

Strategic Plan - Methodology

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1.0 Purpose of this Plan

Strategic Planning is essential to the success of any organization. This planning exercise is intended to lead to a strategy that helps to:

- **Provide Clarity** – Focused, and guided decision making.
- **Ensure Coordination** – Everyone is working towards the same goals.
- **Improve Efficiency** – Daily decision making is guided by the Strategy.
- **Assist with adjustment to change** – If major changes are required, having an understanding of the current strategy is critical.
- **Direct capacity building** – Helps to direct capacity building, training, and talent management, towards strategy. This step increases the probability long term retention of talented employees, and ensures the organization can develop the resources needed to implement its strategy.
- **Ensure greater transparency and accountability.**

2.0 Methodology & Consultations

2.1 Consultation Sessions

A series of planning sessions & consultations will be conducted over the course of the strategic planning process.

1. Kick off Meeting with Senior Managers to plan out schedule and outline some preliminary ideas.
2. Retreat with Council and Managers 1-day at Sunny Cove.
 - Work on mission, vision, values
 - Brainstorming session related to objectives
 - Undertake environmental scan
 - Prioritization exercise related to objectives.
3. Engagement with community partners and committees – 1 afternoon or evening session in Council Chambers.
 - Broader Town Manager group (Superintendents included)
 - Council members
 - Committees of Council – BIA, EDAC etc. (non-council members)
 - FFPC
 - RRFDC
 - RRDSSAB
 - Fort Frances Chamber
 - Consider invitations to: Riverside, RRDSB, TNCDSB, Seven Generations, Advisory Services, Chiefs from Couchiching, Nigigoonsiminikaaning, Naicatchewenin, Mitaanjigamiing (Agency One communities).
4. Public Consultation session.
5. Presentation of draft plan for review by EDAC, Council and Senior Managers.
6. Final meeting with council to complete draft final of Strategic Plan and Implementation plan.

2.2 Methodology

The methodology utilized focuses upon finding answers to key questions. During the sessions participants will be asked to brainstorm ideas for the following:

1. Who are we?
2. Where do we want to be?
3. What may change?

4. What is our advantage?
5. How can we compete?
6. What should we do?
7. How are we to measure success?

Each of these questions corresponds with a key component of the planning process:

1. Who are we? – Establish, Mission, Vision, Values.
2. Where do we want to be? – Develop Objectives.
3. What may change? – Analyze the Environment.
4. What is our advantage? – Identify competitive advantage.
5. How can we compete? – Determine the competitive position.
6. What should we do? – Implement the strategy.
7. How are we to measure success? – Evaluate the performance.

2.2.1 Establish Mission, Vision, Values:

Mission – A statement identifying the purpose of the organization and the value it creates for customers / stakeholders. Provides an answer to:

- Who are we?
 - What do we do?
 - Why are we here?
- **Vision** – Defines the organization's long term goals. Can be an aspirational statement. Provides an answer to:
 - Where are we going?
 - **Values** - Are the basic beliefs that govern individual and group behaviour in the organization. Provides an answer to:
 - How should we behave?

2.2.2 Develop Objectives

- The plan reviews short term objectives (during the term of the plan) to move towards realizing what was outlined in the Mission, Vision, Values.
- Objectives are an expression in measurable terms of what an organization intends to achieve.
- Objectives can be hard or soft.
 - Hard goals must be action oriented and specific (e.g. a business would increase profits by 10% from one year to the next).
 - Soft goals establish targets for the social conduct of the organization (e.g. maintaining respect for culture).

2.2.3 Analyze the Environment

A SWOT (Strength, Weakness, Opportunities, Threats) analysis will be conducted.

- Opportunities and threats focus on external factors.
 - Key items for review:
 - Economy
 - Socio-Cultural Factors
 - Changing demographics.
- Strengths and weaknesses focus on the internal environment.

2.2.4 Identify Competitive Advantage

From the strengths identified, the competitive advantage can be determined, i.e. characteristics that enable the organization to achieve success relative to its competition.

- We reviewed:
 - Tangible Assets – (e.g. Land, inventory, buildings, location, cash, technology).
 - Intangible Assets – (e.g. Human Capital, reputation, goodwill, trust)
 - Capabilities – a combination of processes and capabilities that represent the organization's capacity to exploit resources to achieve a desired result.
 - Capabilities are valuable (they help generate value / reduce cost)
 - They are rare (competitors don't have them).

- They inimitable (can't be easily copied by competitors).
- They can't be replaced by other substitutions.

2.2.5 Determine the Competitive Position

Typically, strategies can be defined into one of five generic competitive strategies:

1. Low cost provider strategy – Offer lower prices than competitors, compete for a broad range of customers. Example - Wal-Mart.
2. Broad differentiation strategy – Specialized products that are different from competitors, but appeal to a broad range of consumers. Example – McDonald's.
3. Best cost provider strategy: Offering a low cost product or service but with upscale differentiation. Targets fewer customers, but higher loyalty, and higher prices. Example – Applebee's, Chili's.
4. Focused or market niche strategy based on lower cost – Offers a niche product for a low cost. Example – Red Lobster.
5. Focused or market niche strategy based on differentiation – Offers a differentiated niche product customized to the tastes and requirements of a narrow market segment. Many small businesses choose this strategy, as do high end luxury products. Example – Ferrari.

2.2.6 Implementation of the Strategy

Who are the best people to implement the strategy?

- Upon completion of the plan, managers will develop an implementation framework that will form a starting point to begin to implement the strategy. As new strategy emerges from changes in the environment, and as a result of implementing this strategy, the document should be updated to reflect this. It will never be a static document; it should be updated as often as needed. Key stakeholders should be consulted on a regular basis regarding the plan.
- Implementation will be an ongoing component.

2.2.7 How Results will be measured

- Determine key performance indicators e.g.
 - Achievement of key objectives.
 - Evidence of job creation, economic growth in community.
 - Increase in assessment value within community.
 - Review of deliverables.

- Training, development, talent management occurring within the Corporation.
- Generation of revenue from programs.
- Increased participation in community programming, continuing to add users.
- Maintaining a strong financial position.
- Ensure that all initiatives undertaken correspond with values.
- Regular communication with key stakeholders.