

STRATEGIC PLANNING



First Nations
**FINANCIAL
MANAGEMENT
BOARD**



KEY LEARNING OBJECTIVES



What is a strategic plan?



How can a First Nation
do strategic planning?



**WHAT IS A
STRATEGIC PLAN?**

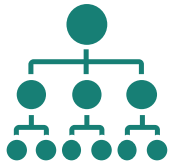
A STRATEGIC PLAN IS A ROADMAP TO SUCCESS

Where are we now?

Where do we want our community to go?

How do we get where we want to go?

WHY IS STRATEGIC PLANNING IMPORTANT?



Strategic Planning inspires a Nation to work together towards a common vision.



Choosing your own path is an important act of self-determination.



It guides the work of Council and the administration. It tells them what the Nation's goals are and how to achieve them.

It is the base for all other plans of the Nation.

THE VALUE OF STRATEGIC PLANNING



NO VISION

- Groups moving in many directions
- No plans, little coordination

IMPOSED VISION

- Planning without community or staff involvement
- Lots of energy, little forward movement or buy-in

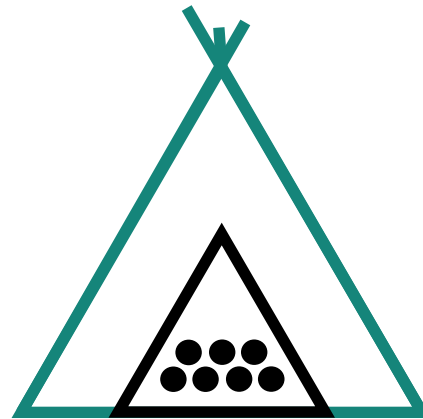
SHARED VISION

- Group planning
- All groups moving forward together
- Plans become reality

STRATEGIC PLANNING BENEFITS FOR THE WHOLE COMMUNITY

COMMUNITY

Focuses activity on the community's vision



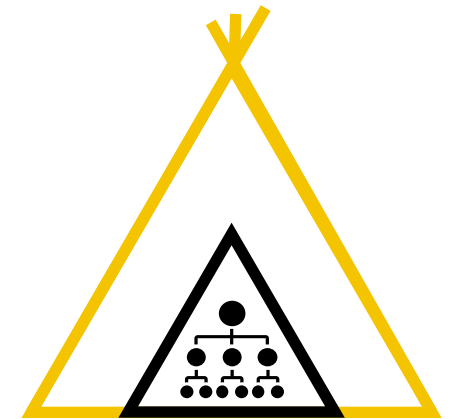
LEADERSHIP

Empowers leadership to deliver on community's goals



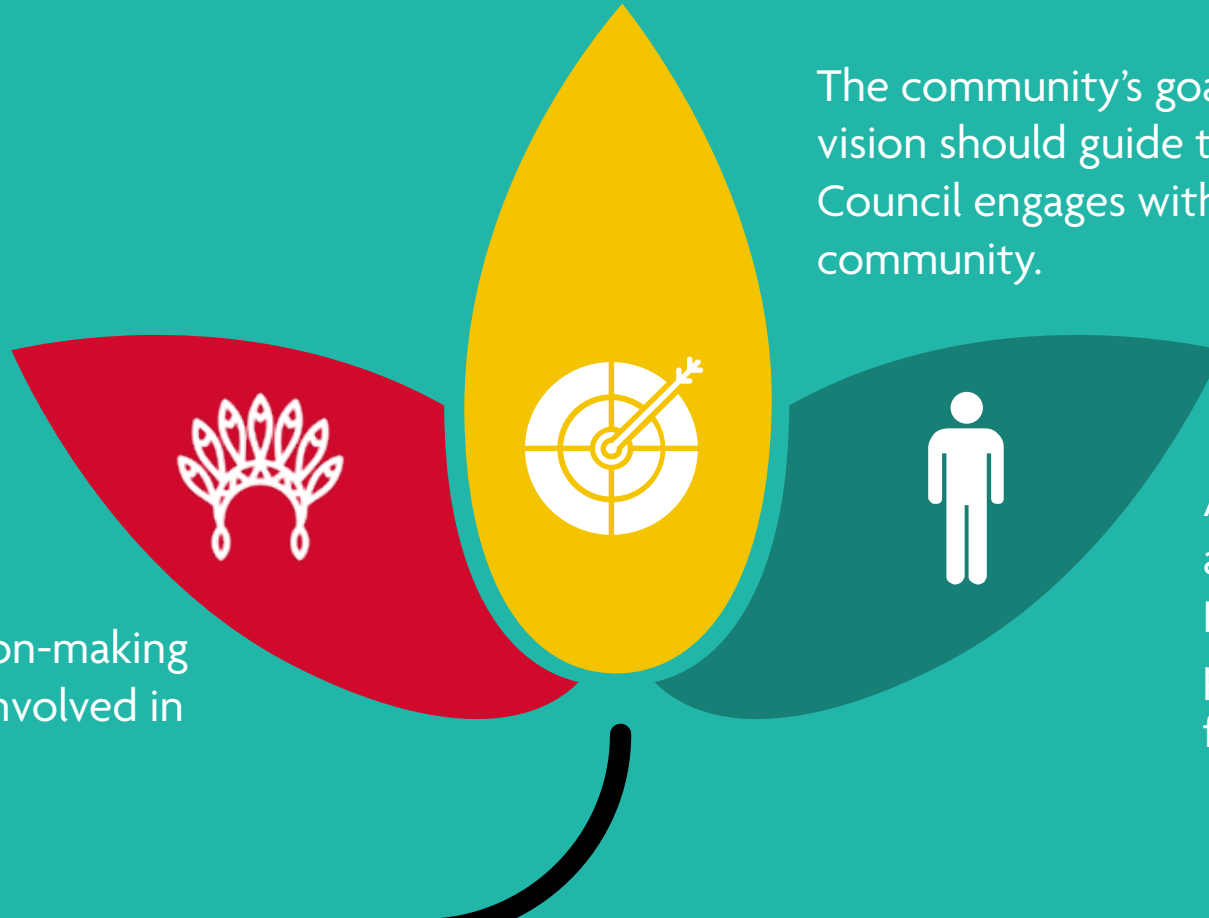
EMPLOYEES

Gives employees vision and direction



WHO IS INVOLVED IN STRATEGIC PLANNING?

Council and all decision-making managers should be involved in strategic planning.



The community's goals and vision should guide the plan. Council engages with the community.

A facilitator usually coordinates and guides the planning session. Nations may have individuals with planning experience that can facilitate these sessions.

A large yellow circle with a red border is centered on a wooden background. The background features a white horizontal band with stylized Indigenous art in red, black, and white. The text is centered within the yellow circle.

**HOW CAN A NATION
DO STRATEGIC
PLANNING?**

PLANNING SEQUENCE

Each level of planning gives life to community goals.

Each level of planning is linked to the next.



Mission, Vision, Values



Strategic Priorities

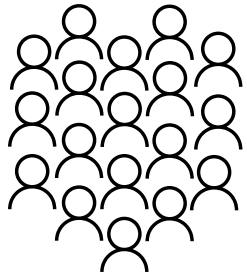


Activities



Annual Work Plans





The Mission, Vision, and Values give the plan its direction and answer the question: where does our Nation want to go?

STRATEGIC PLANNING WHERE DOES OUR NATION WANT TO GO?



- Why do we exist?
- What do we want to be?



- What is important to us?
- Where do we want to go?

MISSION, VISION, AND VALUES

MISSION

VISION

NEEDS OF
THE SOCIETY



VALUES



MISSION

The mission answers these questions:

Why does the Nation exist?

What is its purpose and who is it doing it for?
The mission statement should be short, clear, and easily understood by everyone. A mission is timeless and does not usually change.



If the members, leadership, and staff understand and believe in the mission statement, they will know **why their roles are important and why their work matters.**



Example mission statement:

To improve the lives of our people both today and for future generations



VISION

The vision statement explains where the Nation wants to be at a future time. What does the community want to be like in the future? It should also be short, clear, and easily understood.

The vision statement shows the members, leadership, and staff what everyone is working towards. It is the North Star that guides what the community does until it gets to **where it wants to go**.



Example vision:

Our members, families, and government will contribute to a healthy, safe, and prosperous community.



VALUES

Values guide how the Nation works towards its vision. Values are timeless and do not usually change.

Values are what the Nation stands for.

Examples could be:

Honesty and Responsibility

Culture

Fairness

Respect



You need to know where you are before you can get to where you want to be.

STRATEGIC PLANNING WHERE ARE WE NOW?



Where is the community compared to where it wants to be?



What are the Nation's strengths and opportunities? What are the threats and weaknesses?

What are the
STRENGTHS
that we can
build on?

Are there
WEAKNESSES
that we need to
address?

What are the
OPPORTUNITIES
that support the
Nation's vision?

Are there
THREATS or
obstacles to
achieving the
Nation's vision?

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CURRENT STATE ANALYSIS



A Nation can map out a path towards its vision by developing strategic priorities and activities.

**STRATEGIC PLANNING
HOW DO WE GET TO
WHERE WE WANT TO
GO?**



What can we do now and over the next several years to work towards our Nation's vision?



How will we measure our progress and success?

STRATEGIC PRIORITIES

A Nation should develop 6-10 strategic priorities to support its mission, vision, and values.

Working towards a vision means that many different parts of the Nation are working together as one.





ACTIVITIES



To meet any one strategic priority, a Nation will require a number of activities to support it.



Because of limited resources, Nations will have to prioritize which activities to concentrate on first.



ANNUAL WORK PLANS

An annual work plan answers the question: what will your department do **this year** to further the strategic plan?



Work plans bring your **strategic plan to life**.



HOW WILL WE MEASURE OUR PROGRESS?

Once a Nation has decided on strategic priorities and activities, it should decide how it will measure the progress of each activity. This will help you understand how well you are doing and to report back to your members on your Nation's progress.

Measurements should focus on the **wanted outcome** of each activity.

MEASURE GOALS THAT ARE **S.M.A.R.T.**



IMPLEMENTING THE STRATEGIC PLAN

The strategic plan becomes the base for all other plans and activities.

Capital plan and multi-year financial plan

Annual department work plans and annual budget

Risk management plan

MISSION, VISION, VALUES

Will not change. They stay the same for the long term and guide future planning.

RENEWING THE STRATEGIC PLAN

STRATEGIC PRIORITIES

May add, remove, emphasize or reframe one or two when renewing the strategic plan.

ACTIVITIES

Add, remove, and modify the activities and measures to support the strategic priorities every five years.



HOW LONG DOES THE STRATEGIC PLAN LAST?

A strategic plan spans five years. Every five years, your Nation should revisit the strategic plan to plot the next steps of your journey.

STRATEGY MAP TEMPLATE



MISSION

Why do we exist?



VISION

What do we want to be?



VALUES

What do we care about?



ACTIVITIES

What will we do over the next five years to put the strategic priorities into action?



KEY MEASURES

How will we measure our progress?



STRATEGIC PRIORITIES

What strategic priorities will support the mission, vision, and values?



QUESTIONS?

Let's chat.

First Nations Financial Management Board

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