelines and expectations.

Adjust the process as you go

Category
Completing the CCP

Sub-category
Building the Process

CCP Best Practice – **41**

OPPORTUNITY / CHALLENGE

Adapting the CCP process to circumstances.

DESCRIPTION OF BEST PRACTICE

Communities who prepare for the CCP process quickly learn that all sorts of things will arise once the process begins. For example, collecting community profile information may take longer than anticipated because the survey response rate was not as high as anticipated, so the community decides to deliver the survey a second time. Or, because the planned workshops did not generate the level of expected turnout, a planning group decides to have family house visits to target direct involvement.

Other situations that require adjustments to the plan could be because of a family tragedy, a leadership election, turnover of staff, an unsuccessful funding proposal, and so on. These types of situations, and numerous others, can result in adjustments such as: scheduling changes, modifying participation tools such as community surveys, changing a location of an open house, repeating a presentation or adjusting the budget because a geological technical analysis was not anticipated.

While it is important to accept adjustments to the process, more important is to determine how adjustments to the planning process will be made, by whom, when, and how they are to be tracked and communicated. There also has to be the willingness and ability to adopt and change the planning process quickly, and on an as needed basis.

HOW TO APPLY THE BEST PRACTICE

The authority and procedures to change the CCP should be determined up front in the CCP process. Changes may be made during the initial process, or during the implementation of the CCP. Creating a work plan to guide process not only helps to guide the process, but makes it easier to decide and track changes as the process moves along. Planning schedules based on weekly or monthly tasks and activities are helpful. Ideally, work plans can be created in an Excel spreadsheet so revisions can be made frequently and can be easily printed or circulated electronically.

BENEFITS OF BEST PRACTICE

- ✓ Fits the community better
- ✓ Improves decision making results and outcomes
- ✓ Reduces negative consequences or outcomes
- ✓ Validates commitment and value to CCP

IMPLICATIONS FOR ACTION

Some adjustments to the process may be more important than others. Chief and Council may need to be informed depending on the types of adjustments being made to the CCP. Mandates and job descriptions help to clarify decision-making authority. Key is how quick communities respond to adjustments.

Create an engagement & communications strategy

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **42**

OPPORTUNITY / CHALLENGE

Securing community involvement to create a community-based strategy.

DESCRIPTION OF BEST PRACTICE

Community engagement and communication are essential to any good CCP. Communities need to consider how they are going to include and involve people in the CCP process, and how best to communicate the results. Community engagement should be diversified to inspire a high level of community involvement and decision-making.

There are active and passive types of engagement, with varying degrees of meaningful involvement and decision-making authority. In some cases, an open house or newsletter may be appropriate tools for sharing information; in others, members may be actively engaged in a ranking workshop, coffee table chat, or roundtable discussion deciding the top and final action priorities. The same applies to communication tools which can range in scope depending in the purpose and audience. Communications tools used to share planning results can consist of verbal, audio, visual and written tools such as storytelling, radio, posters and planning newsletters or brochures.

HOW TO APPLY THE BEST PRACTICE

A planning support group can brainstorm and analyze engagement and communications options. People who bring experience to the planning group can reflect on what planning methods have worked in the past and apply local lessons learned. The planning group could also, for example, conduct a community engagement survey and ask people for their ideas and preferences on involvement, information sharing and learning. Posters and notices can be circulated to solicit feedback and ideas. Once preferences and options have been assessed, the engagement and communications strategies need to be budgeted and organized into a work plan. When final strategies are endorsed by the community, they should be documented, summarized and circulated in a newsletter or protocol.

BENEFITS OF BEST PRACTICE

- ✓ Overcomes history of poor community involvement
- ✓ Secures ownership of the plan and lasting results
- ✓ Builds accountability of the process, legitimizes CCP
- ✓ Mitigates potential obstacles to involvement
- ✓ Allows people to know what they are getting out of the process
- ✓ Clarifies expectations
- ✓ Gets people talking, whether or not you get responses
- ✓ Helps to inform, gather information, increase participation

IMPLICATIONS FOR ACTION

Investing in a communications and engagement strategy can impact the process dramatically. Consider the cost, human resource requirements, and skill base required to deliver the engagement and communications strategy and make this strategy as creative as possible.

Support & encourage involvement

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **43**

OPPORTUNITY / CHALLENGE

Knowing the full extent and importance of doing a CCP to encourage participation.

DESCRIPTION OF BEST PRACTICE

Members may not know the full extent of why they are doing a CCP, how best to contribute, or they may lack support such as daycare or transportation to attend community planning sessions. Factors such as politics and relations, poor social capital, issues of trust or planning cynicism, and a lack of confidence can impact people's ability, willingness and confidence to get involved.

HOW TO APPLY THE BEST PRACTICE

Community members can be encouraged to get involved by explaining what is involved in doing a CCP. This message needs to be repeated and can come from a range of people such as Chief and Council, external planning support, Elders, family heads and respected people in the community. People can be encouraged to participate through capacity building, sharing knowledge, and supporting people as they go. Giving people responsibility such as researching an issue, arranging a meeting, presenting information or making a newsletter can build connection, appreciation and confidence. Creating safe speaking environments, thanking people, acknowledging people's contribution, and establishing trust by getting to know one another are other examples to encourage involvement. Finally, including a budget to provide daycare services and transportation to and from planning sessions, for example, can dramatically improve community turnout.

BENEFITS OF BEST PRACTICE

- ✓ Builds confidence and willingness to get involved
- ✓ Expands decision-making quality
- ✓ Creates unity and pride
- ✓ Inspires community leadership

IMPLICATIONS FOR ACTION

You can never anticipate the many complex reasons why people may choose not to participate. It is important to open up multiple doors for community involvement over time and make people feel comfortable. Remember to document involvement and acknowledge participation at all times.

Involve everyone in the process

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – 44

OPPORTUNITY / CHALLENGE

Building inclusion during the CCP process is fundamental to success.

DESCRIPTION OF BEST PRACTICE

The planning process has to come from everyone in the community. People have to feel that they have had a chance to participate and make decisions, and that these opportunities have been legitimate. The getting ready to plan stage is an opportunity to strategize on how best to engage community members. It requires that communities identify in particular the major family groups and Elders in the community, as well as consider how all ages, various roles and community functions, and a gender balance are to be maintained. Real inclusion also considers how both on and off-reserve members will be included in the process.

HOW TO APPLY THE BEST PRACTICE

To ensure full involvement of the community, a mapping technique can be used to show where everyone comes from and to make sure all the major families identified are involved with adequate representation. Once individuals and groups are identified, it is important to ask: 1) why their involvement is important; 2) what level of involvement is needed and when; and 3) what are the preferences for getting various people or groups involved. Tracking attendance at all planning sessions, posting participation at all stages of the process, and making sure names are included in the final planning documentation can help to ensure transparency and recognition.

BENEFITS OF BEST PRACTICE

- ✓ Helps build ownership
- ✓ Helps to identify exclusion and action
- ✓ Builds awareness on the importance of community involvement
- ✓ Increases levels of community involvement
- ✓ Builds the commitment to plan
- ✓ Input helps reflect change

IMPLICATIONS FOR ACTION

Need to consider the costs of engaging the community and the tradeoffs between representation, time, geography, and gathering input from on and off reserve population. Less community involvement is more subject to political cycles.

"Less community engagement is more subject to political cycles."

Inspire & motivate involvement

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **45**

OPPORTUNITY / CHALLENGE

Ensuring community involvement through all stages of the CCP.

DESCRIPTION OF BEST PRACTICE

CCP processes are a fantastic opportunity to create life changing experiences for individuals, families and the community at large. Communities will confront many issues and attitudes towards CCP and participation. In most cases, the CCP process is so new and innovative that members are charting in new waters. However, cynicism, abuse, shyness or fear may hamper one's involvement. Planners need to be prepared to confront a range of personalities. Approaches, tools and techniques are needed to help explain to people why their involvement matters and how their involvement will make a difference. Planners and processes must also include helping people to get past personal issues and to see the value in sharing ideas and information. People need to see themselves as part of the CCP, feel that their knowledge is valued and be inspired to want to be a part of the change.

HOW TO APPLY THE BEST PRACTICE

To prepare for a community-based process that is engaging and interactive, people need to understand the significance of CCP, and the importance of a community-driven process. Understanding the benefits of a CCP can help to motivate people and secure their involvement. Preparing people for CCP can consist of preparing newsletters and formally announcing the session. Hosting Youth and Elders sessions are other ways to explain why community involvement is important. Helping people see what they will be going through can help prepare and motivate them to get involved.

People need to know that the planner wants to be part of the change, or the planner has to convince people to be part of the change. This involves an education campaign directed at members to get involved. Tools to help build trust, planning stories and examples to help build understanding, exercises to engage people and ways to celebrate and recognize people's involvement are necessary tools to inspire and motivate.

BENEFITS OF BEST PRACTICE

- ✓ Gets more involvement by preparing people to participate
- ✓ Provides a secure environment to share and open up
- ✓ Forms long-term relationships
- ✓ Allows honest dialogues so that trust is created
- ✓ Maintains ownership and control
- ✓ Helps keep most of the work in the community

IMPLICATIONS FOR ACTION

Be prepared to manage increased engagement levels should these efforts be successful and the process snowballs.

Understand the social & political history

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **46**

OPPORTUNITY / CHALLENGE

Understanding how social and political history impacts participation.

DESCRIPTION OF BEST PRACTICE

Understanding the human and political dynamics within a given CCP process is complex and unpredictable. Community politics and social dynamics (e.g. family and individual conflict, grievances, nepotism, lateral violence) can play out in terms of how decisions are made, and by whom; who supports a particular development approach, project or action; who gets hired and who gets paid; and what families stand to gain. It is essential that community engagement is fair and legitimate, comfortable and safe, open to choice and is well-documented given the history of relations within a community.

HOW TO APPLY THE BEST PRACTICE

Through research, conversations, interviews, surveys, and observing community meetings, it is possible to gain some social and political understanding within the community. However, the extent of the social and political dynamics may not be discovered until well into the CCP process. As a result, planners need to ensure transparency and fairness, and that: 1) no one person(s) or family is dominating the process; 2) that the process is seen not to favour one person, group, or family; 3) that there is consensus on what the process(es) are to make decisions throughout the CCP process; and 4) that people are sensitive as to who is getting how much, why, and when.

BENEFITS OF BEST PRACTICE

- ✓ Makes the CCP transparent, builds legitimacy
- ✓ Brings the community back together
- ✓ Improves ownership of the CCP
- ✓ Influences the design of the CCP process

IMPLICATIONS FOR ACTION

CCP processes can trigger all types of political and social dynamics and controversy that requires sensitive management. Planners have to find ways to be politically sensitive and have tools to manage conflict and controversy.

Simplify questions & language

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **47**

OPPORTUNITY / CHALLENGE

Reducing planning jargon to include everyone in the CCP process.

DESCRIPTION OF BEST PRACTICE

Community members can sometimes feel intimidated or excluded if they do not understand what is being talked about. Planners have to be aware of the jargon they are using and to find ways to confirm what is being talked about or decided, and to adjust participation and communication strategies based on a variety of planning audiences. For example, Elders, children, Youth, adults, trappers, politicians, and educators have different literacy and comprehension levels, and not all people have the same level of confidence in working with written language.

HOW TO APPLY THE BEST PRACTICE

Planning processes have to include a mix of written, verbal, audio and visual communication techniques so that everyone can communicate and understand one another. For example, planners should ask questions and use words in a way that people can understand – particularly around planning and development terms. It is also important to standardize the language in all community processes (e.g. elections, constitutions, contracts, job descriptions) so that the community understands a common language.

BENEFITS OF BEST PRACTICE

- ✓ Builds comfort and confidence levels of people and motivates involvement
- ✓ Helps to increase participation levels and brings more people into the process
- ✓ Increases the quality of discussion and decision making
- ✓ Helps to not exclude people or make people feel they are inadequate

IMPLICATIONS FOR ACTION

Planners have to gauge comfort levels and confirm that people understand what is being discussed. Repeating terms, using different communication tools and active listening are valuable ways to promote understanding. Members do not always convey that they might not understand something.

Work with photos to trigger conversations

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **48**

OPPORTUNITY / CHALLENGE

Engaging all ages in the CCP process through the use of photographs.

DESCRIPTION OF BEST PRACTICE

Pictures are useful tools for talking (e.g. what needs fixing), telling stories (e.g. how we used to hunt on the land), learning about the community (e.g. explaining the effects of the dump, showing what the Youth did at the Elder's camp, showing how families lived along the river 100 years ago), showing people working, collaborating, celebrating and socializing together (e.g. traditional feast, planning workshop), and capturing what was said (e.g. issues, strengths, diagrams, action ideas), and by whom (e.g. families, Elders, Youth, the community at large). Communities can also work with historical photos beside current photos to understand what has changed and why, and how to overcome or redirect change. Photos need to be recorded and stored, shared with the community in culturally appropriate ways, and celebrated.

HOW TO APPLY THE BEST PRACTICE

At the very start of the CCP process, it should be pointed out to community members about the value and power of photographs and how they can be used to support a CCP process. Community photos may exist in government archives or via personal and community collections. Asking people for their permission to create a database of photos uploaded to a website, creating an album of photos, or using photos in a CCP report can enhance the CCP process considerably. Where possible, the list of people included in the photo should be identified and dated for future referencing. Typically it is Youth who show great interest in photography.

BENEFITS OF BEST PRACTICE

- ✓ Tells stories of the past, and creates future memories
- ✓ Helps to demonstrate appreciation
- ✓ Tells who was at the meeting, or not
- ✓ Shows that results come from the community
- ✓ Helps to document the CCP project
- ✓ Shows changes over time

IMPLICATIONS FOR ACTION

Having the technology and providing access for a wide number of members to view and experience taking pictures to tell their current and future story is an important opportunity and an empowering story.

Balance world views

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **49**

OPPORTUNITY / CHALLENGE

Accommodating and integrating different ways of seeing the world based on different age groups.

DESCRIPTION OF BEST PRACTICE

Different age groups bring diverse perspectives and have varying ways of seeing the world. Ensuring differing groups can express their views is an important exercise in building a common vision and in developing and analyzing options to bring about the desired change.

HOW TO APPLY THE BEST PRACTICE

Bring in a facilitator to help different group express their views and to share different ways of seeing the world. Facilitators need to create and allow safe speaking environments and decision processes to make community decisions. Sometimes outsiders can be used to get through historical problems when local members may not be effective.

BENEFITS OF BEST PRACTICE

- ✓ Increases the mix of sustainable solutions
- ✓ Creates better choices for actions
- ✓ Balances different perspectives

IMPLICATIONS FOR ACTION

Different views need to be accommodated and expressed by including people and having tools to expand awareness and tolerance.

"Need a protocol that states how to communicate and engage with the Nation. You need to determine what is convenient versus practical versus what is culturally appropriate."

Expand choices & demonstrate involvement

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **50**

OPPORTUNITY / CHALLENGE

Knowing that people have different preferences for involvement and the need to respond with diverse methods.

DESCRIPTION OF BEST PRACTICE

To ensure that the CCP process is community-based, it is essential that people not only have multiple choices of when and how they can participate in the CCP process, but that this effort be documented and communicated over time given the political nature of communities (this sensitivity varies in each community given the history of community planning and involvement). This is particularly meaningful where grassroots members have been excluded, and feel their voice is under-represented, or where the levels of favouritism and nepotism in the community are high.

HOW TO APPLY THE BEST PRACTICE

Preferences for community involvement can be identified during the getting ready to plan stage. Whatever the agreed to participation methodology is (e.g. meeting, open house, survey, conversation, large group workshop, world cafe, roundtable session, camp fire chat, and so on), it is important that numerous options be available, at a diverse range of times, located in various venues and locations, be ongoing, and well advertised through written, audio and verbal means. You need to quantify the opportunities of community involvement and identify who participated and when. Circulating sign in sheets, recording or filming planning sessions, or taking pictures of participants can demonstrate who was involved during the CCP process.

BENEFITS OF BEST PRACTICE

- ✓ Brings legitimacy to the CCP process
- ✓ Validates effort at community involvement
- ✓ Promotes a community-driven process
- ✓ Avoids questions on decision outcomes
- ✓ Reduces the potential for sabotage

IMPLICATIONS FOR ACTION

Planning processes are constantly scrutinized for the 'who' and how people have been included in the process. It is important to show that everyone has had an opportunity to have a say in the process, and that the process has not been dominated by any one group.

Show & validate people's knowledge & ideas

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **51**

OPPORTUNITY / CHALLENGE

Making sure the 'voice' of the community is incorporated into the final report.

DESCRIPTION OF BEST PRACTICE

A truly community-based CCP is able to demonstrate and validate that ideas, views, opinions and preferences of community members have been incorporated into the plan – that the voices of community members matter and are well-documented. It is important to demonstrate that the voices of all participants are well-documented throughout all stages of the CCP process and in the final documentation of the CCP. Showing the contributions of people by linking issues and policy (CCP) helps to ensure legitimacy of the CCP process. In addition, incorporating knowledge and ideas empowers members to feel like they can make a difference.

HOW TO APPLY THE BEST PRACTICE

Bringing people together in a positive way and documenting the contributions of community members throughout the process requires an ongoing effort. Documenting knowledge, views and ideas of members can include: 1) audio or video recordings of community planning sessions; 2) live illustrations of search conferences or vision sessions; 3) taking flipchart notes during planning sessions; 4) asking members to submit their own views and opinions in a variety of ways (e.g. surveys, questionnaires, comment cards, etc); and 5) taking photos to show members are active in the engagement process. Key messages and quotes should be included in the final text as other ways to demonstrate inclusion of voice into the CCP text.

Validating what was said is also part of engagement process. Members have to be given multiple opportunities to review and validate what was documented preferably in an interactive way. Ideally community members can interpret and analyze the results from their planning sessions. Sharing results through various communications tools, allowing enough time, and reviewing and validating results in public forums together are often helpful. Members should be given multiple opportunities to review and modify their input as much as possible.

BENEFITS OF BEST PRACTICE

- ✓ Validates a community-driven process
- ✓ Gets away from the need to be prescriptive
- ✓ Empowers people to make a difference
- ✓ Connects people to the plan
- ✓ Expands community buy-in
- ✓ Builds transparency and accountability of process

IMPLICATIONS FOR ACTION

CCP documents that do not 'speak' from the community risk not being supported and used. Documenting the voice empowers the process and establishes a base level of expectations that requires follow-though.

Reveal truths & maintain confidentiality

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **52**

OPPORTUNITY / CHALLENGE

Protecting the identity of community members for them to open up and reveal issues, needs and ideas for action.

DESCRIPTION OF BEST PRACTICE

Given the small size of communities, the history of relations and family politics, it is important that members know that the information they provide remains confidential. In particular, that there will be no name association, if requested. However, it is important that members are given the choice to disclose their identity since some may choose to want to have their identity revealed. Protecting the identity of the members is important in order to get to the 'truths' of the community and to be able to reveal cause-effect relationships. You don't want to jeopardize involvement by not being confidential.

HOW TO APPLY THE BEST PRACTICE

When creating your community engagement plan, it is important that members be given many choices to get involved in the process. Community engagement sessions are typically made up of a number of individual, small and large group sessions, with multiple engagement methods and tools that could or could not reveal the author's identity of the comments, depending on the topics and themes being discussed. For example, if the discussion is on family violence or addictions, this is a more difficult and sensitive topic where a lot more is at stake.

There are many ways to get to the 'truth' in public sessions: 1) you may have to write something down for somebody because someone might recognize somebody's writing; 2) you may need to have people write comments on cards and then mix them up and present them as the facilitator so a person is not 'seen' or identified with the identifying the issue or idea; 3) community members can be asked to fill out a survey during the engagement session, and then have all the results combined and presented back to the community; 4) comment cards can be placed in a pile and then people pull the comments randomly to share them with the group; or 5) create a buddy system where members team up and each shares the results of what the other person said.

BENEFITS OF BEST PRACTICE

- ✓ Gets to the community truths, contributing to better solutions
- ✓ Expands community involvement
- ✓ Introduces trust into the process

IMPLICATIONS FOR ACTION

Planners always have to be thinking about issues of identity, privacy and confidentiality. Exposing identity during certain issues can disrupt a planning process. It is important to give people a choice if they want name disclosure and consider what exercises are used and whether people's identity will be revealed.

Build continuous feedback loops

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **53**

OPPORTUNITY / CHALLENGE

Validating and confirming community input through ongoing feedback.

DESCRIPTION OF BEST PRACTICE

The CCP process cannot be a single event or activity where community members have limited opportunities to be engaged in their CCP. CCP is very much a process of discovery, where people open up their thoughts and feelings about a great number of matters that affect their current and future situation over time. Time and suitable methods are needed to create windows for people to share issues, ideas and opportunities they may have. People need ways to come together, tools to help have the right conversations and dialogues, and to document what matters most now, and in the future. Knowledge, information and decisions that result from community processes need to be absorbed and reflected upon continuously so new decisions can be made.

HOW TO APPLY THE BEST PRACTICE

The community should define how continuous feedback and involvement opportunities are to be built into the CCP process, how often and when, and how information and results from community sessions will be communicated to members. There needs to be a wide choice for members to share their visions, thoughts and ideas, and to be able to have ways to communicate or revise other knowledge, information, opinions and perspectives. Methods can include open forums, house visits, surveys, large and small groups meetings, or a committee system. They can also include various communications tools (e.g. summary, survey, brochure, pictures, diagrams, etc.) where people are given the opportunity to think about the choices and questions they may have.

BENEFITS OF BEST PRACTICE

- ✓ Creates a feeling of control
- ✓ Promotes wise solutions
- ✓ Increases community buy-in and support for the process

IMPLICATIONS FOR ACTION

Consider the process support needed to build continuous involvement and feedback loops and tell people in advance when these will happen.

"CCP becomes more effective when priorities are addressed to channel intervention."

Provide participation incentives

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **54**

OPPORTUNITY / CHALLENGE

Overcoming attitudes and apathy towards community involvement.

DESCRIPTION OF BEST PRACTICE

Securing community involvement or participation throughout the planning process is no easy task. People may choose not to participate for all types of reasons. For example, people may not understand what is required of them to contribute to the CCP process; they may undervalue what their contribution can include; services do not exist, such as daycare or transportation services, so adults can attend planning sessions; or some people simply require financial (e.g. honoraria) or non-financial recognition (e.g. door prizes, participation certificates, verbal and written acknowledgements) for their involvement. The planning process is too important for people not to show up. Providing incentives to participate can help to increase community input and therefore help inspire a common vision to move the community to where it wants to go.

HOW TO APPLY THE BEST PRACTICE

Surveying community members about their attitudes and preferences towards community involvement can help to determine the types of incentives to offer. It is also important to consider the history of community involvement, drawing on important lessons learned and identifying what support, such as daycare or transportation services, is needed to get people out to the planning session. The core planning support group could develop an engagement strategy and determine incentive options based in part on cost. Incentives may include: potluck dialogues, family Olympics, door prizes, food, games, and name recognition.

BENEFITS OF BEST PRACTICE

- ✓ Increases levels of participation and involvement
- ✓ Inspires a common vision
- ✓ Builds pride and inspires people to stay involved
- ✓ Brings fun to the process
- ✓ Brings citizens recognition to the CCP process

IMPLICATIONS FOR ACTION

Not all CCP processes include participation incentives. Mobilizing community involvement is one of the single greatest challenges in carrying out a CCP process. Consider the costs of financial incentives and the precedent it might create.

Ensure community leaders are involved

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **55**

OPPORTUNITY / CHALLENGE

Involving community leaders throughout the process.

DESCRIPTION OF BEST PRACTICE

Leadership at all levels of the CCP process, including implementation of the plan, is needed to pursue effective CCP outcomes. The process must have internal and external political champions and informal leaders to move the process forward. Formal leaders identified to carry the process forward can include members from the Elders Council, family heads, members from an elected Chief and Council body, or informal and otherwise respected community members of all ages. Leadership support is demonstrated for example by: 1) 'walking the talk' 2) participating in the planning process; 3) encouraging others to get engaged; 4) giving direction when needed; 5) supporting change; 6) inspiring dialogue; or 7) assisting in mediating conflict.

HOW TO APPLY THE BEST PRACTICE

Securing leadership support can take place through formal and informal ways. The planning support team can identify the formal and informal leaders in the community, and meet with them in a structured setting such as a workshop, or can recruit and connect with leaders informally on a one-on-one basis over a coffee or a meal. In some cases, it may be necessary to inform the various leaders and to ask them what roles they could offer in the CCP process. Assisting leaders with communications tools such as descriptions, diagrams, stories, process charts, or symbols that support or explain what is needed in the process are helpful. At the tribal level, you can have Chiefs present to other Chiefs on the CCP – through a mentorship role – sharing lessons learned and ways to make the CCP happen. This networking can take place at grand assemblies, conferences, workshops and other gathering ceremonies.

BENEFITS OF BEST PRACTICE

- ✓ Keeps the process momentum going
- ✓ Mobilizes support and can energize the process
- ✓ Creates understanding and future support
- ✓ Expands the networking of collaboration

IMPLICATIONS FOR ACTION

Educating community leaders on the valuable role they play in the CCP is essential. Recognizing and profiling leadership support on an ongoing basis is strategic and can help to mobilize community involvement.

Have staff devote time to the CCP process

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **56**

OPPORTUNITY / CHALLENGE

Getting staff involved throughout the CCP process since staff champion CCP implementation.

DESCRIPTION OF BEST PRACTICE

A community-based process needs to include all individuals from the community, including managers and staff during the process. This is not only an important knowledge base of information, issues, needs and ideas, but because managers and staff will be the main caretakers of the CCP when it comes time to implementation.

To be helpful in implementing the plan, staff need to understand what is behind the decisions, how they were made, and to be familiar with the intentions and desired outcomes of selected actions. Often managers and staff, including administrative support, are overworked and sometimes feel that the CCP is a burden to them. It takes time away from their current job duties, and the short-term reality is that some other task or activity is dropped. However, the intention of the CCP is to be a management tool to in part make things easier and more efficient. Managers and staff need a transition period to overcome the resistance to CCP.

HOW TO APPLY THE BEST PRACTICE

Managers and staff have to be prepared and learn very early in the process that their involvement in the process is critical. An introductory working session is useful to orient managers and staff to the CCP as soon as it starts, preparing mangers and staff well in advance of what is expected of them. Key to getting staff involved in the CCP process is to give them choices to participate, facilitate ongoing, shorter planning sessions so that normal work plans will not be too disrupted, and to introduce workshop tools that seem useful and relevant that can be applied in daily work.

BENEFITS OF BEST PRACTICE

- ✓ Allows people to know how they got there
- ✓ Helps to keep the plan alive
- ✓ Builds working relationships and connections
- ✓ Gets departments to integrate everything together

IMPLICATIONS FOR ACTION

Getting managers and staff on board and active in the CCP process is not always easy. They sometimes feel that their participation is seen to 'interfere' with the community-based process. Including this body of knowledge is critical since managers and staff are typically closer to the 'front line'. Consider the timing of when and how managers and staff are included in the process.

Include Elders in the process

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **57**

OPPORTUNITY / CHALLENGE

Working with Elders for their guidance and local knowledge.

DESCRIPTION OF BEST PRACTICE

Having Elders involved from the very beginning of the process brings recognition and endorsement to the CCP process. Elders can engage in various roles such as: 1) ceremonial when launching a CCP; 2) a participant, during an Elder's workshop; 3) an advisor, by sitting on a planning support group; or 4) by playing a messenger role back to Chief and Council or Elder's Council. In some cases, an Elder may lead an Elder's planning session, or act as language translator to bridge understanding. Acknowledging Elders' involvement can also raise the profile of the CCP, demonstrating respect for traditional customs. Having Elders present also creates an opportunity for community members to make inter-generational connections.

HOW TO APPLY THE BEST PRACTICE

Each community has its own Elder's protocol for approaching and including Elders in the CCP process. An informal meeting with Elders, combined with a feast or social event, is an effective way to launch a planning relationship with Elders.

BENEFITS OF BEST PRACTICE

- ✓ Honours community Elders
- ✓ Helps bring respect to the process
- ✓ Creates an opportunity for knowledge transfer
- ✓ Brings stories of the past out into the open
- ✓ Provides an opportunity for Elders to connect

IMPLICATIONS FOR ACTION

Not all Elders are treated equally in the CCP process, and some may choose not to participate. Assessing the roles of Elders early in the process can build momentum and validate the CCP process.

"There has to be an openness to plan, a willingness to accept solutions and commitment to implement."

Maximize Youth involvement

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **58**

OPPORTUNITY / CHALLENGE

Ensuring Youth are part of the CCP process.

DESCRIPTION OF BEST PRACTICE

Youth are essential to the long-term health of First Nations. It is important to include Youth in the CCP process as much as possible, but give them an opportunity to self-select how they want to be involved. This includes helping to organize a Youth workshop. Because Youth will be living with the decisions made today, it is necessary that their issues and ideas be heard and incorporated into the vision.

Youth can be difficult to access and include in the CCP process, but they generally respect and enjoy the opportunity to be engaged. Sometimes their contribution is limited. Youth can play important roles during all stages of the CCP process, including acting as a spokesperson for other Youth, being messengers, helping to organize workshop sessions and meetings, acting as community facilitators, working with Elders and helping out with community newsletters and delivering surveys. Securing Youth involvement can help attract family and adult participation. Youth are seen to increase community involvement since they are viewed as neutral and typically more positive.

HOW TO APPLY THE BEST PRACTICE

Giving the Youth choice and opportunity to create a community engagement experience can be an empowering and rewarding experience. Connecting with Youth early on in the CCP process informally by talking with Youth one on one, or through a respected older Youth, or adult, can begin seeding the relationship with a core group of Youth who see the potential of coming together.

Youth can be organized to come together in a number of ways: 1) by creating a community's vision; 2) being part of a summer cultural camp with Elders; 3) through a Youth focus group targeting specific issue themes; 4) through the creation of a Youth planning committee to help organize the CCP process; 5) in forming a Youth Council so that the voice of Youth can be heard; or 6) organizing a Youth camping weekend to get the Youth perspective.

Having creative ways to engage Youth takes imagination and creative thought. For example, during a camping weekend, the planning support can create a Youth Counsel and have them sit around the camp fire, and incorporate into the meeting a feather to help generate discussion. Bringing in visitors such as a Chief and adults is one way to get Youth talking. Another tool is to ask Youth, "What would it be like to be a Chief for a day?" These types of question bring the conversation to a real place, informing values, needs and ideas from Youth to support the CCP process.

It is important to ensure that Youth have fun (e.g. games and laughter), get to express themselves in creative ways (e.g. painting, photography, murals, and open mic), share their views (e.g. through writing out issues, sharing stories, drawing), move around (e.g. fitness, walking the land, games), and eat well.

BENEFITS OF BEST PRACTICE

- ✓ Gets Youth to do things their own way
- ✓ Helps increase community involvement
- ✓ Creates linkages with Elders
- ✓ Targets social activities, thus making it fun
- ✓ Helps to gain interest and generates results

IMPLICATIONS FOR ACTION

Once Youth experience a positive gathering, expectations soon follow for additional opportunities to come together. Chief and Council needs to be up front when supporting Youth and to ensure ongoing support. Having a Youth champion to speak to Youth and organize their involvement is extremely helpful Youth do not always have the time to commit to the CCP process.

"You need to validate what people have said and to show the link between policy and issues to get buy-in."

"You don't want to personally jeopardize involvement – you do not want to personally associate information during the process. Each person who provides input has to know that their information will remain confidential."

Ensure family groups are included

Category
Completing the CCP

Sub-category
Engaging the Community

CCP Best Practice – **59**

OPPORTUNITY / CHALLENGE

Overcoming exclusion to ensure equality and fairness.

DESCRIPTION OF BEST PRACTICE

In the past, family systems may have been alienated from decision-making for several reasons. This, combined with the complex history of family relations, requires that planners be sensitive to process issues concerning representation, fairness, transparency, and access issues to information and decision making. It should be noted that while it is important to find ways to include all family groups, you need to understand who is speaking for whom. For example, there are instances where there are factions within families and not all people are consulted or represented. As a result, planners must ensure that engagement opportunities are diverse, multiple and continuous. Planners have to find ways to create safe speaking environments and gauge the personal and political dynamics of communities so as to adjust planning processes accordingly.

HOW TO APPLY THE BEST PRACTICE

One way to ensure that all family groups are represented in the planning process is during the getting ready to plan stage. This is where the planning support group, or the community at large, can undertake research to identify and acknowledge all the family groups. This then makes it possible to talk openly about family dynamics to strategize on how best to ensure inclusion. Another way to ensure representation and inclusion is to have families appoint spokespeople. For example, families could elect two members per family to report back on the results of family meetings, focus groups, gatherings and so on. Generally, families already have their speaking and engagement protocol but it is important to track the extent of family consultation by documenting attendance, including who, when and the type of engagement session, as well as the results of the family sessions.

BENEFITS OF BEST PRACTICE

- ✓ Ensures transparency and fairness
- ✓ Makes for better planning outcomes
- ✓ Increases integrity of the plan
- ✓ Creates ownership of the plan
- ✓ Helps us to reach community consensus

IMPLICATIONS FOR ACTION

Despite families being represented in the process, this does not guarantee that all members within family groups are consulted or included in decision making. It is important to track community involvement on an ongoing basis and to challenge families when people are being excluded.

Ensure constant information sharing

Category
Completing the CCP

Sub-category
Engaging Community

CCP Best Practice – **60**

OPPORTUNITY / CHALLENGE

Keeping members informed and creating learning opportunities for informed decision-making.

DESCRIPTION OF BEST PRACTICE

Having an adequate base of information to make decisions is an ongoing demand of CCP. Getting complete or up-to-date information is one of the single greatest challenges in completing a CCP as expressed previously. It is important to identify what information is needed, noting existing and missing information, as well as creating an information system to manage and communicate information flow throughout the entire process, not just when it starts. The flow of information is important to empower community members during the planning process so that informed decisions can be made.

HOW TO APPLY THE BEST PRACTICE

Creating a constant flow of information is first considered at the getting ready to plan stage, where the planning support team creates an information and communications strategy to define the what, who, why, when and how information and how it will flow and be communicated during the planning process. Information needs to be tracked and updated on an ongoing basis, and be presented in a format that is accessible to all community members. Information can flow out of ongoing research activities, results from community engagement sessions, or through means of on-line surveys, blogs and Facebook where Youth actively participate on an ongoing basis. Information can be reported through briefing summaries, reports, newsletters, word of mouth and so on.

BENEFITS OF BEST PRACTICE

- ✓ Increases level and quality of community involvement
- ✓ Helps communities to make informed decisions
- ✓ Keeps the process alive
- ✓ Documents the history of the community

IMPLICATIONS FOR ACTION

Creating a solid and continuous base of information requires significant capacity and effort to launch and maintain. Communities often underestimate the quality of available information and the time and difficulties collecting and sharing information.

Focus on community strengths

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **61**

OPPORTUNITY / CHALLENGE

Targeting community strengths to lay a foundation for the CCP strategy.

DESCRIPTION OF BEST PRACTICE

Communities are often confronted with numerous challenges and issues and have several needs they want to see addressed in the CCP process. In general, there is too much negativity and not enough celebration and recognition. Starting the process with what the community can celebrate or what they are proud of (strengths) helps to shift the reference point for the discussion. This approach sometimes startles members and is typically not an easy exercise when first introduced. Acknowledging the strengths of the community up front in the CCP process can generate pride and help motivate people to get involved in the process. The approach can be inspiring and refreshing, and encourage people to move beyond the negativity.

HOW TO APPLY THE BEST PRACTICE

Starting and focusing on community strengths can be structured by creating an overall approach known as appreciative inquiry. Planners can create a set of guiding questions to pose during a series of workshop sessions. For example, "What can we celebrate in your community today?", "What's working well in your community?", "What are you proud of?", or "What are the strengths that will sustain your community for future generations?"

Workshop sessions could also be arranged so that themes of the community are celebrated: cultural, governance, people, Youth, lands and resources, and so on. Another practice is to have a celebration feast to launch the process and to honour people and the many accomplishments in a given community. An important consideration when acknowledging strengths or assets is to record and document the history and key milestones of a community. Producing various communications tools such as posters, a newsletter, timeline chart, or a photo album and recordings of stories to celebrate strengths are examples of effective tools.

BENEFITS OF BEST PRACTICE

- ✓ Focuses on strengths of the plan to bring pride and passion back into the process – it helps people get to people
- ✓ Helps to recognize what has been done in a integrative way
- ✓ Inspires motivation
- ✓ Tracks important history

IMPLICATIONS FOR ACTION

Starting the process by talking about the strengths of the community can be an inspiring and refreshing approach. However, communities typically struggle with identifying strengths and it takes a series of sessions to recognize these.

Agree what self-government looks like

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **62**

OPPORTUNITY / CHALLENGE

Using CCP as the basis to build self-government.

DESCRIPTION OF BEST PRACTICE

CCP is an opportunity to define and build self-government based on an overall vision, for example, of a region of linguistic communities. Communities need to know what needs, competencies, capacity, and tools are useful to operate under self-government, and then to find out what is needed. CCP is an opportunity to realign processes (e.g. decision-making, information) and systems (e.g. family or clan systems, communications) to better fit with the community through the CCP process.

HOW TO APPLY THE BEST PRACTICE

Communities first need to do a regional vision for a twenty-five year period, then complete a gap analysis and direct a strategy by first promoting pilot projects for the themes that were identified in the vision process for community self-government. Local government bodies can then help to make the regional visions a reality.

BENEFITS OF BEST PRACTICE

- ✓ Helps define self-government
- ✓ Helps ensure effective self-government
- ✓ Creates a self-governing model that is culturally appropriate

IMPLICATIONS FOR ACTION

Understanding the importance of the capacity to plan for self-government, but also having the capacity and appropriate cultural systems and customs in place to make self-government work for the First Nation.

"Instead of saying how are we going to tackle the issues, we need to focus and remember the good things. We need to highlight the good things and be proud of our culture."

Create a vision statement

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **63**

OPPORTUNITY / CHALLENGE

Establishing a lead statement as the foundation to guide long-term action and change.

DESCRIPTION OF BEST PRACTICE

A vision statement is the back bone of the CCP process and strategy. Vision statements reflect guiding values and sometimes include principles that direct the CCP. They help to decide priorities (goals) and how (objectives) actions (policies, programs, projects) will be carried out and whether the vision stays true to the community. A vision statement sets the foundation for the activities of the CCP to bring about desired change. This is sometimes called an action framework. Vision statements describe a future story at a later point in time. They describe what has not yet happened, but are based on what the community wants to become. The vision timeline can vary typically from 5-50 years, or longer.

Vision statements help to show gaps in terms of delivering programs and services to people. People have to decide what they want for themselves. Vision statements force people to cooperate, share resources and change the way the individuals, groups and departments work together, and they can assist to generate linkages and connections among the parts of the community. They also prepare people for what is going to happen and generate a common focus.

HOW TO APPLY THE BEST PRACTICE

It is important to create opportunities to develop a vision statement. Vision statements are best created by engaging people as much as possible. Typically started with the community at large, eventually a small group can be tasked to refine vision themes and words to come up with a succinct statement through a variety of ways or methods. For example, the Youth can define the community's vision and then the adults can be brought in to validate the vision.

Vision statements consist of a process of collecting and building information. These can include large (e.g. open house, future search conferences, design charettes, workshop, or special events such as a sports day) and small (e.g. focus groups such as mother and babies session) group formats, or they can be developed more personally by one-on-one house visits, or coffee table chats.

Visions can also be created through written, audio and visual means such as a community survey, recording or filming people's voices, or though mental and collage mapping tools as a way for people to identify and relate to their future needs. It helps to use a big blackboard or clusters on the wall to capture the vision, and to show different connections between the parts. Guiding questions such as, "What do you want the future to be like for your children?" can be used to begin the process for people to think about describing a future world.

Once draft statements are created, it is important that community members have input (e.g. through a mail out, presentation, workshop, questionnaire) into these draft statements to feel ownership. In essence, vision statements need to be "shopped around" for as much as a year and half. Vision statements need to be orchestrated as long as it takes to get a common goal (vision).It is helpful if community members see the results of the evolving vision statement to validate that their voices have been heard. Vision statements should be written in the present tense, be descriptive and link directly to goals and objectives.

BENEFITS OF BEST PRACTICE

- ✓ Reveals what is important
- ✓ Forces people to cooperate
- ✓ Increases probability of results
- ✓ Gives a mandate to sectors – helps to structure goals
- ✓ Informs government restructuring
- ✓ Builds foundation for priorities, actions and spending
- ✓ Gets everyone on the same page – brings departments together
- ✓ Demonstrates that voices have been listened too
- ✓ Helps funding agencies allocate spending
- ✓ Promotes comprehensiveness and connection
- ✓ Gives everyone parameters to work with
- ✓ Helps communities make adjustments to potential projects versus killing projects
- ✓ Tells you what has happened, what will happen, and what you are going to need
- ✓ Helps people to get geared up for what is going to be needed – this helps people to get ready

IMPLICATIONS FOR ACTION

Vision statements have a broad interpretation and can be time consuming. All actions should serve the vision statement. Be aware that it is difficult to dream and vision at times because of limited financial capacity and levels of cynicism. If you don't have the opportunity to vision you won't get the buy-in. Remember that Youth have a lot more at stake in defining the future than adults.

"Vision statements need to be an inspirational message. They need to imagine the positive."

"Vision statements need to be written in the present tense so that people can connect with what happens."

"Vision statements need to be an inspirational message, and imagine the positive."

Determine goal priorities to drive actions

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **64**

OPPORTUNITY / CHALLENGE

Identifying priorities and avoiding wish lists or non-strategic actions.

DESCRIPTION OF BEST PRACTICE

At some point you have to stop planning and set the priorities by way of defining community goals. Goals are needed to guide and identify alternatives and tradeoffs. Determining the goals or priorities implies identifying the most important issues (strengths or challenges) that need to be addressed. Setting goals is part of the community visioning process that involves doing a situational assessment to know what is going on in the community today.

Identifying the strengths or challenges in the community, clustering and then assessing their root causes allows goals to emerge (e.g. protect culture, increase revenue, promote health and wellness) and be ranked. Ranking what is most important helps a community maximize the use of limited resources (e.g. time, money or people) and helps to differentiate between short, medium and long-term goals. Communities need to consider the capacity needed to assess and rank goals, the process to be used, and how the results of ranking will be communicated. CCPs that identify goals suggest to government that a plan is in place, providing confidence that communities are looking at activities beyond one year.

HOW TO APPLY THE BEST PRACTICE

Getting a sense of priorities requires a holistic approach – starting with the individual, working up to larger groups, and other agencies and organizations within the community. There has to be an engagement process within these various levels to narrow down the options for action in a systematic way.

To determine goal priorities, the planning process needs to include equipping members with decision tools to help make decisions in a simple and systematic way. Tools such as surveys, decision matrices, and ranking systems help to determine the appetite for change – they validate or disprove values and preferences and provide guidance on what to do and how.

Assessing priorities begins by first identifying current issues. These could be positive (strengths) (e.g. what to do with a land claim cash settlement), or negative (challenges) (e.g. high Youth drop-out rate), and viewed as strengths (e.g. the community has funding to implement its CCP) or challenges (e.g. how to increase Youth enrolment).

A SWOT (looking at a communities, strengths, weaknesses, opportunities and threats) analysis, PARK (preserve, add, remove or keep in the community) analysis or an opportunity-constraint analysis can begin the issues analysis. Or, communities can brainstorm issues, write them on the wall, and then cluster them. Using a cause-effect tree or diagram can further identify what is behind the issues to help target actions that address causes versus the effects of

issues to bring about the desired change.

Once the causes of issues have been identified and agreed to by the community, these can be translated into end statements (goals– e.g. increase employment, expand financial self-reliance, revive culture). Once the end statements are created, the goals can be ranked to determine which ones are the most important and why.

Qualitative and quantitative techniques can be used to determine goal priorities. For example, people can: 1) write down pros and cons as to why certain goals or objectives are more important than others, and then discuss these until consensus is reached; 2) track how many times an issue is mentioned and quantify; 3) vote on the most pressing goals to target; 4) rank goals based on a scale of values (e.g. high- medium- low) or indicators; 5) through more sophisticated ranking, assess the consequences or impacts of desired actions against the goals, including relative and swing ranking techniques; or 6) create a budgeting process to determine goal priorities.

BENEFITS OF BEST PRACTICE

- ✓ Reflects priorities as goal statements to drive action
- ✓ Identifying goals leads to better results
- ✓ Allows priorities to emerge through targeted analysis versus what is popular
- ✓ Helps measure goals and what is important
- ✓ Helps to ensure follow-through on a few actions
- ✓ Gives funding agencies confidence
- ✓ Explains where strengths and issues lie

IMPLICATIONS FOR ACTION

Setting goals is an important and difficult exercise. It is important that the CCP process reveals priorities – not just preferences - and that the community at large is engaged in this process to reach consensus. Goals direct the possibilities for actions. The lack of focused goals ends up generating large wish lists which do not aid following through with strategic actions.

"Communities need to get beyond preferences to priorities – prioritization reveals disagreement to focus on what can be done. CCP becomes more effective when priorities are addressed to channel intervention…"

"Surveys help determine what the appetite is for change – surveys give leadership confidence and could lead to more buy-in [of the CCP and action plan]."

Determine action priorities to meet goals

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **65**

OPPORTUNITY / CHALLENGE

Avoiding actions that are not prioritized or grounded in the community's vision.

DESCRIPTION OF BEST PRACTICE

Determining what actions best support the community's goals is an essential part of an effective CCP process. Effective community visioning involves seeking the best solutions that target the most pressing issues or strengths as identified by the community's key goals. Communities need to ask, "What are the most strategic actions that will have the greatest impact on our community?"

Like identifying goal priorities, actions to meet the goals must also be assessed and ranked to ensure the desired change is realized. This is critical given the limited amount of community resources (e.g. funding, time, people). Communities need to consider the capacity needed to assess and rank action priorities, the process and decision tools to be used, and how the results of the assessment and ranking are to be communicated. Decision tools help prevent confrontation, give people a say, and allow a range of opportunities to emerge.

Plans that identify action priorities suggest to government that a plan is in place, providing them with confidence that communities have assessed what matters most and what is expected to have the greatest impact on the community.

HOW TO APPLY THE BEST PRACTICE

Getting a sense of priorities requires a holistic approach – starting with the individual, working up to larger groups, and other agencies and organizations within the community. There has to be an engagement process within these various levels to narrow down the options for action in a systematic way. It is important that the CCP process includes a range of ways to brainstorm and document all of the ideas that members have to bring about the change they desire. Examples include: 1) facilitating small and large group brainstorm sessions that can include a charette process or collage process within or external the community; 2) conducting surveys; 3) doing research; or 4) by inviting First Nations speakers to come to the community to share their ideas for action. Once potential actions have been identified (e.g. projects, programs, policies, tools), they need to be assessed and reduced to target the most important actions expected to have the greatest impact on the community. Actions need to based and evaluated on how well they meet the community's goals and priorities.

To determine action priorities, the planning process needs to include equipping members with decision tools to help make decisions in a simple and systematic way. Tools such as surveys, decision matrices, and ranking systems help to determine the appetite for change – they validate or disprove values and preferences and provide guidance on what to do and how.

Qualitative and quantitative techniques can be used to determine action priorities. For example, people can: 1) write down pros and cons as to why certain actions are more important than others, and then discuss these until consensus is reached; 2) track how many times an action is mentioned and quantify; 3) vote on the most pressing actions to target; 4) rank actions based on a scale of values (e.g. high- medium- low); 5) assess the consequences of long term impacts (e.g. cost-benefit analysis, trade-off analysis, socio-economic impact analysis) of desired actions against the goals, including relative and swing ranking techniques; or 6) create a budgeting process to determine action priorities.

BENEFITS OF BEST PRACTICE

- ✓ Brings transparency to the process
- ✓ Ensures actions are based on values and needs, not wants or politics
- ✓ Prevents confrontation
- ✓ Ensures actions emerge through targeted analysis versus what is popular
- ✓ Clarifies expectations and builds confidence
- ✓ Generates targeted, effective results
- ✓ Helps to ensure follow-through
- ✓ Gives funding agencies confidence

IMPLICATIONS FOR ACTION

Deciding strategic actions is an important and difficult exercise that should not be rushed. Allow enough time and use tools to help decide what matters most. It is important not to bypass the process where a short list of actions is determined by a small group after you have asked the community to dream. Nations can stall during the implementation stage of planning if priorities are not defined.

"Can't do everything at once and there is a need to get this message across. It says we have decided what we are able to take on, so we can do it."

"If you are talking about dreaming and you bring back a short list of action [without the community], the community feels left out. The intermediate step [of narrowing down the options] is important and helps to build transparency."

"Communities need to determine what the best options are – to determine the best value [of the many actions available] through a variety of tools such as cost-benefit analysis, trade-off analysis, or a decision matrix."

Sequence actions for easy wins

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **66**

OPPORTUNITY / CHALLENGE

Demonstrating the effectiveness of the CCP through the timing and visibility of results.

DESCRIPTION OF BEST PRACTICE

Communities need to consider the sequencing of CCP actions in terms of visibility and timing. Expectations begin soon after the CCP process starts that issues will be resolved quickly. To demonstrate the effectiveness of the CCP, it is important that communities try to satisfy early expectations by making sure a few 'quick starts' or 'low hanging fruit' can be started easily (e.g. newsletter, community t-shirt, web site, hire an EDO, build a community bulletin board).

The agreed-to community actions do not need to wait for the CCP to be finished, especially if there are burning issues that need addressing. Typically, these types of projects are not capital intensive, do not require a large budget, can happen within one to six months after the CCP process begins, and are championed by a small group or an individual. In some cases, quick starts are the preconditions for other projects.

HOW TO APPLY THE BEST PRACTICE

Once the community has selected its final set of actions based on an evaluation and ranking of actions (based on their impacts on community goals), other criteria can be created to help prioritize and decide the sequencing of actions – what comes first and when.

Other considerations for sequencing of projects are: 1) whether certain actions have to happen before other actions can happen (e.g. geotechnical study before housing subdivision); 2) how much an action costs and whether the action generates revenue and when; 3) if external funding is required, how much and how many funding agencies are required; 4) if there is existing or additional capacity required to implement the action; 5) whether the action requires environmental screening and approval; 6) who, how many and when will members benefit from the action; 7) how long the action takes to implement; and 8) the level of technical support required.

Sequencing and implementation criteria can be developed by the community, Chief and Council, or an implementation committee. This ranking and assessment of actions can be organized into a matrix chart and ranked by a variety of scales (e.g. medium to low ranking; a scale based on 1-10; yes or no answers; actual figures) so that by the end of the analysis sequencing can finalized.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Builds CCP momentum ✓ Increases long terms benefits and reduces project risk ✓ Prepares communities to plan ✓ Acknowledges capacity requirements	Making sure results happen quickly can help to ensure CCP buy-in. Some projects which are easier to implement may not necessarily be the highest priorities but are strategic in other ways in promoting pride or gaining recognition.

"You don't want to jeopardize involvement by personally associating information during the process. Each person who provides input has to know that their information will remain confidential."

"Every voice counts; you need to hear from everyone, and allow people to be heard. You have to know where and when to pull the nuggets out as a facilitator."

"CCP is a living document – it is an opportunity to get people involved who were not included. If you are not getting response right away don't give up. Your first CCP draft will not be perfect. Don't get caught up that everything has to be done. What you need to do is get people involved."

Assess human resources during the process

Category
Completing the CCP

Sub-category
Creating the Vision

CCP Best Practice – **67**

OPPORTUNITY / CHALLENGE

Identifying what capacity exists to implement actions.

DESCRIPTION OF BEST PRACTICE

Creating a community vision and deciding what strategic actions will direct change requires that communities consider what human resources exist to make the vision happen. Assessing the existing capacity in the community is an important activity to help ensure projects can be followed through and that results are generated. It is important to take the time to assess capacity and phase projects, for example, so the community can capture more benefits. Ideally, community capacity is built throughout the process and in time for project implementation.

HOW TO APPLY THE BEST PRACTICE

Communities need to think in advance of the 'who' in the community by undertaking a human resource assessment. This can inform the planning process and strategy development by identifying existing and potential qualifications, skills and experience. This knowledge can then be considered in aligning actions, including the sequencing of actions to help ensure benefits (e.g. jobs, training, and income) remain in the community. In addition, if members are aware of the potential employment opportunities in advance, there would be enough lead time to train members in certain skill or experience areas to capture increased benefits, particularly for the Youth.

BENEFITS OF BEST PRACTICE

- ✓ Helps people prepare in advance
- ✓ Results in more effective placement and benefits to locals
- ✓ Get a bigger payoff of results
- ✓ Can inspire Youth, and give them a focus
- ✓ Signals to Youth that there are opportunities for them to capture

IMPLICATIONS FOR ACTION

An honest assessment of capacity is an important planning consideration when deciding community actions. It is much better to delay actions if members do not directly benefit from strategic actions.

Weave everything together

Category
Completing the CCP

Sub-category
Connecting the Parts

CCP Best Practice – **68**

OPPORTUNITY / CHALLENGE

Integrating all the parts of the community into an overall CCP strategy.

DESCRIPTION OF BEST PRACTICE

Bringing all the parts (e.g. social, cultural, economic, governance, physical development, environment, land use, etc) of the community together is an important step in differentiating a CCP from other plans and maximizing its true value. If CCP is to guide community affairs, it has to be integrative. People need to see visually how different things interact with one another – to understand the connections of things. Showing relationships among the parts and integrating the parts can lead to more sustainable results and outcomes. The integration helps to drive all lower ordered plans.

HOW TO APPLY THE BEST PRACTICE

There are different ways of weaving all the parts of a community together. Some of these ways include: 1) having a diverse range of representatives on the planning group to ensure a wide range of subjects, views and perspectives are considered; 2) having all departments work together to problem solve and complete a work plan; 3) forming committees or focus groups based on themes to make linkages, and breaking things down into smaller parts; 4) giving people a chance to look at things holistically and having ongoing discussions and dialogue; 5) helping to structure categories, topics and pieces so people can make sense of the need for connections; 6) using sustainability as a foundation for CCP; 7) helping people to form their own conclusions; 8) using administrative systems that are already in place; 9) linking the CCP to the land use process; 10) noting everything and making connections to show the community created the plan; 11) using communications tools to create a newsletter to show how everything is linked together; 12) using role modeling as a method for people to look outside the box – to think about different situations; and 13) training people to think differently and relate to community strengths and challenges over time.

BENEFITS OF BEST PRACTICE

- ✓ Integration helps to drive sub plans
- ✓ Allows people to open up
- ✓ Helps to know joint issues and joint initiatives
- ✓ Helps to demonstrate the connections of things
- ✓ Helps people to see the connections and relationships among the parts

IMPLICATIONS FOR ACTION

Tools are needed for people to make connections between the parts of the community and to integrate them into an overall system. This is a significant challenge that is under-estimated. Integrating everything ensures more effective and positive change.

Link CCP with land use planning

Category
Completing the CCP

Sub-category
Connecting the Parts

CCP Best Practice – **69**

OPPORTUNITY / CHALLENGE

Ensuring the community vision is considered and reflected in a land use plan.

DESCRIPTION OF BEST PRACTICE

Land use planning is a central governance tool to bring all the parts (e.g. housing, waste management, water treatment, community buildings, economic development, energy, resource development, health and education facilities, etc.) of the community together so that they are integrated. A typical land use plan considers the capacity and suitability of the land – both constraints and opportunities in its current and future use - and then incorporates the community's vision (goals and actions) by way of creating various land use options and designations (e.g. protected areas, special management areas and development areas) to control land use. Various policy tools, development guidelines and zoning bylaws (e.g. form-based or performance-based) help ensure that the land use vision is realized.

HOW TO APPLY THE BEST PRACTICE

In many communities, the land use plan may already be considered in a previous plan such as physical development, capital and infrastructure or in some cases a community economic development plan. It is important to consider the land area under consideration (e.g. reserve boundaries or a community's complete traditional territory). The land area needs to be defined as a starting point to design the process. The land use planning process typically runs parallel to the CCP process, though it can vary in terms of timing.

An effective land use process is one where: 1) the land use process incorporates the same process as the CCP; 2) Elders govern the process; 3) traditional and technical knowledge are combined for decision-making; 4) strategic choices are made through scenario-based planning where impacts and consequences are analyzed based on the community's goals (e.g. support financial sufficiency, protect culture, etc); 5) community members participate in evaluating preferred land use scenario(s); 6) there are clear processes to evaluate and approve development proposals; 7) local capacity is built where needed; and 8) the land use plan and process are as visual as possible.

BENEFITS OF BEST PRACTICE

- ✓ Ensures sustainable land use based on local values
- ✓ Creates a tool to help implement the community's vision
- ✓ Brings all of the parts of the community together

IMPLICATIONS FOR ACTION

Consider having the funding, human resources, technology and capacity to operate a local GIS system, including the information system to make good land use decisions. This stage of the CCP process typically requires external planning support.

Coordinate all levels of plans

Category
Completing the CCP

Sub-category
Connecting the Parts

CCP Best Practice – **70**

OPPORTUNITY / CHALLENGE

Making sure all of the different plans in the community talk and connect together.

DESCRIPTION OF BEST PRACTICE

Communities have completed many types of plans over time; typically these are more sector, or area-based plans (e.g. capital, physical development, land use, economic development, and heritage) and project plans (e.g. tourism project, salmon enhancement, community garden). These plans vary in depth, are seldom consistent, happen over time, tend not to be linked and have no overall relationship with one another for a variety of reasons. Most important is how existing plans can be used to inform the CCP, whether and how values, preferences and sector visions can link back to a larger vision, and whether and how they become the next level of detail towards implementing the CCP.

HOW TO APPLY THE BEST PRACTICE

It is important that a list of previous and current plans be compiled up front in the CCP process, and then to determine how the various plans relate to one another. This can be completed by drawing a relationship diagram to see how the plans fit together or to understand missing linkages. Representatives of the various plans (managers, staff, and committee members) can meet to discuss the relationships of existing plans, and how they impact, or will impact, the CCP, especially if they have been completed previously. Supporting tools such work plans, regular meetings, checklists, and reporting tools can help to cross-link plans.

BENEFITS OF BEST PRACTICE

- ✓ Makes better use of community resources
- ✓ Helps to coordinate holistic results and impacts
- ✓ Saves time and money by reviewing what has already been done
- ✓ Brings people and departments together

IMPLICATIONS FOR ACTION

Once this review process takes place, communities discover many important connections but they may not necessarily be formalized or documented. In some cases, the CCP process may reveal that other plans and projects do not fit the larger CCP, and that strategies and priorities need to be changed and adapted.

Document results in user-friendly ways

Category
Completing the CCP

Sub-category
Documenting & Communicating Results

CCP Best Practice – **71**

OPPORTUNITY / CHALLENGE

Recording planning results and decisions in user-friendly ways.

DESCRIPTION OF BEST PRACTICE

Tracking the results of the planning process in user-friendly ways is needed to allow members to access, understand and use their results. As stated elsewhere, it also shows what and who is involved in completing the CCP, including what steps are involved in making decisions and how decisions are made. Documentation of results in user-friendly ways helps to create transparency, legitimize community involvement, build ownership and connection to the CCP, and validate that citizens' voices were heard.

Documenting planning results in user-friendly ways also helps to facilitate change and reinvention, resolve conflict, provide reassurance that the process is moving forward, and validate a consultant's contribution. Finally, documenting results helps to guide the process and to get community and professional closure.

HOW TO APPLY THE BEST PRACTICE

It is important to explain early on in the process the need to document results of the CCP because sometimes First Nations do not value written tools. Ideally, the community is involved in documenting the results of the CCP in user friendly ways as much as possible, versus someone else doing it for the community. However, in some cases, the role is likely shared and in others, documentation is completed by outside planning support entirely.

Delegate responsibility to someone to document the process, including the range of methods and tools used throughout the process and who participated throughout each stage of the process. It is useful to consider the budget available to document the process, the products that will be used to document results, and who the target audiences are (e.g. Elders, Youth, staff, government officials) in generating various planning products. A process map, including diagrams and pictures in a large poster format, is ideal to display on the office wall.

"Our previous plan was not digitized so we had to repeat work."

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Allows people to access, understand and use results ✓ Facilitates reinvention and change ✓ Legitimizes community involvement ✓ Validates community voices and demonstrates involvement ✓ Helps people to build ownership of the plan ✓ Documents planning products to help generate pride ✓ Prints documents originating from the planning process ✓ Triggers people to ask questions ✓ Shows the process is growing and moving forward	How the process is documented can impact ownership of the plan, how it is used, how it gets referred to and issues around pride and acceptance. Be aware that members who feel excluded from the process because results are not accessible, can leave the CCP process. It is important to allow enough time and resources to document the results of the CCP process, and to make sure results are backed-up and archived.

"As results come forward, people want to give [more] input when they see results put into planning products that show results. Results [in turn] rationalize participation."

"There is lots of negative stuff – once you find something encouraging [to speak about], people are encouraged. We get so caught up in the negativity – we have to look beyond negativity."

"CCP is a land use map that reflects a multitude of layers [in the community]. CCP has to include good land use decisions. CCP needs to embrace traditional local knowledge and incorporate TK into decision-making."

Express the plan & make it visible

Category
Completing the CCP

Sub-category
Documenting & Communicating Results

CCP Best Practice – **72**

OPPORTUNITY / CHALLENGE

Expressing and making the CCP visible throughout the community.

DESCRIPTION OF BEST PRACTICE

The CCP needs to be attractive, functional and practical to draw people in. Large planning documents filled with pages of text without graphics, pictures, or references to community members, or tools such a ranking matrices, process charts, or decision trees risk being placed on a shelf and not used. Communities have to consider how they want to express their CCP, what the CCP looks like, where it can be accessed and who gets a copy of the CCP.

HOW TO APPLY THE BEST PRACTICE

Communities have to consider how their CCP will be published, how many copies will be printed, and who will get a copy. This is an important part of the getting ready to plan stage because an adequate budget is required to market and promote planning results. The planning products need to cater to particular audiences and be suited to particular needs (e.g. project opportunities, treaty negotiations, joint ventures). Once the CCP is published, copies of the CCP should be made available and circulated to every household. CD copies of the plan can be burned to reduce economic and environmental costs, and an electronic copy should be posted on a community's website. Aspects of the plan can also be disseminated by way of community newsletters and by emailing updates to community members on and off-reserve.

BENEFITS OF BEST PRACTICE

- ✓ Seeing the plan acts as a reminder and promotes referencing
- ✓ Helps educate people and secure funding partnerships
- ✓ Acknowledges people's voices and contributions
- ✓ Shows what can be done if communities work together
- ✓ Brings people together, demonstrates unity

IMPLICATIONS FOR ACTION

Creating appropriate communications tools to expose the CCP depends in part on who needs to see the CCP, and for what reasons. Communities can document their CCP in several ways depending on the audiences and needs of individuals internal and external to the community. Adequate budgets need to be in place to allow for a creative range of tools.

Ensure planning results are visual & public

Category
Completing the CCP

Sub-category
Documenting & Communicating Results

CCP Best Practice – **73**

OPPORTUNITY / CHALLENGE

Promoting the CCP visually and publicly to build ownership and implementation success.

DESCRIPTION OF BEST PRACTICE

As part of the communications and community engagement strategy identified during the getting ready to plan stage, communities need to consider the marketing, promotion and distribution of its CCP. Sharing and communicating results visually and in public can help to legitimize the plan, and show the community how their input is used to create the CCP. Marketing and messaging the plan within the governance building, for example, creates a common reference point for people to talk about. Promoting the CCP keeps people accountable to the plan and helps to improve implementation results.

HOW TO APPLY THE BEST PRACTICE

Once the CCP process is completed, the products used to document the results of the CCP process need to be targeted and distributed to various audiences such as: 1) community members (e.g. copy to each household); 2) departments and staff; 3) various governments; 4) the general public (e.g. copy in the public library); 5) various non-governmental organizations (e.g. CD copy); and 6) organizations within the private sector (e.g. executive summary brochure). How and when these audiences receive various communications tools has to be planned, as well as the venue and whether the distribution of various tools will be ceremonial (e.g. community supper). Tools used to promote and market the plan consist of vision boards, brochures, newsletters, planning briefs, and summary reports. Communities can also use technology such as the internet or community radio to launch its CCP.

BENEFITS OF BEST PRACTICE

- ✓ People can find out what's going on and keep informed
- ✓ Helps to identify community involvement
- ✓ Builds ownership of the plan by getting familiar with the plan
- ✓ People connect through personal association
- ✓ Builds accountability
- ✓ Promotes local ceremony
- ✓ Raises the profile of the CCP

IMPLICATIONS FOR ACTION

Consider that different audiences require different CCP tools to identify and relate to the community's vision. It may be that releasing the entire CCP may not be suitable for certain audiences outside of the community.

Consider the physical packaging of the CCP

Category
Completing the CCP

Sub-category
Documenting & Communicating Results

CCP Best Practice – **74**

OPPORTUNITY / CHALLENGE

Packaging the final planning products so they remain active and useful.

DESCRIPTION OF BEST PRACTICE

The physical packaging of planning results during and at the end of the process is an important consideration. The majority of CCP processes do not consider the packaging of planning results and what the options are for presenting the findings in a user friendly way. The results of CCP processes are typically captured in large report documents, rich in text and not always easy to reference and access. Community members, Council, as well as management and staff, would benefit from having different tools and various formats. For example, Youth and Elders might value a more simplified, visual and artistically pleasing summary, while Chief and Councils would value a coloured, graphic summary briefing noting decision or process highlights for quick reference at a political meeting. Managers and staff on the other hand need detailed, practical work plans to help manage the tasks at hand.

HOW TO APPLY THE BEST PRACTICE

The community needs to talk about the purpose of the planning products and consider the tradeoffs when deciding on what types of communications tools would be useful. Preferences could be decided by the planning support group, Chief and Council, through a community survey, word of mouth, and by showing and assessing the options to document the planning process.

For example, having a three ring binder of the CCP allows sections to be updated regularly, showing that the CCP is a living document. This would save money in the long run by replacing pieces rather than a 'bound' document that no longer serves a purpose. Other considerations include the size of budget, producing a combination of tools (e.g. newsletter summary, brochure, poster, photo book, etc.), and uploading them to the community's website, or summarizing results in a CCP video.

BENEFITS OF BEST PRACTICE

- ✓ Helps to promote the CCP results
- ✓ Increases the amount users view
- ✓ Allows easy replacements
- ✓ Shows that the CCP is a living document

IMPLICATIONS FOR ACTION

Binding a CCP may be perceived as a creating a static document. Creating a CCP binder system provides an opportunity to update the CCP on a regular basis, removing or replacing pages and sections as needed. The system can be organized in a way that makes it

	accessible and user friendly.

Approve the plan through resolution & ceremony

Category
Completing the CCP

Sub-category
Getting Approval

CCP Best Practice – **75**

OPPORTUNITY / CHALLENGE

Approving and endorsing the CCP.

DESCRIPTION OF BEST PRACTICE

At the end of the process, the community needs to get closure on the CCP through formal and informal ways. Getting closure is important to shift the process from planning to doing, signifying that tangible results are about to begin. It is important that community members know what the next steps are and what they can expect as the community embarks on its desired change.

HOW TO APPLY THE BEST PRACTICE

A community resolution can help bring a mandate to the process. This needs to happen after the community has reviewed and endorsed the plan, recommending that Chief and Council adopt and ratify the plan. This can be combined with a presentation and ceremony to honour the contribution of community members, one that includes food and cultural entertainment as a way to respect the CCP process, vision and results.

BENEFITS OF BEST PRACTICE

- ✓ Ensures Chief and Council are accountable to the CCP
- ✓ Honours community involvement
- ✓ Brings closure to the process
- ✓ Creates an opportunity for ceremony

IMPLICATIONS FOR ACTION

Endorsing the CCP is an important ceremony to gain closure. However, the final approval of the CCP may not always go as planned.

"When feedback of results to the membership shows what is being done, people are 3/4" taller. This pride [helps] create a transformative process of self-image and self-confidence. Planning is about finding a way for the lightbulb to go off."

"Consider how products are to be created and why for the process."

Beware that the CCP may not be endorsed by all

Category
Completing the CCP

Sub-category
Getting Approval

CCP Best Practice – **76**

OPPORTUNITY / CHALLENGE

Adopting and using the CCP.

DESCRIPTION OF BEST PRACTICE

As much as you try to build ownership of the plan and be inclusive as possible, turnovers in Chief and Council, management and staff are inevitable. The worst case scenario is one where core staff members charged to implement the CCP has not been involved in the CCP process. This can dramatically disrupt whether and in what ways a CCP is used and supported. This stresses the importance of the need to expand the number of planning champions and to have the CCP mandated and endorsed by Chief and Council. Other factors that may influence whether a CCP is adopted and used depends on how 'accessible' the plan is, the level of community involvement, whether members understand the plan and existing tools to support the use of the CCP.

HOW TO APPLY THE BEST PRACTICE

Ways to prevent the risk of not having the CCP adopted, supported or used is to link implementation to a team of people charged with implementing the plan (e.g. manager, staff, Chief and Council or community members). It is also important to allow time to educate and teach people not just what is in the CCP, but how it can be used to guide the activities of departments, and make daily work easier. One suggestion is to have a manual on how to use the CCP and a quick reference supporting guide. Another suggestion is to have continuous training and learning sessions to build awareness and connection to the CCP, or modify sections of planning documents or customize them as needed to make them work for multiple audiences. Effective CCP documents should be written in ways that allow them to be continuously used.

BENEFITS OF BEST PRACTICE

- ✓ Reduces dependency on one person to champion implementation
- ✓ Extends the value of the CCP
- ✓ Allows contingency planning
- ✓ Stresses importance of ongoing feedback
- ✓ Stresses importance of planning ahead
- ✓ Builds capacity and commitment to the plan

IMPLICATIONS FOR ACTION

Efforts made during the getting ready to plan stage can anticipate these types of risks and enable contingency planning. The key is to minimize the dependency on a small number of people to reduce disruption of the CCP.

Get a firm go ahead from the community

Category
Completing the CCP

Sub-category
Getting Approval

CCP Best Practice – **77**

OPPORTUNITY / CHALLENGE

Keeping the community on side throughout the process.

DESCRIPTION OF BEST PRACTICE

A community-based process is ultimately tested when community members at large support the CCP in consensus. Though not always required, depending on the custom or policy of the First Nations, CCP processes that consider how the final CCP will be approved and endorsed can be strategic for several reasons: 1) it helps to ensure high levels of community engagement and transparency during the process; 2) it keeps Leadership engaged in the process and aware of community outreach; and 3) it brings legitimacy to the CCP process because it validates the community's contribution.

HOW TO APPLY THE BEST PRACTICE

Ideally, the community gives continuous go-ahead at each stage of the process, through monitoring and evaluating the process. However, a final gathering can be organized and designed to review and approve the CCP formally through a resolution, open discussion or community survey; or, endorsement can be more informal by having a celebration and feast geared more towards recognition and acknowledgement of the CCP. The advantage of passing a resolution is that a CCP may withstand effects of a turnover in political leadership.

BENEFITS OF BEST PRACTICE

- ✓ Endorses a community-based process
- ✓ Gives people a reason to stay involved
- ✓ Turns responsibility over to management
- ✓ Acknowledges community effort
- ✓ Legitimizes the process

IMPLICATIONS FOR ACTION

A firm go ahead from members does not guarantee results will happen, or that Chief and Council is obligated to implement the CCP. Communities need to ensure Chief and Council's obligation to the CCP.

Implementing the CCP

**"We are too small to do things alone.
You have to access as much information
and skills as possible and to take as much as you can
[from the outside] because you cannot do it alone."**

"You have to have the CCP at your finger tips – to get refocused and remind people that we have done a plan. [To remind people] that we have looked at this and have a common goal and vision. [People have to know] that we will have a chance to speak again. The CCP is not a finished project. We need to feed it bread and water."

Consider the transition to implementation

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **78**

OPPORTUNITY / CHALLENGE

Shifting from planning to implementation can stall planning momentum.

DESCRIPTION OF BEST PRACTICE

It is important to consider the process of transitioning from the planning to implementation stage. Essentially, the community is moving from ideas to action, and this entails a different type of process. This is the point where the process momentum shifts and relationships change since the process typically moves from the larger community to a smaller group who is tasked with making the plan happen. It is also the transition point where the relationship with external planning support changes or is typically no longer required.

This stage of the process is where expectations have been created after asking the community members to share their vision (having agreed to the priorities and actions to get there). Members are used to participating up to this stage and have developed a sense of ownership and connection with the plan. Moving to the implementation stage is a critical point because the roles and responsibilities change and a different group is often expected to pick up the process.

HOW TO APPLY THE BEST PRACTICE

Leadership and management often lead the planning process at this stage. Together, they make decisions concerning how the plan will be implemented. These decisions can sometimes be based on advice and ideas provided by members as part of the community engagement process. The implementation team tasked with implementation is typically the First Nations manager and supporting staff but in some instances, an implementation team can be mandated by Chief and Council to see the plan through. This group, for example, could be an extension of the planning support group used to guide the planning process, or a new group made up of various representatives in the community, and or in combination with staff.

Forming a working group or implementation team with clear terms of reference outlining authority, roles and responsibilities can help channel efforts and keep the plan on track. This group can be recruited in advance of the finished planning process. One of the implementation group's first tasks is to prepare for the transition to CCP implementation by completing a work plan.

The transition from planning to implementation involves notifying and educating the community, and making sure the community has the people, time, tools and resources (e.g. information, funding and technology) to carry out the CCP. It should also involve discussing the opportunities for collaboration and risks during this transition. For example, opportunities include: partnership opportunities, bringing new people into the process, and recruiting new champions with a different skill base. Example risks include: not having the required human resources to implement projects, anticipated project funding falls through, or a new issue or opportunity comes up and the plan has to be modified.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Reduces risk of an inactive plan ✓ Helps to anticipate disruptions and plans for contingency ✓ Brings in fresh people to create new momentum ✓ Facilitates a smoother transition ✓ Helps to maintain community buy-in.	This is an important exercise in risk management. Setting up a transitional strategy is in essence a changing of the guard. It is important to ensure a smooth transition to minimize delays and ensure visible results materialize as soon as possible.

"The idea is to make CCP an ongoing function, not a one time-program. CCP is always in transition."

"Parts of the plan should be flexible, some aspects should be adjusted. Visions should be long lasting, but if a new opportunity comes up you have to evaluate the fit, then determine what action is needed. This should be done at the community level."

"You have to show immediate success – to show that the plan is working and you are getting results. Community expectations have to be met and followed"

"You have to get Leadership to push the plan. Often funding stops for the planner and you lose this position. This is an important transition point where relationships change at this point."

"Can't let plans tie you down. Too much detail may be perceived as tying you down. You need to find a happy medium for flexibility."

"If partnerships are given the opportunity to collaborate, and there is a good process where people can engage in discussions openly, it can move the CCP forward and bring certainty to it."

Have an implementation plan in place

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **79**

OPPORTUNITY / CHALLENGE

Creating a plan of action to move the CCP forward.

DESCRIPTION OF BEST PRACTICE

Integral to the planning process is who and how to execute the CCP. Not only should an implementation plan outline what actions have been decided, but it should also consider the necessary system of resources (human, funding, information, etc.) and strategy in place to make the CCP happen. This involves determining who is responsible for what action, how will actions be delivered, and when in terms of sequencing and timing. It is particularly crucial to have adequate human resources to move the CCP forward. Having an action plan demonstrates to the community, external governments and funding agencies that the community has 'its house in order.'

HOW TO APPLY THE BEST PRACTICE

Creating an implementation strategy can take place at a committee or working group level, or at the community level, or in some combination. Ideally, you need to align champions who will take the plan on. Once priorities have been decided and appropriate sequencing is determined, decisions can be made and organized into a structured work plan that is standardized and used by everyone. Ideally this is designed in an electronic format so the work plan can be a living tool and be used and adjusted all the time. Those responsible for carrying out the plan need to participate in planning the implementation of the CCP to ensure ownership, commitment, action and results.

BENEFITS OF BEST PRACTICE

- ✓ Demonstrates governance capability
- ✓ Implementation plans excite outside agencies
- ✓ Helps to support follow-through
- ✓ Translates into more action and results

IMPLICATIONS FOR ACTION

The transition to implementation is often where implementation can stall or fail. Having a plan in place reduces the risk of the CCP remaining idle.

"The whole community is responsible to carry out the plan."

Know how you got to your decisions

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **80**

OPPORTUNITY / CHALLENGE

Documenting planning decisions so they can be defended at a later point in the process.

DESCRIPTION OF BEST PRACTICE

There are different types of decisions that are required throughout a CCP: 1) process decisions such as: where to have the workshop, how technology will be used during the CCP process, or how community priorities will be ranked; or 2) substantive decisions such as: should the community build energy efficient housing, or should culture be supported before lands and resources, or what is the most important issue facing salmon stocks today?

Process is everything when it comes to completing a CCP. Communities need to document not only who was involved in making decisions throughout the process, but what, how and when decisions were made. Decisions around land use policies, housing allocations and economic development are potentially the most controversial. Planning tools (e.g. process charts, flip chart notes, photography, and surveys) that aid in building defendable decisions are helpful in generating higher rates of implementation success.

Planning tools also give voice to preferences and values for those people who may not want to speak up. In this regard, they help to get everyone on the same page. Finally, planning tools assist with communicating the results of community planning sessions and activities – seeing and explaining decisions further leads to higher rates of implementation.

HOW TO APPLY THE BEST PRACTICE

How communities will keep informed about decisions that are made should be identified during the community's engagement and communications strategy. Communities can designate a process champion within the planning committee, for example, to track steps in the CCP process and to note who, what, when and how decisions were made. This information needs to be tracked carefully and distributed to community members in an ongoing way as expressed elsewhere.

BENEFITS OF BEST PRACTICE

- ✓ Decisions are defendable if challenged
- ✓ Addresses controversial issues
- ✓ Increases higher rates of implementation
- ✓ Helps to get through difficult decisions

IMPLICATIONS FOR ACTION

As long as decision-making processes are well documented and communicated on an ongoing basis, potential controversy is minimized. However, it is important to have a process in place to mediate conflict should it arise.

Build capacity to implement the plan

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **81**

OPPORTUNITY / CHALLENGE

Having enough capacity and expertise to follow-though on the CCP.

DESCRIPTION OF BEST PRACTICE

Communities need to decide what body (e.g. implementation committee, heads of departments), or group of individuals (e.g. managers, or mix of staff and community members), and the skills and abilities (e.g. facilitation skills, time management, project management) are needed to make the plan happen. The responsibility typically falls to directors, managers and staff to see the vision through.

Part of the work plan and implementation strategy is to include a process to identify whether existing staff can take on additional projects within their current job descriptions and capacity, if adequate knowledge (e.g. traditional and technical) and resources (e.g. information, funding, time, people) exist, and what additional support (e.g. proposal writing, technical, co-management, information) may be needed to see the successful implementation of the CCP. Taking the time to assess capacity before implementation begins can help to align resources, training strategies or external support needed to ensure results.

HOW TO APPLY THE BEST PRACTICE

Determining the capacity level of the community to implement the CCP requires an assessment of the human resources from an administration and management perspective, as well as who in the community is available to participate in various project activities. An Implementation Committee can help oversee this activity, working with relevant departments, managers and staff. The results of this activity are to be compared with an assessment of what capacity is needed to implement all activities within a CCP. The results of this gap analysis can then be planned for to ensure ongoing capacity is linked to the sequencing of planning activities.

BENEFITS OF BEST PRACTICE

- ✓ Aligns resources to ensure results
- ✓ Expectations are followed through
- ✓ Rewards community efforts
- ✓ Increases self-esteem and community pride
- ✓ Helps ensure timely results

IMPLICATIONS FOR ACTION

Knowing the existing and available capacity prior to final selection of actions is needed so that benefits are maximized in the community, and negative impacts and lost opportunities are minimized.

Create an implementation tool kit

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **82**

OPPORTUNITY / CHALLENGE

Providing tools to support individuals and committees who carry out actions to realize the vision.

DESCRIPTION OF BEST PRACTICE

Doing whatever possible to support whomever is tasked with helping to make the plan happen is essential. A toolkit can consist of communications tools (e.g. presentations, summary charts, flow charts, diagrams, brochure, web page, timelines, etc.); 'how to' tools (e.g. sequential steps – how to write a proposal, how to form a committee, how to create a communications protocol, etc.); and tracking and reporting tools (e.g. project work sheets, action plans, checklists, etc.). These support tools increase confidence, help initiate projects, and start to make the CCP real.

HOW TO APPLY THE BEST PRACTICE

The implementation toolkit could be created by an Implementation Committee or Working Group with outside external planning support if needed. It is important for communities to identify: 1) what the CCP is being used for; 2) what the needs of the potential users of the CCP are; and 3) user-friendly tools that remain active and ensure results. For example, Chief and Council requires a different set of tools when they sit down with external governments, funding agencies, or industry and private sector companies, then they would when meeting with a Tribal Council or presenting at a general assembly. Further, managers, staff and outside contractors have more specific needs that require more detailed tools such as work plans, templates (e.g. how to develop a project, terms of reference, project cycle, project screening, procedures manuals to determine procedures and steps) and tools formatted in a way that can be used and maintained electronically.

BENEFITS OF BEST PRACTICE

- ✓ Increases confidence in making sure results happen
- ✓ Demands attention, people want to deal with you
- ✓ Agencies move faster when they see an implementation plan
- ✓ Helps to initiate results
- ✓ Produces quick results

IMPLICATIONS FOR ACTION

Being clear on why tools are needed can help to create tools that are effective and easy to use. Allow enough time to teach, learn tools and solicit feedback to make tools more helpful on an ongoing basis.

"Implementation is a constant process of looking at how to do business. How decisions are to be made."

Get to know & learn the plan

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **83**

OPPORTUNITY / CHALLENGE

Having the time and ability to learn and use the plan.

DESCRIPTION OF BEST PRACTICE

Once the CCP plan is completed, it is important that different user groups can make use of the CCP in beneficial ways. To do so requires that different user groups (e.g. managers, Elders, Youth, volunteer groups) in the community have the time and means to learn the CCP and how it can be applied, for example in decision-making, bringing people together, organizing work plans, or assessing results of actions.

HOW TO APPLY THE BEST PRACTICE

Getting to know the plan consists of spending time getting to know the CCP, throughout different stages of the CCP process, and making time to teach the plan during meetings, workshops, home visits, and small group sessions. Learning how to use the plan can only come with hands-on experience. Having ways to access the plan, such as a referencing system, instructions on how to read and use the CCP, summary sheets, tables, matrices, work plans, or checklists increase the frequency of use. Opportunities to assess the relevance and usefulness of various CCP tools are essential.

BENEFITS OF BEST PRACTICE

- ✓ Increases confidence to use the CCP
- ✓ Maximizes frequency of using the CCP
- ✓ Helps in guiding decisions
- ✓ Increases pride and unity

IMPLICATIONS FOR ACTION

Consider the diverse range of skills in understanding the CCP and that not everyone can learn and use the CCP in equal ways. Developing indicators and knowing that the CCP is being effectively used is worthwhile to maximize best use.

"Our community has never dreamed. Now people come together and talk. We have a proactive community, not a reactive community."

Give time & notice to learn the plan

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **84**

OPPORTUNITY / CHALLENGE

Building adequate levels of understanding to stay connected with the CCP.

DESCRIPTION OF BEST PRACTICE

Once the CCP engagement process is complete, time is needed to bring all of the results together and to communicate the results of the CCP process in ways that community members understand. Typically, results from community engagement sessions happen at various stages of the CCP process. However, workshop and meeting summaries are not the same as final planning products, and community members often do not see the finished CCP until several months after the process has started.

HOW TO APPLY THE BEST PRACTICE

As planning products (e.g. planning brochure, newsletter, report, or poster) are created, it is important that these are presented, reviewed and explained. Members need to have the time to get to know these communications tools and be supported in ways they identify as helpful. For example, provide an overview of the main sections of the plan in simple language, and explain how the CCP works and the ways it can be used (e.g. to guide Chief and Council, used to create work plans, or to support funding proposals).

Members can get to know the final CCP in a number of ways, such as: 1) presentations in various large group settings, combined with traditional feasts; 2) small family group presentations where the CCP communications tools are reviewed; 3) door to door house visits and coffee table chats; 4) creating a community survey that gets people thinking and reviewing the CCP; and 5) ongoing monitoring and evaluation sessions where members reference and review the plan.

BENEFITS OF BEST PRACTICE

- ✓ Builds capacity and ownership
- ✓ Helps to empower members
- ✓ Validates local knowledge and outcomes of decisions
- ✓ Increases confidence and self-esteem
- ✓ Keeps the plan alive

IMPLICATIONS FOR ACTION

Not all people will be as involved throughout the entire CCP process, nor will people all have the same capacity to understand and comprehend the CCP tools. It is important to invest time and resources in making sure members can 'access' the CCP they created.

Identify obstacles & roadblocks

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **85**

OPPORTUNITY / CHALLENGE

Working through obstacles that get in the way of making the CCP happen.

DESCRIPTION OF BEST PRACTICE

Once the vision and actions have been defined and agreed upon, the next part of the planning cycle involves anticipating and preparing the work needed to start action. One step is for communities to assess what might get in the way of carrying out the plan. There are numerous possibilities: 1) there is a leadership turnover once the plan is finalized and action starts; 2) there is a lack of capacity (e.g. time, money, skills, political commitment); 3) the timing and sequencing of projects is difficult (e.g. land use plan was not finished in time before tourism strategy was completed); 4) there are tragedies in the community (e.g. death, illness, accident); 5) there are funding delays (e.g. incomplete application, funding announcement delayed), or projects are not eligible for funding; 6) a partnership agreement breaks down; or 7) there are regulatory obstacles (e.g. zoning, land use or land code) that need to be overcome. Knowing the potential obstacles and roadblocks can help to adjust processes and decision making tools, review solutions and ideas, modify resource support, change timing and sequencing of projects and so on. The end result is to increase benefits, or mitigate impacts.

HOW TO APPLY THE BEST PRACTICE

Launching a workshop session or creating a working group who can meet to discuss and solve potential obstacles and roadblocks can build on ones identified throughout the community engagement sessions. It is important to track these roadblocks and obstacles, and resulting solutions, and to document corresponding changes. There needs to be a process in place to make changes to the CCP in a timely and culturally appropriate manner.

BENEFITS OF BEST PRACTICE

- ✓ Helps to reduce risk and adjust the process
- ✓ Promotes positive outcomes
- ✓ Tracks results and changes to the CCP
- ✓ Enables a community vision to be better realized
- ✓ Reduces negative impacts
- ✓ Increases governance responsibility

IMPLICATIONS FOR ACTION

Making an honest assessment of potential obstacles well in advance is a proactive strategy. Anticipating obstacles can help to reduce false expectations.

Confirm funding strategy

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **86**

OPPORTUNITY / CHALLENGE

Reducing the risk that the CCP stops being active due to funding.

DESCRIPTION OF BEST PRACTICE

Creating the vision and agreeing on actions to bring about desired change is an important part of the CCP process. However, in implementing a CCP, a new set of challenges emerge. Not all actions in a CCP require funding, but most require and rely on additional funding – more funding for additional project level planning, seed money, training, research, or wages to hire a project manager. There is often a disconnection between available money to implement a CCP over and above a community's annual funding allocation. It is essential that communities know where funding is, have the know-how and capacity to write proposals, and follow-up and secure funding. Scoping funding out in advance and throughout the CCP process can help to overcome the potential disillusionment at the end of the CCP process. Creating a funding strategy early on in the CCP process can also help to prepare and inform potential funders about the opportunity to support First Nations.

HOW TO APPLY THE BEST PRACTICE

As a first step, communities need to assess and pursue funding throughout the entire CCP process. There are several ways for communities to learn and secure funding, including: 1) conducting research on the internet or via key contacts and word of mouth; 2) compiling a list of key funding agencies, eligibility, conditions and due dates; and 3) attending as many workshops and conferences as possible to network and form relationships with potential funders. It is important to understand: 1) the funding and reporting conditions imposed on First Nations; 2) that various CCP communications tools can help secure funding for community needs; and 3) that securing funding is in part built by establishing solid working relationships with funders. Communities need to get funders involved early in the CCP process and to keep abreast of funding opportunities.

BENEFITS OF BEST PRACTICE

- ✓ Helps to set realistic expectations
- ✓ Eliminates pressure and surprise when the CCP process ends
- ✓ Increases potential to secure funding and realize results
- ✓ Seeds potential partnerships
- ✓ Engages Leadership to advocate the vision

IMPLICATIONS FOR ACTION

Takes time and skill to maintain an active funding database and secure funding. Communities who invest in acquiring proposal writing skills or hiring proposal writers stand to gain considerably in the implementation of their plans.

"You need to budget time for budget and implementation."

Assess how to get the most out of a plan

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **87**

OPPORTUNITY / CHALLENGE

Making sure the CCP serves the community in multiple ways, with multiple benefits.

DESCRIPTION OF BEST PRACTICE

CCPs can serve community needs in a number of ways: 1) determining priorities and helping to make decisions; 2) mobilizing the community to come together; 3) increasing capacity, well-being, and social capital; 4) teaching individuals, groups, organizations and governments external to a First Nation about values, culture and identity; 5) informing a treaty process; 6) acting as a tool to mediate conflict; 7) being used as a negotiations tool to capture economic development opportunities and joint ventures; and 8) securing impact agreements. However, communities need to be aware of the potential uses a CCP has and how to get the most out of CCP. This understanding evolves over time.

HOW TO APPLY THE BEST PRACTICE

The planning support group can help assess how to get the most of out of the CCP by: 1) stating the objectives of the completed CCP; 2) asking other First Nations about their experience and stories; 3) tracking and monitoring results of the CCP; 4) surveying community members for their ideas; 5) seeking external advice on the potential ways of how to make the most of a CCP; and 6) circulating the CCP, and making it available to the broad public to generate support and response.

BENEFITS OF BEST PRACTICE

- ✓ Makes a stronger case for the value of the CCP
- ✓ Expands the value to secure more community benefits
- ✓ Becomes a mechanism to form new partnerships
- ✓ Creates a tool to engage conversation

IMPLICATIONS FOR ACTION

Assessing potential uses up front in the process allows certain roles to be defined and people to be engaged early on. This helps to leverage the value of the CCP and to influence CCP outcomes.

"We asked what is impacting our community the most. These issues directed focus of our projects. We wanted to know what we could do with the least amount of effort, and what actions would impact us the most."

Use the CCP to guide work plans

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **88**

OPPORTUNITY / CHALLENGE

Organizing responsibility to turn ideas into action.

DESCRIPTION OF BEST PRACTICE

One of the most important instruments in helping the CCP come into effect is a work plan. Once the CCP is completed, a shift in authority and responsibility is needed, typically to allow action to take place. Whether it is the executive director or manager that oversees the implementation, or some other group or body, work plans now need to be formed on the basis of the CCP. Creating an action framework helps to channel effort, allocate responsibility, set timelines and list tasks.

HOW TO APPLY THE BEST PRACTICE

Guided by the framework of the CCP, mangers and staff can work together to create a matrix table to list actions by goals. Additional columns in the table should identify: 1) the main tasks to complete the action (e.g. appoint a committee, create terms of reference, hire EDO, etc); 2) who (e.g. individual, department, government, or agency) or what mechanism (e.g. Chief and Council and a resolution) is needed to carry out the tasks; 3) the budget for the task; 4) where the funding will come from (e.g. operational budget, external funding); 5) when the task will be completed; and 6) special notes.

BENEFITS OF BEST PRACTICE

- ✓ Empowers staff
- ✓ Conditions participation
- ✓ Ensures decisions are not to be interfered with
- ✓ Helps the CCP to move forward

IMPLICATIONS FOR ACTION

Someone needs to oversee the coordination of action plans and how they are being used by various individuals and departments. Individual and departmental work plans should be shared on an ongoing basis and discussed.

"Panels are placed outside Chief and Council's office. This helps members to see what is going on. People have to talk about the CCP to keep it fresh."

Align services, programs & governance systems

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **89**

OPPORTUNITY / CHALLENGE

Modifying governance structures and systems, services and programs to integrate and implement the CCP.

DESCRIPTION OF BEST PRACTICE

The CCP process will challenge old ways of doing business. Once the vision is completed, core values and action priorities can inform how government and management structures need to be realigned to support program and service changes. For example, administration structures may not have a clear separation, or need to be reduced to fewer departments. A CCP process may also require that programs be merged or redefined based on the priorities of the community. For example, in one First Nation, the CCP process resulted in the economic development and social programs positions to become a single position, and committees were formed based on a portfolio system (e.g. arts and culture, youth affairs, community health) to help implement aspects of the community vision. In other instances, more positions may be added (e.g. economic development officer and a proposal writer), or new reporting relationships and decision processes (e.g. project screening, project evaluation) are needed. Aligning the structures and system of government are needed to address issues, overcome inefficiencies, improve working relationships, or meet cultural values.

HOW TO APPLY THE BEST PRACTICE

Once actions have been assessed and finalized, it is important that managers, staff, and the Chief and Council collaborate in the changes needed to carry out the CCP vision. A series of facilitated working groups can be arranged with managers and staff in integrated ways to talk about changes to the organizational structure, new working relationships within departments, and annual plan reviews structured around indicators and milestones. It is important to produce a visual diagram to show organizational structure and the connections between citizens, Chief and Council, departments, and other community agencies involved in implementing the CCP.

BENEFITS OF BEST PRACTICE

- ✓ Mobilizes effort to achieve vision
- ✓ Generates new efficiencies and increases results
- ✓ Forms new relationships and ways of working together
- ✓ Creates a more culturally relevant system
- ✓ Aligns culture and governance

IMPLICATIONS FOR ACTION

Changing the way the community does business can be disruptive and is often resisted. It is important to anticipate this in advance and provide appropriate support and flexibility. Tracking effects of the realignment can help to assess ways the community is benefiting over time.

Small communities need partnerships

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **90**

OPPORTUNITY / CHALLENGE

Realizing the value in building strategic partnerships to make things happen.

DESCRIPTION OF BEST PRACTICE

Depending on the size and location of the community, and the availability, workload and capacity of staff, communities have to form alliances with municipalities when planning and implementing their CCP. There is simply too much work to do in carrying out CCP, and not enough resources or know-how. For those communities living near, adjacent, or within a municipality, working closely with a municipal government is the key to planning success because: 1) everyone can be on the same page, working together to make the vision happen; 2) First Nations and municipalities can share knowledge, information and resources; and 3) First Nations can access technical and resource information they do not have.

Creating supportive working relationships is necessary and valuable to bring benefits to the community. By doing things alone, communities may miss out on opportunities or benefits such as employment, training revenue, sharing agreements, cost sharing and savings, or learning.

HOW TO APPLY THE BEST PRACTICE

The key to building a relationship with a municipality, for example, is taking the time and allowing the space for people to get to know one another on an informal basis. There can be a lot of past history that is not known, and there are cultural differences in how First Nations get things done that may have created conflict in the past. It is important that a process of getting to know one another begins and evolves over time. This will help to build trust and to establish a good working relationship. Arranging a lunch, setting up a meeting with the Mayor and the Chief and Council that allow the First Nation to 'rant' and move forward, and sharing car rides together are examples that provide time to get to know one another. It is these small steps that eventually allow a community to feel comfortable and to move forward in creating a working protocol with a municipality. The protocol agreement becomes a good foundation for a strong working relationship.

BENEFITS OF BEST PRACTICE

- ✓ Municipal governments have skills and resources that help
- ✓ The more you know and network, the better off you are
- ✓ Protocols are a good foundation to work together
- ✓ Working together allows development to be controlled – allows what you want and don't want

IMPLICATIONS FOR ACTION

Taking small and informal steps to get to know one another is important in building trust between different groups. Protocol agreements clarify expectations, are value-based, set up standards and processes, and ensure effective working relationships. However, this process is a gradual one to slowly build up trust.

Build strategic partnerships

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **91**

OPPORTUNITY / CHALLENGE

Knowing who the partners are and leveraging the value they may bring to the CCP.

DESCRIPTION OF BEST PRACTICE

Knowing the players and identifying potential partnerships throughout a community's planning cycle can dramatically impact the quality of planning and outcomes for a community. Take the time to identify all of the current and potential players – government departments, industry, non-government agencies, private sector companies and organizations. This collaboration can help to: 1) share knowledge, ideas, and stories; 2) provide program and funding updates; 3) improve cross-cultural understanding; 4) improve working relationships and identify opportunities for support; and 5) help INAC align their programs and services to champion First Nations CCPs.

HOW TO APPLY THE BEST PRACTICE

One useful starting point for getting to know who the players are for a given community planning process is to create a relationship map on a large wall poster. The following tasks are helpful to identify and map the potential partnerships and roles: 1) ask managers and staff to map out all the players and partners in all of the current programming; 2) complete research on the current stakeholders (individuals and groups) that have a potential impact on the First Nation's affairs; and 3) research potential funding agencies and other topic interest areas that might identify organizations seeking collaboration.

Once all of these players are identified, the process can move towards discussing and mapping the potential relationships and alliances to determine ways to build effective working relationships. Communities need to assess the capacity of the Nation, including values and priorities to foster a good partnership. Partnerships need to be given an opportunity to collaborate. A good engagement process helps to ensure that a Memorandum of Understanding (MOU) is effective.

BENEFITS OF BEST PRACTICE

- ✓ Helps bring people together
- ✓ Informs agencies to build support
- ✓ Generates new opportunities
- ✓ Captures increased benefits to the community
- ✓ Promotes cross-cultural understanding

IMPLICATIONS FOR ACTION

Need extra time and capacity to develop meaningful partnerships that are strategic and effective. Having a way to assess the strengths and challenges of the players and partners helps to prioritize the most important connections.

Keep the plan alive

Category
Implementing the CCP

Sub-category
Getting to Action

CCP Best Practice – **92**

OPPORTUNITY / CHALLENGE

Maintaining an active CCP that is widely and continuously used.

DESCRIPTION OF BEST PRACTICE

All CCPs run the risk of being inactive or idle. CCPs need to be active from the moment the process begins. In effect, it takes the whole community and a multitude of ways to keep the plan alive. CCP should not be viewed as a one-time event, or program. Rather, it is an ongoing, continuous function.

HOW TO APPLY THE BEST PRACTICE

Keeping the plan alive requires strategic focus before, during, and after the CCP process is completed. Keeping the CCP alive starts with creating a community-based process that emphasizes participation, includes a diverse range of planning methods, promotes hands-on-learning, and is fun and social.

Ways of keeping the CCP alive after the planning phase is completed include: 1) creating an implementation committee(s) or champion; 2) creating user friendly planning tools such as work plans and templates: 3) packaging the plan in a binder for example so that pages or sections can be easily replaced and updated; 4) scheduling regular departmental meetings; 5) undertaking a participatory budgeting process; 6) creating a monitoring and evaluation system; 7) creating a process to modify and adapt the CCP; 8) having Chief and Council endorse the CCP; 9) creating bylaws or policies to ensure the CCP is adhered to; 10) getting the community engaged at the project level; 11) making linkages between projects; and 12) bringing in partners and forming strategic alliances.

BENEFITS OF BEST PRACTICE

- ✓ Maximizes long term results
- ✓ Promotes sustainable change
- ✓ Allows the full value of the CCP to be realized
- ✓ Increases awareness and understanding of CCP

IMPLICATIONS FOR ACTION

Keeping the plan alive requires extra effort once the main planning cycle is complete. A healthy CCP is one that is continuously updated, through ongoing feedback loops. Consider the resources needed to keep the plan alive throughout the life of a CCP.

"The more we use it [the plan], the more it needs to be changed."

Assessing Results of the CCP

"What we work on is only valid for the period we work on – we cannot conceptualize a full set of problems."

"A CCP has to have a communications plans that is simple and user friendly. You have to have a performance framework to show and tell the progress of a CCP. It is hard to feel positive about the future if you don't see change happening. Communities have a right to see what has been done, not done, or what has been done well. People need to see if their ideas were followed through on."

Be prepared to make changes

Category
Assessing Results of the CCP

Sub-category
Keeping the Plan Alive

CCP Best Practice – **93**

OPPORTUNITY / CHALLENGE

Accepting that planning is an ongoing process and that CCPs change.

DESCRIPTION OF BEST PRACTICE

Once the CCP process is summarized and documented, the physical report conveys a particular point in time. In reality though, things are changing all the time and need to be reflected by updating the plan. Given the time it takes to complete a CCP process and record results, often new information arises, priorities shift, quick start projects begin and end, there is staff turnover, community tragedies happen, people change their minds, and so on. These factors and others result in having to adapt and modify the plan and process. For example, in one community's CCP process, it acknowledged the high importance of language. Soon after launching the language program, there was little turnout and the language program had to be cancelled. So while language was considered a high priority, it did not achieve the anticipated results.

HOW TO APPLY THE BEST PRACTICE

Using a monitoring and evaluation system can help prepare a community to anticipate and make changes in a timely manner. Review processes can be formal or informal. Setting up a process to track and communicate results combined with having an agreed upon process in place can help make new and timely decisions.

BENEFITS OF BEST PRACTICE

- ✓ Tracking results helps to justify changes
- ✓ Creates a more relevant and effective CCP
- ✓ Helps to achieve the plan

IMPLICATIONS FOR ACTION

Processes that do not take into account community change risk not having a useful planning tool. It is impossible to anticipate the full range of opportunities and problems – effective CCP processes allow plans to be changed as needed in a systematic way.

Keep track & evaluate results

Category
Assessing Results of the CCP

Sub-category
Keeping the Plan Alive

CCP Best Practice – **94**

OPPORTUNITY / CHALLENGE

Acknowledging change by tracking and evaluating results of the CCP.

DESCRIPTION OF BEST PRACTICE

The need for monitoring and evaluation (M & E) is often overlooked due to a lack of time and resources. It is typically an afterthought and not included in the initial round of the planning cycle. M & E tends to be viewed as complicated, misunderstood or sometimes not valued. Communities need to allow themselves to assess how well plans are doing. M & E helps to say that the communities are getting closer to increasing the acceptability of principles and values. This helps to evolve and improve the vision.

Effective CCP needs to build in M & E throughout all stages of the planning process. M & E is not a separate, end process, but rather an ongoing part of the planning process. It is important to track and evaluate results with the community to document the history and impacts of planning decisions made by the community. Are the actions decided by the community producing desired impacts and benefits (e.g. reduced poverty, more kids staying in school)? Having a monitoring and evaluation system implies having to make ongoing decisions to adapt and improve strategies. To do so requires having ongoing information available to be able to measure the effects of actions (e.g. 10 more jobs, 5 % more income, 2% increase in salmon habitat).

M & E is helpful to Chief and Council, managers and staff in assessing planning decisions that have been made, to document progress and to celebrate results. It also increases accountability, supports transparency and becomes the basis to reward community effort.

HOW TO APPLY THE BEST PRACTICE

There is a need to build in a M & E system throughout the CCP process. Typically Chief and Council, together with managers and staff, create the M & E system, or in combination with external planning support. This includes: 1) explaining and defining terms; 2) defining who is going to track and evaluate results; 3) deciding what will be measured (e.g. participation turnout, quality of planning, impacts on land, improvement in health and well-being) and how (e.g. community survey, talking circle, open house); 4) how results will be communicated (e.g. newsletter and report); and 5) how and when decisions will be made, and by whom (e.g. consensus decisions by working group). It is important to include tools that can easily track and monitor action, such as a checklist or table. Showing and explaining where evaluation has made a difference, and starting with a small pilot project, can help build evaluation efforts.

BENEFITS OF BEST PRACTICE	IMPLICATIONS FOR ACTION
✓ Recognizes efforts, captures change ✓ Determines whether intended results are met ✓ Increases accountability, supports transparency ✓ Keeps the plan alive ✓ Rewards community effort, raises pride ✓ Validates people's contribution	Completing the CCP creates expectations by members for follow through and results. Setting up an M & E system exposes results to reflect history in the making. Once evaluation is seen as an important governance tool to improve decisions, it may feel less threatening. People sometimes fear evaluation out of fear at feeling judged or targeted.

"At some point you have to have a review process take over. You need to undertake ongoing updates versus doing more planning because at some point you may feel that nothing is being accomplished."

"Communities need to do it [M & E], but don't. You need to justify and tell people. Tracking results tells people that they are moving ahead – that they are getting results to justify the process."

Have Chief & Council commit to reviewing the plan

Category
Assessing Results of the CCP

Sub-category
Keeping the Plan Alive

CCP Best Practice – **95**

OPPORTUNITY / CHALLENGE

Getting Chief and Council to review the CCP.

DESCRIPTION OF BEST PRACTICE

Chief and Council have to commit to reviewing the CCP as part of its governance responsibility. This feedback needs to be shared with community members who have invested time and energy into the process. The review needs to balance positive and improvement feedback and Chief and Council needs to consider the process it uses to modify the CCP.

HOW TO APPLY THE BEST PRACTICE

Chief and Council can commit to reviewing the CCP at the front of the CCP process when it is launched. Chief and Council can work with a committee of community members, or hire someone to help facilitate the review. Reviews should be scheduled well in advance, and include reporting tools to share results. It is important to have a process and policy in place that talks about how to make changes to the CCP.

BENEFITS OF BEST PRACTICE

- ✓ Helps to build on previous CCP results
- ✓ Prevents assumptions that may not be applicable
- ✓ Ensures that the CCP stays relevant and effective
- ✓ Demonstrates leadership of Chief and Council

IMPLICATIONS FOR ACTION

Reviewing the CCP requires a simple system in place to undertake the review. Reviews also require time and skills to make it worthwhile. If it takes too much effort, the step typically is avoided and not valued.

Category
Assessing Results of the CCP

Sub-category
Keeping the Plan Alive

CCP Best Practice – **96**

Update the CCP

OPPORTUNITY / CHALLENGE

Reviewing and updating the CCP to keep it relevant and useful.

DESCRIPTION OF BEST PRACTICE

CCPs are not static documents or processes. New opportunities arise, circumstances change, or new people get hired, and a CCP has to be changed. As a result, a community needs to have opportunities to rework the plan. The CCP process needs to include ways for the community to reflect, provide feedback and make changes to the CCP. Communities need to be able to check off, add or drop projects, including adapting projects as needed. This is acknowledges that change is occurring.

HOW TO APPLY THE BEST PRACTICE

The first step is to educate members on the importance of reviewing the plan and to know that making changes to the CCP is necessary and to be expected. Determining who is going to evaluate the plan, how the plan is going to be evaluated, and how often, are important decisions to establish during the early phases of the getting ready stage.

For example, the review can take place at community, family, committee, manager, staff, or Chief and Council levels, or in some combination. Talking circles and focus groups could also be arranged at annual general assemblies, or annual gatherings. Evaluations can be informal or formal and scheduled on a quarterly or semi – annually basis, or more substantial reviews every single, two and five years. A review consists of assessing action plans and whether the targets or deliverables are met. In this process, it is important to determine whether an action was carried out (compliance: yes or no), and whether the intended results were achieved – and explaining why or why not. Results can then be incorporated into a new round of planning.

BENEFITS OF BEST PRACTICE

- ✓ Helps to show that things are getting done
- ✓ Keeps the plan alive and shows that progress is being made
- ✓ CCPs are stepping stones to other proposals
- ✓ Shows that communities are keeping current
- ✓ Acknowledges what achievements have been made
- ✓ Builds on previous work of CCP process

IMPLICATIONS FOR ACTION

Reviewing and adjusting the CCP is an important activity to extend the value and usefulness of the plan. Some people are reluctant to change the plan once it is complete because it is no longer perceived as a plan.