

NORTH PERTH COMMUNITY OF CHARACTER



2013

Strategic Plan

BEING A COMMUNITY OF CHARACTER ISN'T AN
ADDITIONAL THING ... IT IS *THE* THING

North Perth Community of Character

STRATEGIC PLAN

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INTRODUCTION

PURPOSE

Originally crafted in 2006, a volunteer based Council of the North Perth Community of Character has operated to oversee and guide activities and resources that support eleven character attributes to be adopted by businesses, community leaders, educators, and students.

With limited human and financial resources, and lacking the endorsement of an organization or entity, the Council has been challenged to continue to sustain operations.

As a result, the North Perth Community of Character Council is defining a 3-year strategy and establishing the future direction of the organization. As a part of the strategic planning process, the Council is making decisions on direction and the allocation of resources to pursue these strategies, with a goal to sustainability.

In order to determine the direction of the organization, the Council has sought to understand its current position, and the possible avenues through which it can pursue specific actions.

METHODOLOGY

Information and Environmental Scan

Through the collection and analysis of data, existing reports, and information, we have conducted a Needs Assessment, which has helped to better understand the fundamental principles that will guide the future activities of the North Perth Community of Character.

We have studied the internal and external organizational, social, political, and economic issues which will influence the sustainability and growth of the organization.

Community Input

We have engaged the community to gather input. Surveys, interviews, and focus group sessions have been critical in flushing out ideas on the advantages and challenges of the organization as it sits today. Based on community input on the opportunities available to the organization, we have prioritized a number of action items and strategies that will serve as a blue print for the Community of Character as they build a sustainable organization that serves North Perth.

During the community consultation phase of the project, more than 90 surveys were completed by the community at large.

Stakeholder Consultation

An additional 15 community stakeholders participated in facilitated focus groups. During these sessions, community and stakeholder input was categorized, consolidated, ranked, and prioritized. This process has produced five very clear priorities for the North Perth Community of Character Council to implement.

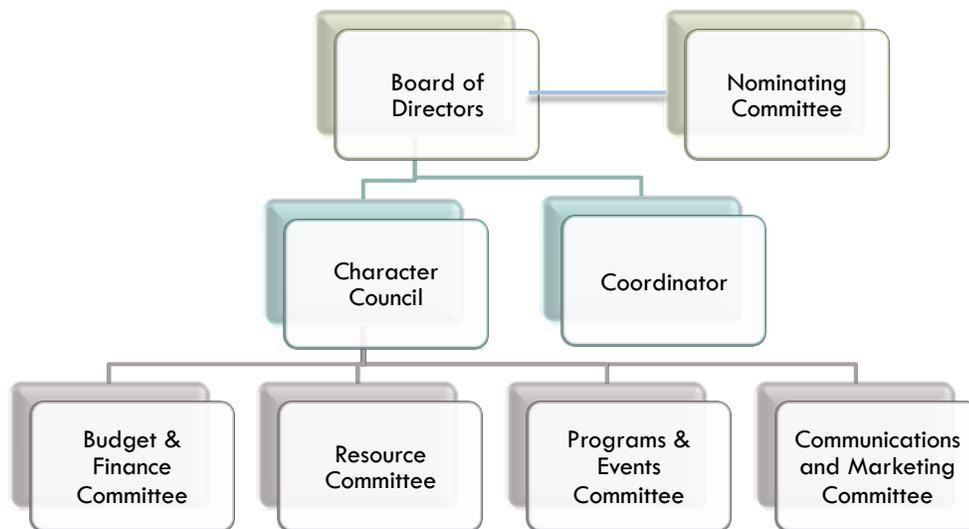
INTERNAL ORGANIZATIONAL ASSESSMENT

As a grassroots, volunteer based organization, the Character Council has operated as a self-guided group with minimal structure. Several community groups have enveloped the Community of Character program within their suite of services, but to date, the organization has not stood on its own. This lack of structure has been a significant gap in the growth and sustainability of the movement.

The drive and vision of this Council has reached a tipping point, with members stretched to capacity in their volunteer role.

Figure 1 is a sample Organizational Structure that the North Perth Community of Character may want to consider. This structure has been successfully implemented by other Character organizations across Canada. More or fewer committees may be required.

Figure 1 – Non Profit Board Organizational Chart



A number of Best Practice Resources and Materials for Non-Profit Boards can be found at <http://www.escwa.org/files/bbp.pdf>

BOARD STRUCTURE

The role of the Board, is governance. This group is tasked with the structure, policies, by-laws, and reporting necessary to maintain non-profit or charitable status. The Best Practice in non-profit structure is to have the following components in place:

- Articles of Incorporation with the option for Charitable Status
- Board of Directors that is representative of the community it serves
- Board Executive with a President, Vice President, Secretary, and Treasurer
- By-laws governing the function of the board and council
- Policies governing committee structure, human resources, volunteers, and council recruitment

This structure will increase the potential for funding, community adoption, improved awareness, and overall sustainability.

CHARACTER COUNCIL

The role of the Character Council, is to raise awareness of the importance and role of character attributes in the community. Members of the Council are avid champions of the program. Council members are the day-to-day face of the organization, in the community.

CHARACTER COMMITTEES

Members of the various Character Committees are local experts in their field.

Individuals with experience in grant writing, fundraising, bookkeeping, government reporting, or accounting should be sought as members of the Budget and Finance Committee.

Volunteers on the Resource Committee should be skilled at acquiring data, knowledge, and resources for use by the Character Council. These committee members may not need to meet on a frequent basis, but are on the lookout for materials to refer to the Character Coordinator.

Members of the Programs and Events Committee are likely already involved in local community projects, and can be recruited to champion North Perth’s Character Attributes while serving in their existing roles to ensure that Character is represented at North Perth events.

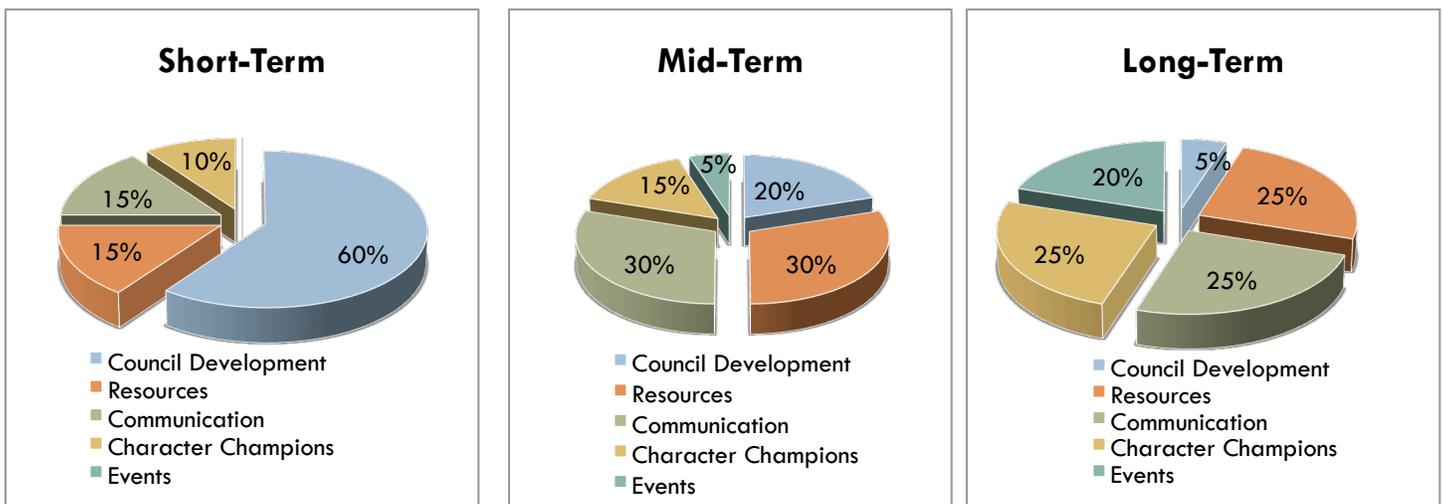
The Communications and Marketing committee members should have experience in graphic design, media relations, social media, online marketing, or communications.

Each committee should have a Board member as a member of the committee, ideally acting as the Committee chairperson. The Board member is responsible for documenting and reporting results at scheduled Board meetings.

Character Coordinator

With a Coordinator in place for the next 18 months, it is critical that time is effectively managed. Figure 2 outlines a potential breakdown of tasks for the Short-Term [1-6 months], the Mid-Term [6 – 12 months] and the Long-Term [13+ months] implementation of this strategic plan.

Figure 2 – Suggested allocation of time for Coordinator



SWOT ANALYSIS [STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS]

A SWOT analysis can offer helpful perspectives. We have utilized a SWOT analysis to:

- Explore possibilities for new efforts or solutions to problems
- Make decisions about the best path forward
- Identify opportunities for success in context of threats to success can clarify directions and choices
- Determine where change is possible
- Provide an inventory of strengths and weaknesses to reveal priorities as well as possibilities

SWOT also offers a simple way of communicating about your initiative or program and an excellent way to organize information that has been gathered from interviews and surveys.

This SWOT analysis has offered guidance in identifying the positives and negatives inside the organization and outside of it. Developing a full awareness of your situation can help with both strategic planning and decision-making.

A SWOT analysis has been conducted at both internal and external levels. A SWOT has provided additional context for strategic decision-making.

An internal analysis has helped to plan for the future by articulating how the organization operates right now. It has revealed trends, irregularities, limitations, and opportunities.

In performing an internal analysis, we have gathered information about the organization's strengths and weaknesses, services, programs, activities, staffing, and finances. This has been done via self-assessment by planning participants, and by gathering input from the community-at-large and organizational stakeholders ahead of the planning session through a survey.

An external analysis has also been conducted, to help understand how the organization is perceived externally and what factors may affect its future. External factors may include things like the economy, funding trends, demographics, social factors, technology changes, competition, politics, regulatory factors, and public opinion.

Character attributes are for EVERYONE and can be implemented in every aspect of life

SWOT RESULTS

It is worth noting, that from the input gathered, the list of Strengths by far out-weighted the list of organizational weaknesses.

Strengths and Weaknesses were categorized into four areas of focus:

- Operations
- Resources [Human, Financial, Information]
- Communication & Awareness
- Strategy

Operational Strengths

First, the passion, hard work, diversity, drive, and volunteers topped the list of the organizations operational strengths. The Council has been willing to go above and beyond, to help the organization reach its potential.

Second, the community communicated that the **events** organized by the Community of Character are events that people want to be involved in, and are a great tool for community connection

We have great events and ideas to bring the community together and raise awareness of Character Attributes

Operational Weaknesses

While the commitment of the council has been revered as a strength, it has also been identified as a potential weakness. The current council has been working diligently for more than six years, with little relief. The members of Council have other full-time jobs and have limited time to continue driving the organization forward. The composition and terms of office for Council members is non-existent, and should be addressed, immediately.

Resource Strengths [Human, Financial, Information]

At the top of the list of strengths, is that there is a Coordinator in place for the next 18 months. This is viewed as a tremendous resource as the organization tackles the activities and tasks that face them.

Again, the strong and dedicated core members of the Council are also viewed as a strength.

The fact that the Character Attributes are actively embraced and implemented by the local school system is also viewed as a significant strength.

Resource Weaknesses [Human, Financial, Information]

Informational resources to support the encouragement of Character Attributes are viewed as redundant. There are very few resources and those that exist are being recycled year after year. Sourcing a variety of resources that are applicable to all residents and business of the community, emerged as a priority for staff and Council.

Communication and Awareness Strengths

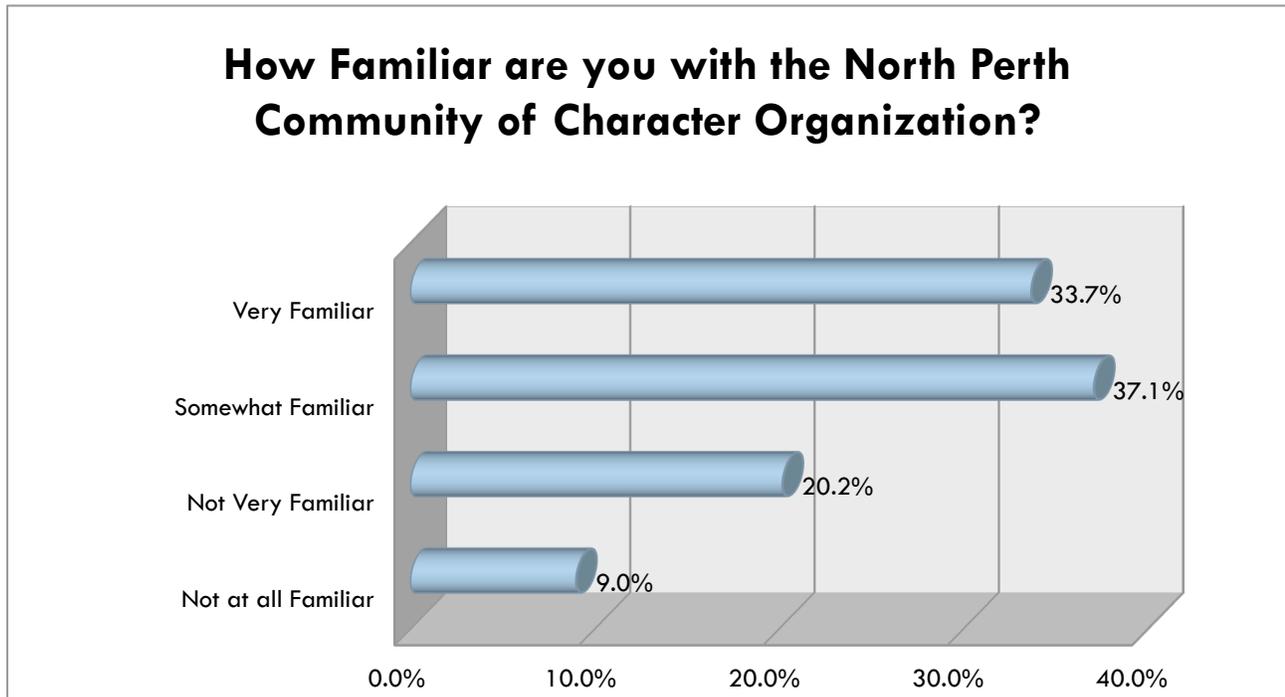
The Community of Character program is viewed as a program that makes North Perth a unique community, and an example for other rural communities.

The Community of Character initiative is positively received by the public, and is a strength that should be exploited.

Communication and Awareness Weaknesses

An overall lack of awareness of the Community of Character organization was perceived by the members of the Council. However, with just over 90 responses from the community-at-large, it is evident that there is more awareness of the organization, than originally thought.

Figure 3 – How Familiar are you with the North Perth Community of Character Organization?



Source: 2013 North Perth Community of Character Community Consultation Survey

Strategy Strengths

The community, Council, and community groups indicated that the desire to improve is present as shown by this strategic planning initiative. This is a strength that should be valued.

Strategy Weaknesses

Generally, there is a feeling that there is a lack of future direction and strategy for the organization. Recognizing this, and implementing a strategic plan will address this weakness.

Limited financial support for the organization has also been identified as a weakness.

The composition and terms of office for Council members is non-existent, and needs to be addressed, immediately.

IDENTIFYING OPPORTUNITY

During the community consultation phase of the Planning process, stakeholders who identified themselves as *Very Familiar*, or *Somewhat Familiar* with the Community of Character movement, were asked *What specific opportunities could we take advantage of, in the future?*

More than 75 ideas emerged.

These ideas were categorized into the four primary areas of focus [operations, resources, awareness, and strategy] and prioritized by the organization's stakeholders.

The most popular ideas focused on the need to:

- improve awareness through communication and marketing,
- the development of tangible information and resources for all members of the community
- the development and support of Character Champions [members].

**Character Attributes are for everyone.
They can be implemented by all age groups, in every aspect of life.**

Specific ideas pertaining to the improvement of communication and awareness include representatives from the Community of Character talking to businesses, community groups, service clubs, schools, and churches. There was an emphasis put on the notion that more interactive and personal communication be used, rather than relying on electronic communication, specifically email.

Through interviews with Board members and staff of similar Character organizations throughout Canada, we have determined that the sharing of Attribute information and resources is an opportunity for consideration. These communities have invited the North Perth Board and Council to regularly consult them on success stories and resource ideas. This is a great resource to tap into, as North Perth seeks to update existing information and provide additional resources to support Character Champions.

Character Canada is an emerging entity to support communities with a focus on character development. While this movement is in its infancy, www.charactercanada.com is a website to watch.

Similar organizations to the North Perth Community of Character have found that the term 'member' is a misleading title for supporters of the movement. This term is often used with Chambers of Commerce and other fee based organizations, and downplays the notion of *inclusion*. As an alternative, the term *Character Champions* has been widely accepted, and may be a term for the North Perth Council to adopt.

COMMUNICATION STRATEGY

A communication strategy is simply a written statement that outlines communication goals, provides some situational analysis, and proposes approaches and activities to achieve the identified goals given the current situation.

Past communication efforts have been identified as both an organizational strength and as a weakness. At present, the majority of communication is via monthly e-newsletter. While e-newsletters can be very useful, they are most effective, when used in combination with other methods of communication.

COMMUNICATION GOALS:

- To inform Character Champions of resources and information that is available to support the education and adoption of North Perth’s Character Attributes
- To celebrate success stories
- To promote events and programs where Character Attributes are exemplified
- To increase the volume of earned media
- To increase the audience base
- To include youth, families, businesses, organizations, and community groups
- To increase the amount of personal contact
- To be a known entity and a presence at North Perth events

THE AUDIENCE: While Character Attributes are for ALL members of the community, it can be helpful to identify subsectors of the community, for communication purposes.

Figure 4 – Potential Audiences for Future Communication

	Character Champions	Potential Champions
Families		
Youth		
Elementary Students		
Secondary School Students		
Businesses		
Service Clubs		
Churches		
Community Groups		
Non Profit Organizations		
Community Leaders		
Sponsors & Funding Bodies		

THE MESSAGE: Critical messages can be thought of as short, simple statements repeated in all communications – web pages, brochures, speeches, news releases, and so on. In all cases, are a few guidelines to consider. Generally speaking, effective messages are:

- Clear and simple
- Brief
- Believable
- Compelling
- Delivered by the right messenger
- Delivered to the right audience

THE MEDIUM: The Community of Character Council and staff may wish to implement a holistic approach to communication, which includes [but is not limited to] the following components:

- email
- Newspaper: Character Corner
- Earned Media
- Social Media
- Website
- Print materials
- In Person and face-to-face meetings

Maintain focus on low-cost and no-cost forms of communication.

- **Responsibility | Perseverance | Optimism | Honesty | Fairness**
 - **Integrity | Inclusion | Respect | Empathy | Courage | Compassion**

3-YEAR PLAN AND IMPLEMENTATION STRATEGY

The Community Consultation process has generated a very specific list of priority action items. They are:

- Council Development
- Improve Awareness through Communication and Marketing
- Development Tangible Attribute Information and Resources
- Collaborate to increase Character Champions
- Integrate Character Attributes into Events and Programs

Council Development

As participants discussed and evaluated both the strengths and the weaknesses of the organization as it is today, it became abundantly clear, that moving forward, the Council **MUST** create a formal non-profit corporate structured entity with an appointed Board of Directors, policies, by-laws, committees, and guiding documentation with Terms of Reference. Without this formality, the Council faces numerous challenges in seeking municipal support, community adoption, financial sustainability, credibility, and future growth.

The following action items emerged from the community consultation process.

Strategy: Council Development

Objective	Action Item	Timeline	Budget	Lead	Resources needed
Create formal organizational structure for the Council	Register as a Non-Profit organization and Obtain Articles of Incorporation	Short-Term	\$300-\$500	Council	Time/Legal
	Obtain Charitable Status	Mid-Term	\$500-\$1,000	Council	Time/Legal
	Create By-laws to govern the role, responsibility, and accountability of the 'members', Board and Council	Short-Term	\$200-\$600	Council	Time/Legal
	Generate Policies governing committee structure, human resources, financial procedures, council recruitment, etc.	Short-Term	\$0 - \$300	Council + Staff	Time/Legal
	Execute Executive roles of President, Vice President, Treasurer, Secretary.	Short-Term	n/c	Council	n/a
	Open bank account with signing authorities in place	Short-Term	n/c	Board of Directors	n/a
	Schedule Annual General Meeting	Short-Term	n/c	Board of Directors	n/a

Improve Awareness through Communication and Marketing

The Communication Strategy outlines a methodology for improving the community’s awareness of the organization, through improved communication and marketing efforts.

The following action items emerged from the community consultation process.

Strategy: Improve Awareness through Communication and Marketing

Objective	Action Item	Timeline	Budget	Lead	Resources needed
Increase Awareness	Conduct presentations at businesses, service clubs, community groups, churches, and schools	Mid-Term	n/c	Marketing Committee + Coordinator	Resources and Information
	Schedule face-to-face meetings with community leaders and stakeholders [equipped with TOR and resources]	Mid-Term	n/c	Marketing Committee + Coordinator	Resources and Information
	Add a BLOG tab to the communityofcharacter.ca website + post new content, weekly	Mid-Term	n/c	Coordinator	IT Capability
	Encourage Character members to annually contribute one article/story/video/thought for a weekly Blog on activities and initiatives for posting on social media and inclusion in monthly newsletter	Mid-Term	n/c	Marketing Committee + Coordinator	n/a
	Connect (Like, follow, and subscribe) to North Perth businesses and organizations on social media networks	Mid-Term	n/c	Coordinator	n/a
Objective	Action Item	Timeline	Budget	Lead	Resources needed
Improve Communication	Build Social Media audience for regular and timely posting of information and resources	Mid-Term	\$300-\$500 (optional)	Coordinator	Sponsorship
	Build database of contact information for existing and potential Character Champions	Mid-Term	n/c	Coordinator	n/a
	Revisit existing email list. Update list. Build List.	Mid-Term	n/c	Coordinator	n/a
	Subscribe to email newsletter software [MailChimp or Constant Contact] for compliant email communication	Mid-Term	n/c	Coordinator	n/a

Objective	Action Item	Timeline	Budget	Lead	Resources needed
Augment Marketing Efforts	Participate in community events with an information booth [Home Show, Discover North Perth, Awards Gala, Agricultural Fair, etc]	Mid-Term		Marketing Committee + Coordinator	Resources and Information
	Renew the Character Corner in newspaper, if funding/sponsorship permits	Long-Term	\$400-5,000 (sponsored)	Marketing Committee + Coordinator	Sponsorship
	Issue Press Releases for major announcements and accomplishments	ongoing	n/c	Marketing Committee + Coordinator	n/a
	Compile media list and Invite media to attend programs and events	ongoing	n/c	Marketing Committee + Coordinator	n/a

Develop Tangible Information and Resources

The creation, compilation, and sourcing of resources to support Character attributes is a key strategy in the growth and sustainability of the organization.

Resources to support North Perth’s eleven Character Attributes are available in various formats. There are graphics, photos, videos, blogs, books, magazines, and games that are readily available in electronic format and hard copy. Appendix ‘A’ contains a quick list of online resources in various formats that can be repurposed and shared for use by North Perth’s Character Champions. Enhancing this list can be an ongoing task, with a few hours per month dedicated to sourcing relevant information and resources. The following action items emerged from the community consultation process.

Strategy: Identify Resources to support Character Attributes

Objective	Action Item	Timeline	Budget	Lead	Resources needed
Develop a wealth of resources and information to support Character Attributes	Connect with other Character Communities to discuss sharing of information and resources for NP	Mid-term	mileage/LDU	Resource Committee	n/c
	Create online portal for submission of resources	Mid-term	n/c	Resource Committee + Coordinator	IT Capability
	Identify and SHARE appropriate YouTube videos supporting each Character Attribute	Mid-term	n/c	Resource Committee + Coordinator	Time
	Identify and SHARE appropriate BLOGS supporting Character attributes	Mid-term	n/c	Resource Committee + Coordinator	Time
	Identify appropriate reading material [books & magazines] supporting Character Attributes	Mid-term	n/c	Resource Committee + Coordinator	Time
	Identify appropriate online websites, activities, & games supporting each Attribute	Mid-term	n/c	Resource Committee + Coordinator	Time
	Enhance and populate the characterofcommunity.ca website with resources and information as they are gathered	Mid-term	n/c	Coordinator	IT Capability
	Subscribe [online and hardcopy] to relevant magazines and make publications available to members	Mid-term	\$200/year	Coordinator	Time
	Subscribe to email newsletters from providers of information and resources on character attributes	ongoing	n/c	Coordinator	Time
	Conduct quarterly brainstorming exercises to identify new materials, information, and resources	ongoing	n/c	Resource Committee + Coordinator	Council + Members
	Setup a donation drive for books and expired issues of magazines with a focus on character attributes	Annually, in combination with an event	n/c	Resource Committee + Coordinator	Time

Collaborate to increase Character Champions

North Perth is a community with a wealth of community activity. Churches, Service Clubs, Community Groups, and Business Associations are abundant.

Collaborating with local groups emerged as a strategic priority as a method of growing the base of Character Champions.

The following action items emerged from the community consultation process.

Strategy: Increase Character Champions through collaboration

Objective	Action Item	Timeline	Budget	Lead	Resources needed
Increase collaboration with local community groups and service clubs	Establish "Character Champions" as members	Short-Term	0-\$500	Champion Committee + Coordinator	Badges, Tokens, Stickers
	Renew collaboration with NP Chamber of Commerce	Mid-Term	\$150	Champion Committee + Coordinator	n/a
	Source or Create resources and materials suitable for collaboration	Mid-Term	\$200-\$500	Resource Committee + Coordinator	Resources
	Meet with Service Clubs to discuss membership and the integration of Attributes	Mid-Term	n/c	Champion Committee + Coordinator	n/a
	Meet with Churches and Youth Groups to discuss membership and the integration of Attributes	Mid-Term	n/c	Champion Committee + Coordinator	n/a
	Present as a delegation to North Perth Municipal Council and request municipal financial support and endorsement	Mid-Term	n/c	Board, Council + Coordinator	Strategy, Documentation + Materials

Integrate Character Attributes into Events and Programs

Integrating Character into existing events and festivals emerged as the 5th Strategic Priority for the organization. While this was identified as a priority, it is realistic that the implementation of this strategy will likely take place in the mid-term to long-term of this project. The previous strategic priorities will occupy much of organizations resources during the short-term.

The following action items emerged from the community consultation process.

Strategy: Integrate character traits into programs and events that are already being implemented in North Perth

Objective	Action Item	Timeline	Budget	Lead	Resources needed
Integrate Character Attributes into EVENTS and PROGRAMS	Enhance Character Week	Long-Term	TBD	Programs + Events Committee	TBD
	Identify an event each month to integrate a Character Attribute into	Long-Term	TBD	Programs + Events Committee	TBD
	Volunteer to organize, oversee, or host a segment of an existing community event or school activity	Long-Term	TBD	Programs + Events Committee	TBD
	Participate in PaddyFest by integrating OPTIMISM into the festival	Long-Term	TBD	Programs + Events Committee	TBD
	Integrate COURAGE into Convocation	Long-Term	TBD	Programs + Events Committee	TBD

The desire to improve is present as shown by this strategic planning initiative.

CONCLUSION

This Strategic Plan provides the North Perth Community of Character with clear direction in establishing an organized entity.

This Plan presents the opportunity to re-organize, re-invigorate, and re-energize the movement.

The key priorities for to focus efforts include:

1. Organizational Development
2. Improve Community Awareness through Communication and Marketing
3. Develop tangible information and resources
4. Collaborate to increase membership
5. Establish events that support Character attributes

The Community of Character program is viewed as a program that makes North Perth a unique community, and an example for other rural communities.

The Strategic objectives provide purpose for Character Attribute development efforts. They are realistic, in that they reflect the local resources that are available.

The establishment of Character Canada is an exciting development for the North Perth Community of Character. This national movement provides the opportunity for the sharing of Best Practices and Attribute Resources.

With an action plan laid out and an understanding of the potential of social media, the existing Council has the tools it needs to capitalize on its opportunities

APPENDIX A

RESOURCES

YouTube Videos

Empathy: The Human Connection to Patient Care

http://youtu.be/cDDWvj_q-o8

Courage: What is Courage?

<http://youtu.be/GvgLq431wFY> or <http://youtu.be/sskfUWDO5AU>

Anti Bullying

<http://youtu.be/MhYyAa0VnyY> or <http://youtu.be/OcgAF8GcBlw>

Have Fun Teaching, a YouTube Channel with videos/song on Honesty, Responsibility, Bullying, and Friends

<http://www.youtube.com/user/havefunteaching/videos>

Blogs

Twenty-Five Activities for Building Student Character and School “Community”

http://www.educationworld.com/a_admin/admin/admin364.shtml

Honesty Blog: A Blog about Honesty & Good Deeds

<http://honestyblog.com>

What is Character? Thoughts about the importance of good character

<http://www.character-training.com/blog/list-of-character-traits/>

Magazines

Ivey Business Journal | Improving the practice of management

<http://www.iveybusinessjournal.com/topics/leadership/the-character-of-leadership#.Ub9LXhZie0s>

Websites

Familyshare | tools to strengthen families

www.familyshare.com

Kids Safe Foundation

www.kidsafefoundation.org with resources including videos, books, blogs, and guest speakers

APPENDIX B

FOCUS GROUP INPUT

Q.1 What are the specific strengths or advantages we have as an organization?

Community Input

Idea	Comment	Category
strong core committee	-	Resources
Passionate people driving it.	-	Operations
very strong in communication	-	Awareness
hardworking committee members	-	Operations
We have a variety of backgrounds on our council membership.	-	Resources
good news stories	-	Awareness
present at community events	-	Awareness
great for linking the NP Community	-	Operations
People are getting involved	-	Awareness
Positive people different groups coming together	-	Resources
successful past events -Together We're better, Video, Character Run	-	Awareness
present in the school system	-	Resources
schools are a strong baseline to build on	-	Resources
Events that people WANT to be involved with (Character Run)	A great event in North Perth, that brings people from outside of our community to this event and is a great opportunity to build awareness North Perth Community of Character	Operations
school involvement	-	Resources
interest from the business community	-	Awareness

Idea	Comment	Category
all ages involved	-	Resources
people who personally exhibit the character traits.	-	Resources
community adoption	-	Awareness
integrated with the municipality	-	Resources
an example for other rural communities	-	Awareness
positive message about this community	-	Awareness
Area schools already teaching Character in the schools	-	Resources
new things happening in town	-	Operations
workplace involvement	makes everyone an equal player - ie. management, admin, full time, part time	Resources
It's for everyone, all ages AND can be implemented in every aspect of anyone's life.	-	Operations
have some local businesses already on board	-	Resources
committee members willing to go above and beyond to help organizations to reach their potential	-	Operations
Have a coordinator in place for at least the next 18 months	-	Resources
our meetings and activities are in the town of Listowel, near to where most of the North Perth Pop is	-	Operations
have information packages/info to go forward and improve upon	-	Resources
good cross section of community members on the committee	-	Operations
Similar groups to feed off of in other communities (York region)	-	Resources
Means to identify areas of concern	-	Operations
strongly supported within the school system	-	Resources
economic development	Attract families to choose to live. work and/or play in North Perth	Strategy

Idea	Comment	Category
the desire to improve is present as shown by this strategic planning initiative.	-	Strategy
community connection	displays to other groups that work within North Perth an innovative way to work together (especially groups, organizations that face budget cutbacks, or lack of funding)	Operations
community of character initiative is positively received by public.	-	Awareness
makes north perth unique and an example for other rural communities	-	Awareness
great events and ideas to bring community together and raise awareness of Character imitative	-	Operations
successful past events -Together We're better, Video, Character Run	-	Awareness
community of character initiative is positively received by public.	-	Awareness
makes north Perth unique and an example for other rural communities	-	Awareness
Strong Core Council/Committee driving the organization	-	Operations
great events and ideas to bring community together and raise awareness of Character imitative	-	Operations
Strong Core Council/Committee driving the organization	-	Operations
strongly supported within the school system	-	Resources
have some local businesses already on board	-	Resources
It's for everyone, all ages AND can be implemented in every aspect of anyone's life.	-	Resources

Q.1 What are the specific strengths or advantages we have as an organization?

Ranked Priorities

Idea	# of Votes	Category
Have a coordinator in place for at least the next 18 months	8	Resources
great events and ideas to bring community together and raise awareness of Character initiative	7	Operations
It's for everyone, all ages AND can be implemented in every aspect of anyone's life.	7	Resources
economic development	4	Strategy
have information packages/info to go forward and improve upon	3	Resources
Strong Core Council/Committee driving the organization	3	Operations
have some local businesses already on board	3	Resources
makes north Perth unique and an example for other rural communities	4	Awareness
community of character initiative is positively received by public.	3	Awareness
strongly supported within the school system	3	Resources

FOCUS GROUP INPUT [CONTINUED]

Q.2 What specific weaknesses or disadvantages do we currently have as an organization?

Community Input

Idea	Comment	Category
Not many know what COC is	-	Awareness
Information is redundant year after year	-	Resources
Not enough Human Resources to implement the initiative	Lack of volunteers in everyday operations	Resources
Needs to be refreshed	-	Strategy
Many people are still unaware	-	Awareness
Not sure who runs it	-	Awareness
poor contact/communication with current businesses of character	-	Operations
senior population is not well represented	-	Strategy
need to regain the passion of this initiative	-	Strategy
small core group-membership has dwindled	-	Operations
not everyone is as passionate as the core committee	-	Awareness
Composition and terms of office for council members is fluid/non-existent	-	Operations
Committee members work for other organizations-decrease time and commitment for CoC	-	Operations
no tangible goals	-	Strategy
group has lost momentum/interest/direction	-	Strategy
no new ideas-needs a face lift	-	Strategy
limited funds	-	Resources
lack of "income"	-	Resources
need more and new members from those organizations and businesses that are involved	-	Strategy

Idea	Comment	Category
all areas of population not involved	-	Strategy
physical space	-	Resources
ownership of events causes a disconnection	-	Operations
Lack of Awareness of the organization	-	Awareness
Needs to be refreshed	-	Operations
Core Committee is stretched	-	Resources
limited funds	-	Resources
Many people are still unaware	-	Operations
all areas of population not involved	-	Operations
Lack of direction and strategy	-	Strategy

Q.2 What specific weaknesses or disadvantages do we currently have as an organization?

Ranked Priorities

Idea	# of Votes	Category
Lack of awareness	7	Awareness
Lack of direction and strategy	6	Strategy
Composition and terms of office for council members is fluid/non-existent	5	Operations
limited funds	5	Resources
Core Committee is stretched	5	Resources
Needs to be refreshed	5	Operations
all areas of population not involved	3	Strategy
Committee members have limited time	3	Operations
poor contact/communication with current businesses of character	2	Operations
Information is redundant year after year	2	Resources
need to regain the passion of this initiative	2	Strategy

**FOCUS GROUP INPUT
[CONTINUED]**

Q.3 What specific Opportunities could we take advantage of, in the future?

Community Input

Idea	Category
Work with RMA, BIA, Chamber of Commerce	-
Specialized Character events	-
Community events involving family and kids	-
Stay within the school with more emphasis on adolescents	-
Representation at the Home Show and Discover NP booths	-
school projects and events to engage youth	-
business networking program	-
updated and more current information	-
representatives from COC talk to businesses, specifically at the Chamber of Commerce	-
Town wide street party	-
Enhance Character week	-
more advertising (maybe radio sponsored)	-
workshops for businesses	-
programs for seniors to be better connected to the community	-
Recognize the character traits in the community randomly throughout the year	-
More advertising	-
Work with the Chamber of Commerce	-
Multi-cultural fair	-
Develop a community spirit	-
Include youth as volunteers	-
Information booth at events	-
Stickers on participant doors	-

Idea	Category
new and updated information	-
perhaps a fee to join with monthly CoC meetings	-
personal contact	-
ask US what is a Community of Character	-
include families	-
brainstorming sessions to keep information current	-
improve online communication and marketing	- _
get more people and businesses involved	-
ask businesses what they want from the organization	-
Get the Chamber of Commerce back on board	-
Get more members	-
Develop tangibles to help people show HOW to live work and play with Character	-
Paddyfest	-
Offer scholarships	-
Listowel Banner	-
CKNX	-
Welcome Wagon	-
Free "at home" activities for families that are available through our website	-
Seniors Programs	-
Awards	-
Churches and Church groups	-
Youth groups	-
Relay for Life	-
Service Clubs	-
Independent	-

Idea		Category
Women's Institute Branches	-	
School presentations	-	
Listowel Fair and Agricultural Society	-	
A new business welcome package that outlines COC	-	
a system of levels of involvement (like York Region	-	
Training seminars/conferences (for committee members to learn/train)	-	
a system of board membership	-	
be an advisory board for community on how to live, play work with character	-	
Events	-	Operations
Awareness & Communication	-	Operations
Develop and support membership	-	Strategy
pursue grant and funding opportunities from government and foundations	-	Awareness
Work with the Chamber of Commerce	-	Strategy
Opportunity for partnership and collaboration	-	Resources
Work with the Chamber of Commerce	-	Operations
Work with the Chamber of Commerce to increase membership	-	Operations
Work with the Chamber of Commerce to increase membership	-	Operations
Awareness & Communication & Marketing	-	Awareness
Awards and Scholarships	-	Operations
Opportunity for partnership and collaboration	-	Operations
Family and Youth resources and involvement	-	Strategy
Events	-	Operations
Develop tangible information and resources for all	-	Resources
Awareness & Communication & Marketing	-	Awareness
Develop tangible information and resources for all	-	Resources
Board/Council development with training, policies, etc.	-	Operations

**FOCUS GROUP INPUT
[CONTINUED]**

Q.3 What specific Opportunities could we take advantage of, in the future?

Ranked Priorities

Awareness & Communication & Marketing	8	Awareness
Develop tangible information and resources for all	7	Resources
Events	7	Operations
Work with the Chamber of Commerce to increase membership	7	Operations
Opportunity for partnership and collaboration	4	Operations
Board/Council development with training, policies, etc.	3	Operations
Family and Youth resources and involvement	3	Strategy
Program ideas	3	Operations
Awards and Scholarships	1	Operations