

# Strategic Planning Workbook



December 2, 2019

## 1.0 Goals

Thank you for providing your input into the Town of Fort Frances Strategic Plan. We greatly appreciate our key community partners taking the time to fill out the workbook, and help us define our strategic direction, and key objectives.

To help facilitate discussion on December 2<sup>nd</sup>, we have provided a list of questions for you to review. These questions are designed to get you thinking about what you prioritize, and how this plan can best help best position the organization and the community as a whole.

**If you have a chance, please review the questions, and feel free to mark down your preliminary ideas. If you aren't able to attend the session on December 2nd, please send us your input by filling out this workbook, we will consider you feedback in the development of our plan.**

**At all times, feel free to identify items from your organization that you feel effect the community, as well as nearby communities, and for which the Corporation of the Town of Fort Frances has at least at some level, a mandate for.**

## **Question 1:**

Please review the previous strategic plan from 2015 which has been attached to this package.

Take a look at the objectives in the plan and determine which you feel remain relevant, and which are no longer relevant either because the work has been completed, or the item is no longer a significant concern.

From your perspective, what are the top 5 objectives from the last plan that remain an ongoing concern, and identify why it is important to you.

1) Objective:

2) Objective:

3) Objective:

4) Objective:

5) Objective:

## **Question 2:**

The plan will develop both short term and long term objectives to move towards realizing what will be outlined in the Mission, Vision, Values, which will be developed by Council and Senior Administration.

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. an increase in revenue by 10% from one year to the next in our recreation programming).
- Soft goals establish targets for the social conduct of the organization (e.g. improving relationships with neighbouring communities).

From your perspective, list your top 5 priorities for the current term of council.

Objective:

Objective:

Objective:

Objective:

Objective:

### **Question 3:**

Since the last strategic plan was completed, there have been numerous changes in our community.

- a) What changes do you feel are the most significant?
  
  
  
  
  
  
  
  
  
  
- b) What does the Town of Fort Frances, as an organization, do well?
  
  
  
  
  
  
  
  
  
  
- c) What does the Town of Fort Frances need to improve on as an organization?
  
  
  
  
  
  
  
  
  
  
- d) What opportunities are presented by the changes in the community that you have noted?
  
  
  
  
  
  
  
  
  
  
- e) Beyond new opportunities, what other opportunities exist that the Town of Fort Frances could take advantage of?
  
  
  
  
  
  
  
  
  
  
- f) What new developments threaten the Town of Fort Frances as it relates to service delivery, staffing, and ongoing sustainability?
  
  
  
  
  
  
  
  
  
  
- g) What new developments threaten the quality of life in the Town of Fort Frances?

**Question 4: SWOT Analysis**

A SWOT (Strength, Weakness, Opportunity, Threat) Analysis, is an efficient means of reviewing both the internal and external environment for an organization. Make a list of the following (feel free to include issues from your organization that effect the community as a whole):

Strengths	Weaknesses

Opportunities	Threats

# SLEPT Analysis

A SLEPT (Socio-Cultural, Legal, Environmental, Political, Technological) analysis is another means of conducting an environmental scan that can help us focus our thoughts regarding the environment in which we operate. It is similar to a PEST analysis but considers legal factors which are critical for a municipality. From your perspective, make a list of the following (feel free to include issues from your organization that effect the community as a whole):

Socio-Cultural Factors
Factors related to the population and market served by the Corporation of the Town of Fort Frances. Can be broad social factors such as an aging population, or local trends.
Listing of Socio-Cultural Factors:



## Legal Factors

Include things that are regulatory in nature. Could also include local factors, and ongoing legal matters that may materially impact the ability of the Corporation to operate as planned.

### Listing of Legal Factors:

## Environmental Factors

Factors related to the physical environment for example risks created by severe weather events, or climate change.

### List of Environmental Factors:

## Political Factors

Political factors differ from legal factors, but may be closely related. A good example of a political factor may be changes to the amount of funding provided by the Provincial government for a given program.

**Technological Factors**

Includes both internal and external factors. Cybersecurity, connectivity, internal infrastructure, trends with use of automation, and Artificial Intelligence are some examples.

**List of Technological Factors:**

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