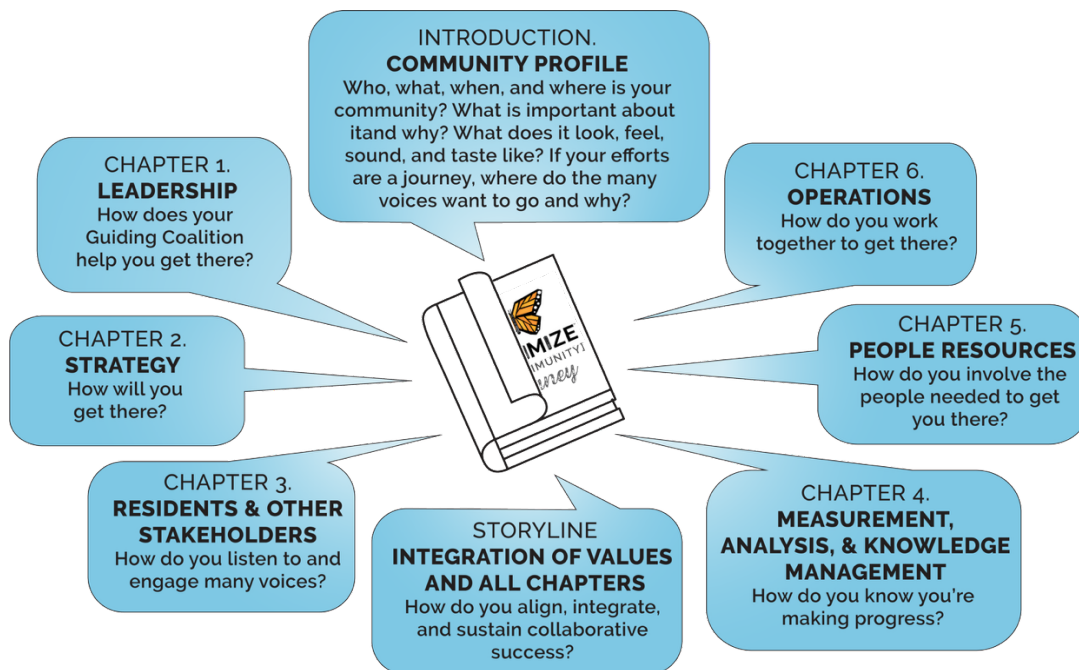




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# INTRODUCTION

## The Description and Situation of Our Community and Guiding Coalition

### OUR COMMUNITY DESCRIPTION (P.1)

#### What are our community's key characteristics?

Throughout the C.O.R.E. Guide "your community" refers to the geographic region covered by this profile. Your core group refers to your Guiding Coalition, including the people and entities that have come together for your community resilience and excellence efforts.

#### Community Environment (P.1a)

##### 1. Community Definition and Identity (P.1a1)

###### What geographic area defines our community?

Include a map of the community/county/region described in this profile.

What is our community's population and growth data compared with that of other communities locally, regionally, or nationally?

What demographic changes are occurring in our community that we may need to consider?

###### What is our community identity?

Describe the characteristics, conditions and beliefs that help distinguish our community from others. Identity might arise from, for example, a shared history, shared stories or events, challenges faced by the community, or other characteristics that make our community unique. Keep in mind that our identity should be reflected in our Guiding Coalition's strategy (Chapter 2) and its performance measurement (Chapter 4).

##### 2. Community Offerings (P.1a2)

###### What are our community's key offerings to our residents and other stakeholder groups (See P.1a3) in quality of life?

Describe the features of our community that it is known for, that attract residents and other customers, or both. What puts us on the map? Examples of offerings or assets are good health care, world-class higher educations, tourist attractions, a relevant historical location, person, organization, role or event, a positive business environment, vibrant/livable neighborhoods, strong ethnic heritage(s), theater and arts, and natural resources.

**Education**

**Health**

**Economic Vitality**

**Housing**

**Built Environment**

**Natural Environment**

**Social Connections**

**What is the relative importance of these offerings?**

*Describe why these assets put our community – or could – put our community on the map in a way that benefits our residents and other stakeholders.*

**What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, workforce development resources, and natural resources) support our community's key offerings?****What recent changes has the community experienced in its needs for these assets?****3. Residents and Other Stakeholders (P.1a3)****What are our community's key resident groups?**

*These are the individuals who use or receive the offerings described in the previous question P.1a(2).*

**What are the key segments of these groups, as appropriate?**

*Include all key groups within your community, its diversity (e.g., race, religion, color, gender, national origin, language, disability, sexual orientation, age and generation, education, socioeconomic status, geographic origin, and skill characteristics, as well as idea, thinking, and perspectives) and equity among groups within your community.*

**What are the key requirements and expectations of these segments?**

*A requirement is something that is necessary or demanded, whereas an expectation is something that is desired or hoped for. The requirements or expectations of your resident and other stakeholder groups might be related to any of the quality of life aspects. Determination of what constitutes a requirement versus an expectation may vary by community. Some resident and other stakeholder segments may not have the same levels of accessibility and resources as others to make their requirements and expectations known.*

**What are our community's key stakeholder groups?**

*These might be tourists, businesses, and people who work, but do not live in the community.*

**What are the key segments of these groups as appropriate?****What are the key requirements and expectations of these key segments?**

#### 4. **People Resources** (P.1a4)

**What key individuals, organizations, groups, and segments are involved in delivering our community's key offerings?**

*People resources are the individuals, organizations, and groups that deliver your community's offerings. They include the individuals who serve as volunteers, supporters, and champions, and organizations and groups that offer programs and services to the community. People resources may include both formal and informal leaders, elected and appointed officials, and public and private sector organizations.*

#### 5. **Regulatory Environment** (P.1a5)

**What are the key regulations that impact the provision of our community key offerings and our Guiding Coalition?**

*Most communities operate in a complex regulatory environment. Key regulations should focus on those that aid or constrain your community in delivering its key offerings as described in P.1a(2) and those that are relevant to our efforts.*

## Our Guiding Coalition

(Navigation Team, Network Support & Coordination Team, and Partner Council . . . The national organization, Communities of Resilience & Excellence (formerly Communities of Excellence 2026) refers to the Guiding Coalition as a core group.) (P.1b)

### 1. Purpose, Vision, Mission, Values, and Culture (Similar to P.1b1)

#### Why have we formed our Guiding Coalition and collaborative community effort? What is our purpose?

*Purpose refers to the fundamental reason that our Guiding Coalition exists. Its role is to inspire the Guiding Coalition and Action Network and serves as a guide for setting the mission, vision, and value that build our culture of collaborACTION.*

**Purpose** (*Why we are on this Journey working together*)

#### What is our stated vision, mission, and values?

*Include any purpose, just cause, or manifesto our Guiding Coalition has authored and approved. These, along with our purpose, are our navigational statements.*

**Vision** (*Inspires and Uplifts...Our Journey's Aspired Destination*)

**Mission** (*Getting Down to Work...What We Do and for Whom*)

**Values** (*Our Rules of the Road for how we work together on this Journey*)

#### What are the defining characteristics of our group's culture?

*To clarify, our group's values are part of our culture. Other characteristics of our culture include shared beliefs and norms that contribute to the uniqueness of the environment within our Guiding Coalition and Action Network.*

### 2. Composition (P.1b2)

*Communities of Resilience and Excellence, with Maximize NWMO, has identified the following key functions generally found in the structures and leadership systems adopted by core groups. The names of these functions vary by community and together comprise your core group:*

- **Network Coordination and Support Team** - A backbone organization's primary role is to manage logistics, such as setting up meetings and locations and providing administrative support. It might also assist the governance and leadership groups in building a strong community presence for the core group and might provide some financial resources. In some cases, a core group might have more than one backbone organization distribute, share, and/or coordinate tasks.
- **Partner Council** - A governance or oversight group or council that serves an advisory function.
- **Navigation Team** - A leadership council that sets the core group's strategy, direction, and focus. It might also participate in the initial recruitment, appointment, and orientation of new governance and task group members; monitor the effectiveness of task groups; and help secure additional individuals, organizations, and groups when needed.
- **CollaborACTION Teams** - One or more task groups who carry out the core group's strategy, including establishing the community's baseline of performance, establishing goals, measuring progress, and defining practices for sustainability. They determine action plans and identify the individuals, organizations, and groups necessary to achieve those action plans. The task groups are accountable to the leadership council.

*The structure might also include a community coach who acts as a guide and facilitator in support of all the functions above. This person may be from outside the core group. Regional initiatives may consider using more levels than single community initiatives.*

### What key individuals, organizations, and groups are involved in our Guiding Coalition?

*Describe all of the various sectors ensuring as much inclusivity of diverse perspectives as possible. The group could take many forms. Whatever the form, it should include community leaders and key community organizations and groups (see P.1a(4)) that represent the various sectors within your community and demographic composition of your community, including those who may not have historically been included in your community's decision-making. See item 5.1 for considerations on ensuring that your group is as inclusive as possible and reflects the diversity within your community.*

What are the key drivers that engage these people in achieving our group's mission and vision?

What are the group's core competencies, and what is their relationship to its mission and vision?

Who serves as the backbone organization, if our group includes one?

### 3. Leadership System (P.1b3)

**What leadership system does our Guiding Coalition and Action Network use to lead our collaborative community resilience and excellence efforts?**

*This question asks for the "what" of our team's leadership system (our participants, structures, and mechanisms). Later we will answer "how" the system is used for leadership. For now, describe our governance, teams, roles and responsibilities, and other characteristics of how we are organized.*

### 4. Partners and Collaborators (P.1b5)

**What key partners and collaborators support our Guiding Coalition and Action Network? Who is empowering the involvement of others and providing the resources necessary to carry out the work?**

*The terms partner and collaborator are used to distinguish two types of relationships between our Guiding Coalition and other entities. The terminology you use may be different. In your response, you should use your own terminology.*

*Partners are part of our Action Network that are key organizations or individuals who are working (often formally) with our Guiding Coalition but may or may not be members of the Navigation Team (leadership council). They might help to achieve a common goal, improve performance, and accomplish our mission and vision. A partner may be an organization that is actively engaged in deploying our group's strategy or in support processes but is not an official member of your governance or oversight group or task groups. They might also provide workers, knowledge, technical assistance, or funding for an initiative. Examples could be partnering with the mayor's office or county commissioners on a youth initiative, an architectural firm on restoring a historical building, and/or a public health department on a smoking cessation program. Non-governmental organization (NGO) partners typically have a formal agreement or contract with our Guiding Coalition for hire or pro bono that is accounted for in budgeting as a cash expense or in-kind income and expense booked at fair market value.*

*Collaborators are organizations or individuals outside our Guiding Coalition who cooperate to support a particular activity, event, or initiative or who cooperate intermittently when their short-term goals are aligned with or are the same as yours. Examples could be collaborating with a neighboring community to host a job fair, the state's tourism director, a land grant university, and/or a zoning official.*

What role do they play in producing and delivering our programs and services?

## 5. Performance Improvement System (P.1b6)

**What key tools and methods are used as part of your Guiding Coalition's performance improvement system?**

*This question is intended to set an overall context for our approach to performance improvement. The approach we use should be related to our group's needs. Approaches compatible with the systems approach provided by The C.O.R.E. Guide that is embedded within The Maximize [My Community] Journey include Lean and Plan-Do-Study/Check-Act (PDSA/PDCA) or Define, Measure, Analyze, Improve, and Control (DMAIC), and the Design Thinking Model. Compatible community frameworks include the Community Capital Framework, Collective Impact, Healthy Communities, Community Visioning, Main Street America, Community Heart & Soul, Hometown Competitiveness, New Leadership Network, and others.*

## COMMUNITY SITUATION (P.2)

**What is our community's strategic situation?**

### Competitive Environment (P.2a)

#### 1. Competitive Position (P.2a1)

**With regard to our key offerings (See P.1a(2)), what is our community's competitive position relative to similar or nearby communities?**

*Key competitors might include other communities that seek to attract potential residents, other stakeholders, and resources also sought by our community. Key competitors might also include other communities that provide similar or competing offerings.*

**What other communities provide similar offerings?**

*Remember that our offerings are described above in P.1a(2) Community Offerings under Community Environment as the first section of our CollaborACTION Story's Introduction.*

**What differentiates our community's key offerings from theirs?**

#### 2. Community Changes (P.2a2)

**What key changes, if any, are affecting our community's competitive situation, including changes that create opportunities for collaboration and innovation for our collaborACTION efforts, as appropriate?**

*Key changes affecting our competitive position might include shifts in demographics, resident or stakeholder preference, or legislative policy.*

### 3. **Comparative Data** (P.2a3)

**What key sources of comparative and competitive data about our community and Guiding Coalition are available?**

*Data should address overall community outcomes (e.g., overall health, educational, economic, housing, or other aspects of quality of life indicators), as well as the performance of specific programs and services and could also include qualitative information and insights about our community. These data should be available for the key segments of our resident groups and other stakeholder groups described above in P.1a(3) Residents and Other Stakeholders under Community Environment.*

**What limitations, if any, affect our ability to obtain or use these sources to guide our work and make decisions?**

## **Strategic Context** (P.2b)

### 1. **Challenges, Threats, Advantages, and Opportunities** (P.2b1)

**What are our community's key strategic challenges, threats, advantages, and opportunities?**

*Strategic challenges, threats, advantages, and opportunities might relate to the Seven Quality of Life Core Aspects. They might involve demographic shifts, natural resources, geography, climate, research institutions, history, educational opportunities in the community, labor shortages or abundances, affordable housing, transportation, and access to technology, gain or loss of businesses or attractions, changes in policy or political leadership, and changes in reputation, among others. Strategic advantages may include the community's core competencies.*

**How do they relate to our Guiding Coalition's mission and vision?**