



# TOTAL COMMUNITY PLANNER

## Pilot Facilitation Guide

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*Using the GAME Plan Framework for Community Transformation*

Academy of Life Planning | v1.0 | April 2026

*Working for communities free of poverty, injustice, and ecological harm*

## Introduction: What This Guide Is For

This guide is for community facilitators using the Total Community Planner — an asset-based approach to community transformation that draws on the Academy of Life Planning's GAME Plan framework.

The GAME Plan was built for individuals discovering their purpose, confronting obstacles, and mobilising their assets toward a flourishing life. Here, we apply the same framework to a community. The community is the subject. Its gifts, story, vision, obstacles and capacity for action are the raw material of transformation.

Your role as facilitator is not to provide answers. It is to ask the right questions, in the right order, and hold space for the community to discover its own agency and build a plan from what it already has.

Core principle: Communities are agents of their own change. This process builds community agency, decision capital, and sustainable livelihoods — without reliance on external resources.

## The Three Mandates

Every session and every plan is oriented toward three outcomes:

- Eliminate poverty — manifest abundance and fullness of life for all
- Challenge injustice — tackle oppression, vulnerability and unjust structures; advocate and provide relief
- Safeguard creation — sustainability, renewal and flourishing of the earth

## The Four-Component Asset-Based Method

- Identify community assets: gifts, skills, resources, capabilities and experiences already present
- Challenge unjust structures and influences
- Leverage entrepreneurial opportunity through human capital strategies
- Create sustainable livelihoods

## The GAME Plan Stages

|                      |  |
|----------------------|--|
| <b>G — Goals</b>     | <i>Community vision, values, story, asset inventory, purpose statement</i>             |
| <b>A — Actions</b>   | <i>Obstacles, priorities, project ideas, talent deployment, 90-day plan</i>            |
| <b>M — Means</b>     | <i>Community human capital map, livelihood pathways, base case, flourishing future</i> |
| <b>E — Execution</b> | <i>Project governance, budgeting, monitoring, 90-day review cycle</i>                  |

## How to Use This Guide

Each stage contains:

- A facilitator overview — what this stage is for and why it matters
- Opening questions — to surface community story and assets
- Key prompts — questions to use in group discussion
- Synthesis steps — how to capture and reflect back what you hear
- Output — what the community will have produced at the end of the stage
- Facilitator notes — guidance on pacing, emotional dynamics, and common challenges

Session pacing: Allow 60-90 minutes per stage. Stages 1 and 3 typically need more time. Encourage breaks between stages — the community needs time to integrate what it has discovered before moving on.

## STAGE 1: GOALS

Estimated time: 90–120 minutes | Focus: Community vision, values, story and assets

### Facilitator Overview

This is the foundation of everything. Before the community can act, it must know what it believes, what it already has, and what future it is working toward. This stage surfaces community values, hears the community's story as a collective hero's journey, maps its assets, and names the forces that work against it.

Resist the temptation to rush to problems. The asset inventory comes first. This is not just a methodological choice — it is a statement about where power and possibility reside. The community is not a deficit to be fixed. It is a reservoir of gifts waiting to be activated.

### Part 1: Community Story (Sandbox Opening)

Begin with story, not a framework. Allow the community to speak first, before any structured exercise. This establishes trust, agency and investment.

**Q1**

**Looking back over the last ten years, what are you most glad this community did or survived?**

*Purpose: Opens story with pride and resilience, not problems*

**Q2**

**What has shaped this community most deeply — the events, the people, the losses, the victories?**

*Purpose: Surfaces the community's hero's journey organically*

**Q3**

**What do people here believe about human dignity, about the land, about the next generation?**

*Purpose: Reveals implicit community values before formal mapping*

*After the community has spoken: synthesise what you heard. Name the themes. Reflect them back. Show that you were listening. This transition — from free story to structured mapping — should feel earned, not imposed.*

### Part 2: Community Values

Now move to a shared values exercise. Use the Schwartz values framework (see Appendix A), adapted for community use. Present the list and ask the group to identify the values that resonate most strongly with their community's identity and aspirations.

**Q4**

**Which values from this list feel most true to who this community is at its best?**

*Purpose: Connects story to a shared values vocabulary*

**Q5**

**Which values describe the future you are working toward — not where you are now, but where you want to be?**

*Purpose: Distinguishes current identity from aspired identity*

*Aim for the community to identify eight to twelve values, then narrow to three core values. These will anchor the purpose statement at the end of Stage 1.*

### Part 3: Community Asset Inventory

This is the heart of the asset-based approach. Map what is already present in the community, across all categories.

Facilitator note: Use large paper or a whiteboard. Create columns for each asset category. Invite people to call out what they know. Build the map visibly — the act of seeing the community's wealth laid out on paper is itself transformative.

**Q6**

**What gifts, skills and talents exist in this community — whether or not they are currently being used?**

*Purpose: Surfaces human capital that may be dormant or unrecognised*

**Q7**

**What physical resources does this community have access to — buildings, land, equipment, tools?**

*Purpose: Maps material capital*

**Q8**

**What relationships and connections does this community have — with neighbours, organisations, networks, faith communities?**

*Purpose: Maps social and relational capital*

**Q9**

**What knowledge, stories and cultural wisdom is held in this community?**

*Purpose: Maps cultural and spiritual capital*

**Q10**

**What has this community already built or achieved that others may not have noticed?**

*Purpose: Surfaces legacy assets and proven capacity*

### Part 4: Naming Unjust Structures

Having mapped assets, now name what works against the community from outside. This is not about blame or despair — it is about clarity. You cannot challenge what you cannot name.

**Q11**

**What external forces or systems make it hardest for people here to flourish?**

*Purpose: Opens structural analysis without personalising blame*

**Q12****Where do people feel most powerless or most exposed to exploitation, unfairness or neglect?***Purpose: Surfaces lived experience of injustice***Q13****What would need to change in the wider system for this community to truly thrive?***Purpose: Connects personal experience to systemic advocacy*

*Note: These are the Goliaths. They will be addressed directly in Stage 2 through the community's advocacy and challenge strategy.*

## Part 5: Community Purpose Statement

Close Stage 1 by synthesising everything into a shared purpose statement. This is the community's equivalent of the individual's purpose statement in the GAME Plan — the articulation of what they exist to do and become.

**Q14****In one or two sentences: what is this community for? What would it mean for this community to be truly free and flourishing?***Purpose: Generates the raw material for the purpose statement*

Draft the purpose statement with the group. It should be:

- Grounded in the three mandates: poverty, justice, creation
- Rooted in the community's own values and language
- Aspirational but credible — it should feel possible, not fantasised
- Short enough to remember

*Example: "We are a community committed to the fullness of life for every person here — free from poverty, free from exploitation, and faithful stewards of the land we share."*

## Stage 1 Output

- Community story (hero's journey narrative)
- Top values (8-12 identified, 3 prioritised)
- Community asset inventory across all categories
- Named unjust structures and external obstacles
- Community purpose statement (agreed and recorded)

Session break: Stage 1 is deep, sometimes emotional work. Allow at least a few hours between Stage 1 and Stage 2. The community needs time to integrate what it has discovered.

## STAGE 2: ACTIONS

Estimated time: 60–90 minutes | Focus: Obstacles, project ideas, priorities and talent deployment

### Facilitator Overview

Stage 2 translates the vision of Stage 1 into movement. It has two dimensions: turning toward obstacles — naming them, understanding them, planning to challenge or overcome them — and turning toward possibility, generating project ideas from the community's assets and vision.

The individual GAME Plan calls this the stage of habits and a 90-day action plan. For the community, it is the stage of collective discernment: what do we do first, who does it, and how do we work together to make it real?

### Part 1: Obstacle Mapping

Return to the unjust structures named at the end of Stage 1. Add to them any internal obstacles the community faces — relational, cultural, practical.

**Q1**

**What are the three to five biggest obstacles standing between this community and its purpose statement?**

*Purpose: Focuses energy on what matters most*

**Q2**

**For each obstacle: what causes it? What keeps it in place? Who or what benefits from it remaining?**

*Purpose: Moves from symptom to root cause*

**Q3**

**For each obstacle: what is already being done? What more could be done? Who has the power or access to help shift this?**

*Purpose: Maps existing responses and new leverage points*

Facilitator note: Distinguish between internal obstacles (things the community can address directly) and structural obstacles (things requiring advocacy, coalition or external pressure). The community needs strategies for both.

### Part 2: Project Idea Generation

Now turn to possibility. Drawing on the asset inventory and the purpose statement, generate project ideas. These are the seeds of the Total Community Transformation Plan.

**Q4**

**Given what we know about our assets and our vision, what projects or initiatives could this community start or strengthen?**

*Purpose: Opens creative generation from an asset base*

**Q5**

**Which of these ideas would most directly tackle poverty, challenge injustice, or care for creation?**

*Purpose: Filters by the three mandates*

**Q6**

**Which ideas are most feasible given what we already have — without waiting for outside resources?**

*Purpose: Anchors to asset-based approach*

### Part 3: Talent Deployment Map

Match community people to project ideas. This is the community human capital strategy — activating dormant gifts and connecting people to purpose.

**Q7**

**Who in this community has the skills, relationships or experience most relevant to each project idea?**

*Purpose: Surfaces the right people for the right roles*

**Q8**

**Who has untapped gifts that could be activated if invited into one of these projects?**

*Purpose: Identifies dormant capacity*

**Q9**

**Who would benefit most from being involved — not just as a recipient, but as an agent and contributor?**

*Purpose: Embeds dignity and participation in the design*

### Part 4: 90-Day Community Action Plan

Narrow from all the ideas to the one or two most important moves the community will make in the next 90 days. Specificity matters. A vague intention is not a plan.

**Q10**

**What is the single most important thing this community will do in the next 90 days?**

*Purpose: Creates a first commitment*

**Q11**

**What needs to happen in weeks one to four to get it started?**

*Purpose: Week 1-4 momentum*

**Q12**

**What could undermine this plan, and how will the community guard against it?**

*Purpose: Risk awareness built into the plan*

**Q13**

**Who is accountable for what, and when will the community review progress?**

*Purpose: Governance and accountability embedded from the start*

## Stage 2 Output

- Obstacle map (internal and structural, with root causes)
- Advocacy targets (Goliaths to be challenged)
- Project shortlist (two to four priority ideas)
- Talent deployment map (people matched to roles)
- 90-day community action plan with named accountabilities

## STAGE 3: MEANS

Estimated time: 90–120 minutes | Focus: Assets, livelihoods, base case and flourishing future

### Facilitator Overview

Stage 3 is where vision meets economic and ecological reality. In the individual GAME Plan, this is the financial capital stage — income, assets, forecasts, the 8Ps human capital framework. For the community, it is the stage of mapping livelihoods, identifying entrepreneurial opportunities, and comparing the current trajectory with the flourishing future.

The guiding principle is the same: human capital — the community's gifts, skills, relationships and capacities — represents the largest proportion of its total wealth. Financial and material assets are secondary. The community's most important asset is its people and what they know how to do.

### Part 1: Community Human Capital Strategy (The 8 Community Ps)

Adapted from the individual 8Ps framework, these dimensions map the community's collective human capital:

|                                    |  |
|------------------------------------|--|
| <b>Purpose</b>                     | <i>Why does this community exist? What is it here to do that no one else can?</i>  |
| <b>People</b>                      | <i>Who are the people in this community? What are their combined gifts, skills and capacities?</i>                                   |
| <b>Place</b>                       | <i>What is unique about this community's location, environment and relationships?</i>  |
| <b>Products &amp; Services</b>     | <i>What goods or services could this community produce or provide from its existing assets?</i>                                      |
| <b>Processes</b>                   | <i>How does this community organise itself? What governance and collaboration structures are needed?</i>                             |
| <b>Platform</b>                    | <i>How does this community share its story, connect with allies and reach those it wants to serve?</i>                               |
| <b>Profit &amp; Sustainability</b> | <i>How does this community generate economic sustainability — not profit for its own sake, but sufficiency and security for all?</i> |
| <b>Promotion &amp; Presence</b>    | <i>How does the community build its influence and advocate for change beyond its own boundaries?</i>                                 |

**Q1**

**Looking at these eight dimensions: where are your community's greatest strengths? Where are the most significant gaps?**

*Purpose: Maps the human capital landscape*

**Q2**

**Which of these dimensions would most accelerate the community's ability to create sustainable livelihoods if strengthened?**

*Purpose: Identifies highest leverage investment*

## Part 2: Sustainable Livelihood Pathways

From the human capital map and the project ideas generated in Stage 2, identify the most promising livelihood pathways — economic activities that could provide sustainable income or resource access for community members.

**Q3**

**What economic activities could this community develop from its existing assets — without waiting for outside capital?**

*Purpose: Asset-based enterprise identification*

**Q4**

**Which livelihood ideas would benefit the most vulnerable members of this community first?**

*Purpose: Prioritises those most affected by poverty*

**Q5**

**What would it look like for this community to be economically self-reliant within five years?**

*Purpose: Creates a time-bounded aspiration*

## Part 3: Base Case — Current Trajectory

Before imagining the flourishing future, look honestly at the present direction. What happens if nothing changes? This is not meant to discourage — it is meant to make the cost of inaction visible.

**Q6**

**If this community continues on its current path without significant change, what does it look like in five years?**

*Purpose: Makes the cost of inaction concrete*

**Q7**

**Who is most at risk in the base case — which households, groups or individuals face the greatest hardship?**

*Purpose: Identifies priority beneficiaries of change*

*Summarise the base case honestly but without despair. Its purpose is to motivate, not to defeat.*

## Part 4: The Flourishing Future

Now paint the flourishing future — the community's equivalent of the individual's Favourite Future. This is not fantasy. It is a credible, specific description of what community flourishing looks like when the transformation plan succeeds.

**Q8**

**If this community's transformation plan succeeds over the next three to five years, what does daily life look like for the most vulnerable?**

*Purpose: Grounds the vision in lived experience*

**Q9**

**What does this community's relationship with creation look like in the flourishing future?**

*Purpose: Embeds creation care in the vision*

**Q10**

**What would outsiders notice about this community that they do not notice now?**

*Purpose: Creates external markers of change*

## Part 5: Creation Care Commitments

The third mandate — safeguarding creation — requires specific, practical commitments, not just good intentions.

**Q11**

**What specific commitments will this community make to care for the land, water and living environment it shares?**

*Purpose: Translates mandate into practice*

**Q12**

**How will creation care be woven into the community's economic and social activities, not treated as separate?**

*Purpose: Integrates ecology into the whole plan*

## Stage 3 Output

- Community human capital map (8 Community Ps assessment)
- Sustainable livelihood pathway shortlist
- Base case narrative (current trajectory)
- Flourishing future vision (three to five year picture)
- Creation care commitments

## STAGE 4: EXECUTION

Estimated time: 60–90 minutes | Focus: Governance, accountability, monitoring and 90-day review cycle

### Facilitator Overview

The best plan in the world is nothing without execution. Stage 4 is about translating everything produced in Stages 1 to 3 into a living, governed, monitored Total Community Transformation Plan — one that the community owns, manages and periodically renews.

In the individual GAME Plan, this stage covers the 7-step manifestation cycle, daily rituals and accountability structures. For the community, it is the stage of governance design, project management and the rhythm of communal review and celebration.

### Part 1: Community Governance Structure

Every transformation plan needs a governance structure — a way of making decisions, allocating resources and holding one another accountable with integrity.

**Q1**

**Who will be responsible for stewarding this plan — which individuals or groups will hold overall accountability?**

*Purpose: Names the stewardship body*

**Q2**

**How will decisions be made? Who has authority over what?**

*Purpose: Clarifies decision rights*

**Q3**

**How will this community ensure that the most marginalised members have genuine voice in governance — not just token representation?**

*Purpose: Embeds justice in governance design*

### Part 2: Project Management and Budgeting

For each priority project in the 90-day plan, establish a simple but real management structure.

**Q4**

**What resources are needed for each project, and where will they come from?**

*Purpose: Forces honest resource assessment*

**Q5**

**What are the key risks in each project, and how will they be managed?**

*Purpose: Builds risk awareness in*

**Q6**

**What would make each project financially sustainable over time — not dependent on a single grant or donor?**

*Purpose: Anchors to long-term sustainability*

## Part 3: The 90-Day Review Cycle

The 90-day cycle is the heartbeat of execution. Every 90 days the community gathers to review progress, celebrate wins, learn from what has not worked, and set priorities for the next cycle.

**Q7**

**What does success look like after 90 days? What three things must have happened?**

*Purpose: Creates measurable near-term milestones*

**Q8**

**How will this community celebrate progress — even small wins — along the way?**

*Purpose: Builds sustainability through acknowledgement*

**Q9**

**What feedback loops will the community use to learn from experience and adapt?**

*Purpose: Embeds learning and iteration*

Facilitator note: Schedule the first 90-day review session before you close Stage 4. A date in the diary is a commitment. Without it, the plan risks becoming a document rather than a living practice.

## Part 4: The 7-Step Community Manifestation Cycle

Adapted from the individual GAME Plan's manifestation cycle, this is the rhythm by which the community moves from intention to impact:

**1. Detox**

*What old patterns, rivalries or habits must the community release to make space for transformation?*

**2. Execute**

*What are the community's collective practices for disciplined, consistent action?*

**3. Learn**

*How does the community extract wisdom from each cycle of action?*

**4. Improve**

*How does the community iterate and refine based on what it learns?*

**5. Validate**

*How does the community know when something is working? What evidence does it collect?*

**6. Expand**

*How does the community scale and spread what is working?*

**7. Repeat**

*How does the 90-day rhythm become the permanent culture of the community's transformation?*

## Stage 4 Output: The Total Community Transformation Plan

Stage 4 closes with the community holding a complete Total Community Transformation Plan. This plan contains:

- Community purpose statement and values
- Community hero's journey narrative
- Full asset inventory across all categories
- Named unjust structures and advocacy targets
- Priority projects with talent deployment and accountability
- 90-day action plan
- Community human capital strategy (8 Community Ps)
- Sustainable livelihood pathways
- Base case and flourishing future
- Creation care commitments
- Governance structure
- 90-day review cycle schedule

This plan belongs to the community. The facilitator may help produce a clean written version, but the content, the decisions, and the ownership are entirely the community's own. Your role ends here — theirs continues.

## Facilitator Notes and Guidance

### The Facilitator's Posture

You are not the expert. The community is the expert on its own life, its own assets, and its own potential. Your expertise is in the process — the questions to ask, the order to ask them, and the discipline to hold space without filling it with your own answers.

The most important thing you can do in any session is listen. Reflect back what you hear. Name the patterns. Affirm the capacity you observe. The community's confidence in itself grows when it sees its own wisdom reflected clearly.

### Handling Emotion

This process surfaces real pain alongside real possibility. Communities that have experienced poverty, exploitation or environmental harm carry grief and anger. These are not obstacles to the process — they are part of it. Allow space for honest feeling without dwelling in it. The asset-based approach always returns to what is present, what is possible, and what the community can do.

If a session becomes stuck in blame or despair, gently redirect: 'I hear how hard this has been. I want to come back to something you said earlier about what you are proud of in this community. Tell me more about that.'

### Working with Groups of Different Sizes

This process works with groups of five to fifty people. For larger groups, use breakout discussions for the generative stages (assets, project ideas, livelihood pathways) and bring outputs back to a plenary. For smaller groups, the full process can run in plenary throughout.

### Common Challenges

- Deficit framing creeping back in: redirect to assets. Always start with what is present, not what is missing.
- Dominant voices crowding out quieter ones: use structured rounds, invite specific people by name, use written responses before discussion.
- Vague aspirations without concrete plans: press gently for specificity. 'That's a wonderful vision. What would the first small step toward that look like?'
- Scepticism about whether change is possible: acknowledge it directly. 'Some of us have seen promises come and go. What would make this different? What would we need to see in 90 days to believe this is real?'

### The Cyclical Return

The Total Community Transformation Plan is not a one-off document. It is the beginning of a cyclical practice. Every 90 days the community returns to review, celebrate, learn and plan the next cycle. Over time, the plan deepens, the community's capacity grows, and transformation compounds.

Encourage community leaders to treat the 90-day review as sacred — a protected gathering for communal reflection and recommitment. It is the heartbeat of lasting change.



## Appendix A: Community Values Reference

Adapted from the Schwartz Personal Values framework. Use this list in Stage 1, Part 2. Present it to the group and invite them to identify eight to twelve values that resonate with their community's identity and aspirations.

| Category              | Values   |
|-----------------------|--|
| <b>Benevolence</b>    | Helpful, Honest, Forgiving, Loyal, Responsible, True friendship, Meaning in life, Spiritual life               |
| <b>Universalism</b>   | Social justice, Equality, World at peace, Unity with nature, Protecting the environment, Wisdom, Inner harmony |
| <b>Security</b>       | Family security, Social order, Sense of belonging, Healthy, Reciprocation of favours                           |
| <b>Self-direction</b> | Creative, Freedom, Curious, Independent, Choosing own goals  |
| <b>Tradition</b>      | Humble, Devout, Respect for tradition, Moderate, Accepting our portion   |
| <b>Achievement</b>    | Capable, Successful, Ambitious, Self-respect   |
| <b>Conformity</b>     | Polite, Respectful, Self-disciplined, Honouring elders   |
| <b>Stimulation</b>    | Daring, Varied life, Exciting life   |
| <b>Power</b>          | Social recognition, Influence, Authority   |

## Appendix B: 90-Day Planning Template

Use this template at the end of Stage 2 and Stage 4 to capture the community's 90-day action plan.

| Phase                | Priority Actions | Who is responsible | Success marker |
|----------------------|------------------|--------------------|----------------|
| Weeks 1–4: Begin     |                  |                    |                |
| Weeks 5–8: Build     |                  |                    |                |
| Weeks 9–12: Validate |                  |                    |                |

## Appendix C: Total Community Transformation Plan — Summary Template

Use this template to document the community's completed plan at the end of Stage 4.

|  |  |
|--|--|
| <b>Community Name</b>                      |  |
| <b>Date</b>                                |  |
| <b>Facilitator</b>                         |  |
| <b>Community Purpose Statement</b>         |  |
| <b>Top 3 Community Values</b>              |  |
| <b>Key Assets Identified</b>               |  |
| <b>Major Obstacles / Unjust Structures</b> |  |
| <b>Priority Project (90 days)</b>          |  |
| <b>Lead Person(s)</b>                      |  |
| <b>Flourishing Future (3-year vision)</b>  |  |
| <b>Creation Care Commitment</b>            |  |
| <b>90-day Review Date</b>                  |  |