

# 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?**



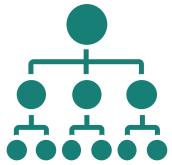
# A STRATEGIC PLAN IS A ROADMAP TO SUCCESS

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

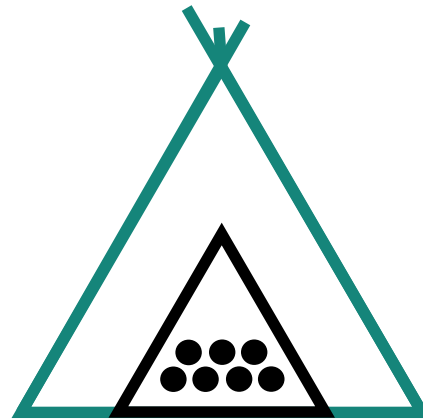
## SHARED VISION

- 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



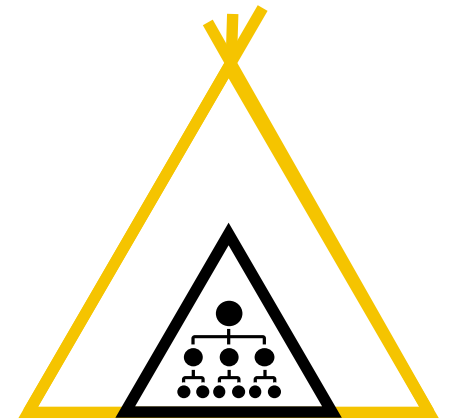
## LEADERSHIP

Empowers leadership to deliver on community's goals



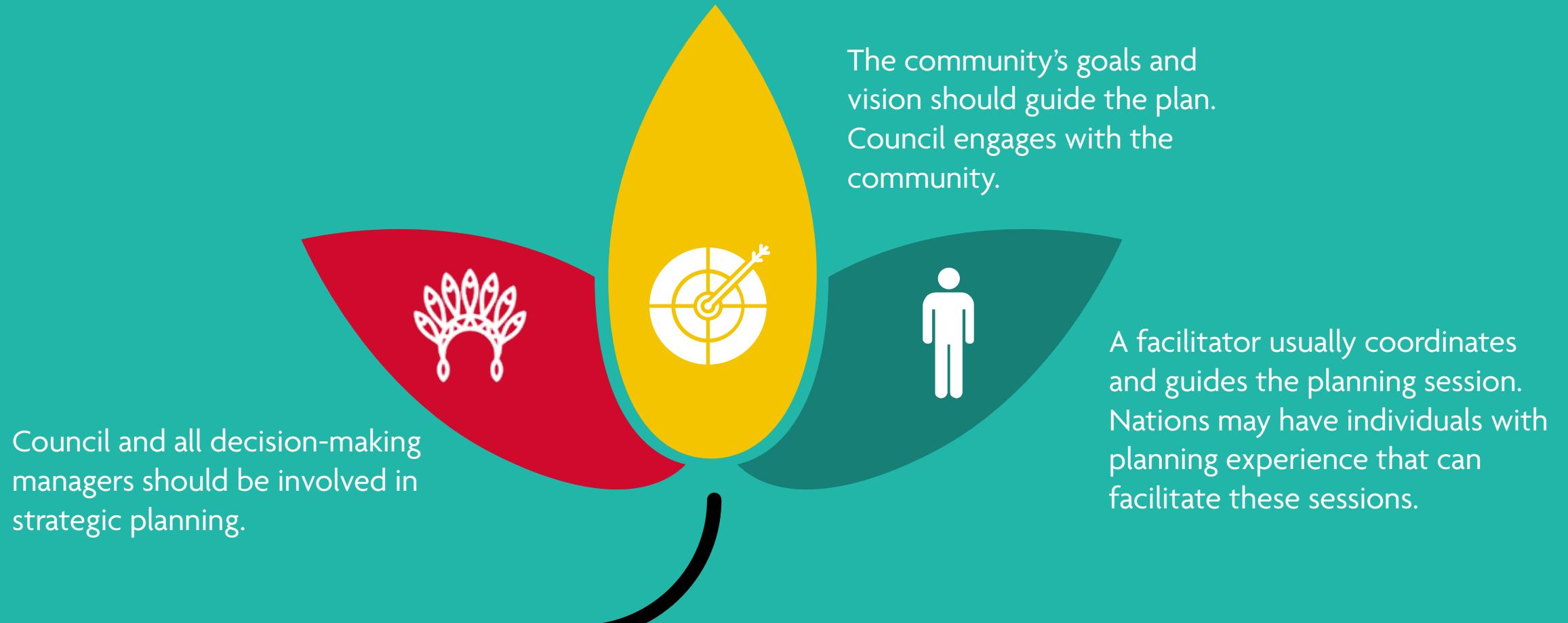
## EMPLOYEES

Gives employees vision and direction





# WHO IS INVOLVED IN STRATEGIC PLANNING?







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

# PLANNING SEQUENCE

Each level of planning gives life to community goals.



**Mission, Vision, Values**

**Strategic Priorities**

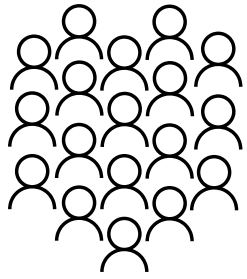
**Activities**

**Annual Work Plans**



Each level of planning  
is linked to the next.





**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, 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*



A scenic photograph of a mountain range with snow-capped peaks and evergreen trees, reflected in a calm lake. A large teal circle is overlaid on the right side of the image.

# 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?

**S**

Are there  
**WEAKNESSES**  
that we need to  
address?

**W**

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

**O**

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

**T**

# 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



# 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

Phone: 604-925-6665 | Toll free: 877-925-6665

