Starting a First Nation Economic Development Strategic Plan
February 12th, 2014
What is Strategic Planning? & How do you know it’s time?
Today’s topics

- What is strategic planning?
- How do you know it’s time?
- Tsawwassen First Nation, British Columbia
- Wasauksing First Nation, Ontario
What is Strategic Planning?

- Strategic planning determines where an organization is going over a period of time whether it be a year, two years, five years, or even 20 years.

- The strategic plan steers the organization on how to get to its goal(s).

- When beginning a strategic plan the organization needs to consider bringing in the realities of their own situation and consider how complex it will be (e.g. Scope, time, money, expertise, etc).
How do you know it’s time?

“What do you mean, ‘we never got around to developing a strategic plan’?”
At the Strategic Planners Planning Meeting

So—the agenda today is...

Wait... before we set the agenda we need to determine our goals for this meeting.

First we should plan a strategy for strategically planning our planning process to determine our goals.

Before we set goals we need to map out our core strategy for determining them.

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You will know when it is time for a strategic plan when:

- your organization has no mission, vision, or value statement;
- your organization loses focus of its goal(s) or needs to identify one;
- and a reality for First Nation’s communities is that there is a turn over in leadership.
As a starting point for a strategic plan an organization or community will undertake a situational analysis;

A situational analysis will assist an organization/community beginning a strategic plan by reviewing the political, social, economic, and technical areas.

Communication and team work are crucial to strategic planning
Situational Analysis’s can be done in one of two ways:

- **SWOT** - (Strengths, Weaknesses, Opportunities, and Threats)
Another way.

- PATH - Planning Alternative Tomorrows with Hope
Another PATH
SWOT & PATH

- Both are activities that analyze an organization as it exists.
- It incorporates internal and external surroundings in terms of factors currently affecting the organization’s functions.
Once the situational analysis has been completed it produces conclusions about the organization/community and what they must do as a result of the issues and opportunities that the organization/community is facing. The conclusions include what goals the organization/community needs to achieve and the methods to achieve them.

Goals need to be designed and worded in a manner that is SMARTER....
S – SPECIFIC
M – MEASURABLE
A – ACCEPTABLE
R – REALISTIC
T – TIMEFRAME
E – EXTENDING
R – REWARDING
In the beginning stages of the strategic planning process an organization/community needs to develop a mission, vision, and values statement.

In the event the mission, vision, and values statement is already in place this would be an opportunity to review and possibly update the statements.
Mission statements – a brief description of the organization/community’s purpose. The mission statement can be thought of as the “head stuff”;

Vision statements – how the organization/community will or ought to operate it provides a clear statement of the future direction that is both feasible and unique to the organization/community;

Value statements – a listing of priorities as to how the organization will operate (e.g. Respect)
Sample Mission statement

"Got to admit, as far as mission statements go, it's pretty damn bold."
Planning Models

- Issues Based
- Goals Based
- Organic
Issues Based Planning

✓ If the situational analysis finds one or more issues that impact on the success of the planning process the issues based planning model would be the ideal one to utilize.

✓ In the issues based planning model it is the resolving of important issues whether they be internal/external these become the goal of the organization/communities planning
Models:

1) Issues based/ Problem solving
Goals Based

✓ In the event the situational analysis shows that your organization/community is stable, and the environment is somewhat predictable, and the analysis shows no major internal/external issues then a goals based approach would be ideal

✓ If your organization/community has no mission statement but knows its purpose then this would be the approach to utilize. This approach is used to create a vision of where the organization/community is going OR wants to be in the future.
2. Goal/Issued Based

![Diagram showing driving and restraining forces between current and desired states.](image-url)
Organic

✔ This type of model pays attention to the needs & skills of the people involved, the context, and the cultural values. It places high value on “human” element of planning. The ultimate goal of this model is to develop ongoing process(es) with immediate implementation rather than waiting on the development of a work plan. It aims to develop and enhance skills.
Organic
Strategic Plan Cycle

Phase 1
Getting Ready

Phase 2
Articulating Mission & Value

Phase 3
Situational Analysis

Phase 4
Agreeing on Priorities

Phase 5
Writing the Strategic Plan

Phase 6
Implementing the Strategic Plan

Phase 7
Monitoring & Evaluating

Organization/Community
Strategic Planning Cycle – con’t

✓ Strategic planning is a systemic process and is not to be taken as something carved in stone. It is a process through which the organization/community comes to agreement upon;

✓ It builds commitment among all involved to the priorities that are essential to its mission and responsive to the operating environment;

✓ There is no one correct way to do strategic planning.
ANOTHER YEAR GONE BY...
I WONDER WHAT THIS NEW YEAR HOLDS IN STORE FOR US?

ANOTHER 365 DAYS IF WE`RE LUCKY!
Tsawwassen First Nation
What did they do?

- They gathered and came up with the top objectives and core values for their community.
- Top Objectives include: Family and Community, Land and Heritage and Governance
- How did they gather the information?
- Summary of community input gathered through an extensive series of family meetings, consultations with community and staff including urban location consultations, youth, families etc..
Contents of their Strategic Plan

- Background
- Purpose
- Current Context
- Vision for the future
- Working towards
- How to achieve the objectives: Family and Community, Land and Heritage and Governance
Contents of their Strategic Plan, con’t

- What we want to achieve
  1. Governance
  2. Infrastructure and Transportation
  3. Economic Development
  4. Housing and Community Livability
  5. Environmental Protection
  6. Elders
  7. Education
  8. Employment
  9. Medical Facilities and Services
  10. Security and Safety
Tsawwassen First Nation

- Completed the full plan
- Stood behind it!
- Printed it!
- Put it out there......
- They have their goals and objectives for the next five years.
- They have buy-in. The direction is set!
- Time to implement! Even if government or administrators change...the direction remains.
Wasauksing First Nation

WASAUKSING FIRST NATION
STRATEGIC PLAN
2012-2017
Wasauksing First Nation

- Assessed their current situation
- Gathered information through focus group meetings to capture all members. Youth, Elders, On-reserve, Off-reserve, Men, Women, Community, Staff...
Objectives

1. Good Governance
2. Infrastructure and Roads
3. Business and The Environment
4. Housing and Community Development
5. Education
6. Community Health and Social Services
7. Community Safety and Crime Prevention
8. Community Action and Volunteers
Finally..

- Moving forward strategy
- They published their document
Implementation

- Project team
- Driver (leader, manager, project manager)
- Buy-in from all (staff, community, leaders, Board, Executive Body)
- Accountability -- community members to make leaders accountable + leaders to make community members accountable + staff to make leaders accountable.... Etc. = win win
In closing

- No one way to do things..
- Indigenous Leadership Institute, Inc. – Strategic Planning
- Toolkits online

- Questions?
For further information on these sessions please, feel free to contact the Indigenous Leadership Development Institute Inc:

Barb Bruyere, R.P.R.
**Director of Programs and Business Development**
Indigenous Leadership Development Institute, Inc.
101-1874 Portage Avenue
Winnipeg, MB  R3J 0H2
Telephone: (204) 940-1708
Facsimile: (204) 940-1719
www.ildii.ca or www.wibf.ca

Melanie Dean
**Manager, Executive Training**
Indigenous Leadership Development Institute, Inc. (ILDI)
101-1874 Portage Avenue
Winnipeg, MB
R3J0H2
Ph. 204.940.1706
Fax. 204.940.1719
Email: melaniedean@ildii.ca
Web: www.ildii.ca
Thank you