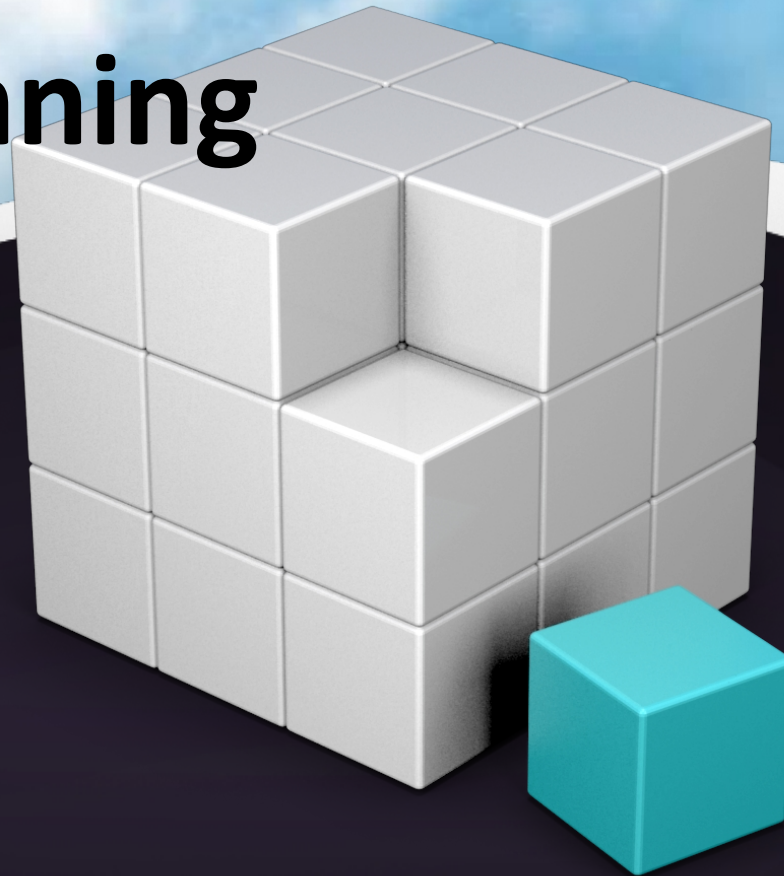


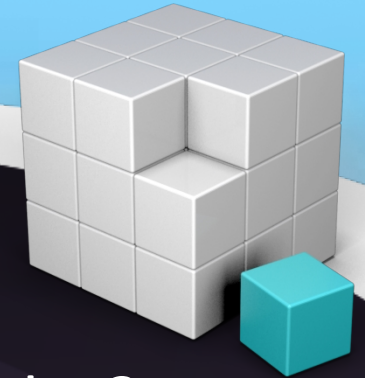
# A Straight Forward, Field Tested Approach to Strategic Planning

Alberta First Nation  
Lands & Economic  
Development Training  
Symposium

November 5, 2014

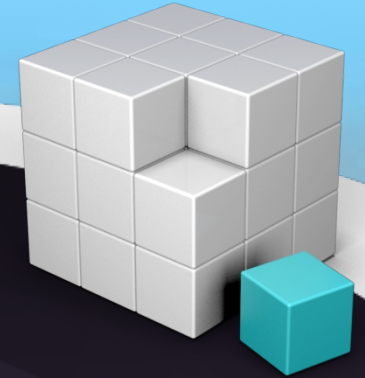


# TOPICS PRESENTED:



1. Economic Development: What? Why? What for? & Who? & When?
2. Strategic Economic Development Planning Process
3. Implementation Tools

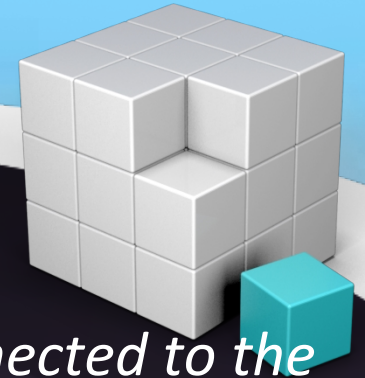
# WHAT IS ECONOMIC DEVELOPMENT?



“The process of developing and maintaining suitable economic, social and political environments, in which balanced growth may be realized, increasing the wealth of the community.”

*- Economic Developers Association of Alberta*

# ABORIGINAL ECONOMIC DEVELOPMENT



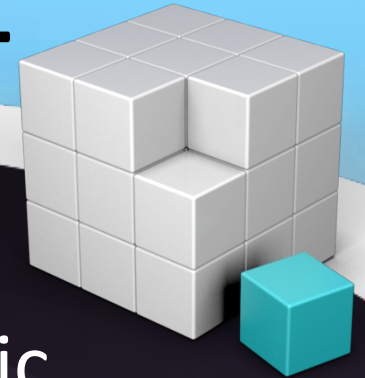
*“Aboriginal (community) economic development is connected to the broader conception of community development, a more holistic approach incorporating both social and economic development.*

*Focus is on long-range, strategic, community-based planning processes designed to identify not only sustainable economic opportunities but appropriate opportunities that contribute to social development that respects culture and tradition and advances the long-term aspirations of communities for self-determination.*

*To achieve this, aboriginal communities need control over their own institutions, regulatory instruments, and lands, resources or revenues.”*

Symposium Report: ‘Excellence in Action: Best Practices in First Nations, Metis and Inuit Economic Development’ Conference – January 2007, Saskatchewan

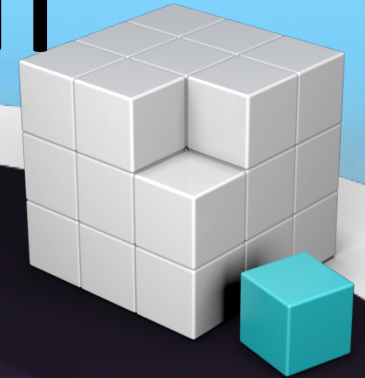
# ECONOMIC DEVELOPMENT – WHY?



By taking a community based, strategic approach to preventing and/or addressing issues such as:

- Unemployment
- Economic leakage
- Out-migration of community members
- Decaying infrastructure
- Achieving self-reliance
- Achieving self-governance

# KEY ECONOMIC DEVELOPMENT ACTIVITIES



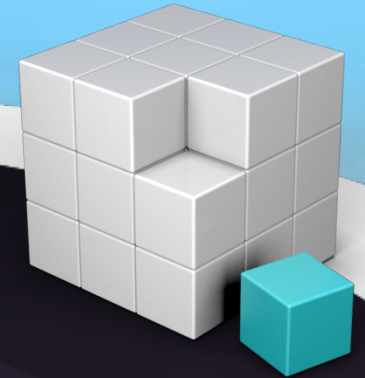
- Securing Community Preparation, Participation and Support
- Balance between Starting, Retaining and Expanding Community Business
- Creating and Using Community/Regional Alliances
- Identifying Market Opportunity
- Making Personal Contact

# WHAT FOR? TO MOVE TOWARDS SELF-RELIANCE:



- Establish an agreed upon definition of “economically self-sufficient”:  
*“The ability to generate sufficient wealth to exist independently of long-term government support.”*
- Develop indicators of effectiveness that can be applied when assessing economic development projects/programs/initiatives.

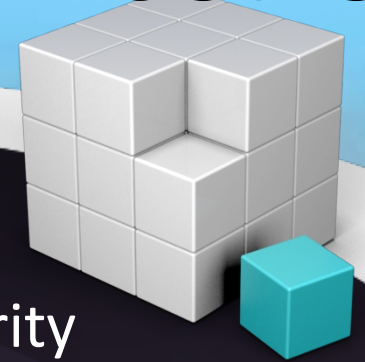
# KEY FACTORS TO SUCCESSFUL ECONOMIC DEVELOPMENT



- Political will, leadership, champions
- Involvement of the community
- Supportive governance system
- Allocating sufficient resources to allow for balanced, sustainable growth:
  - HR - management & staff
  - Natural resources
  - Financial resources

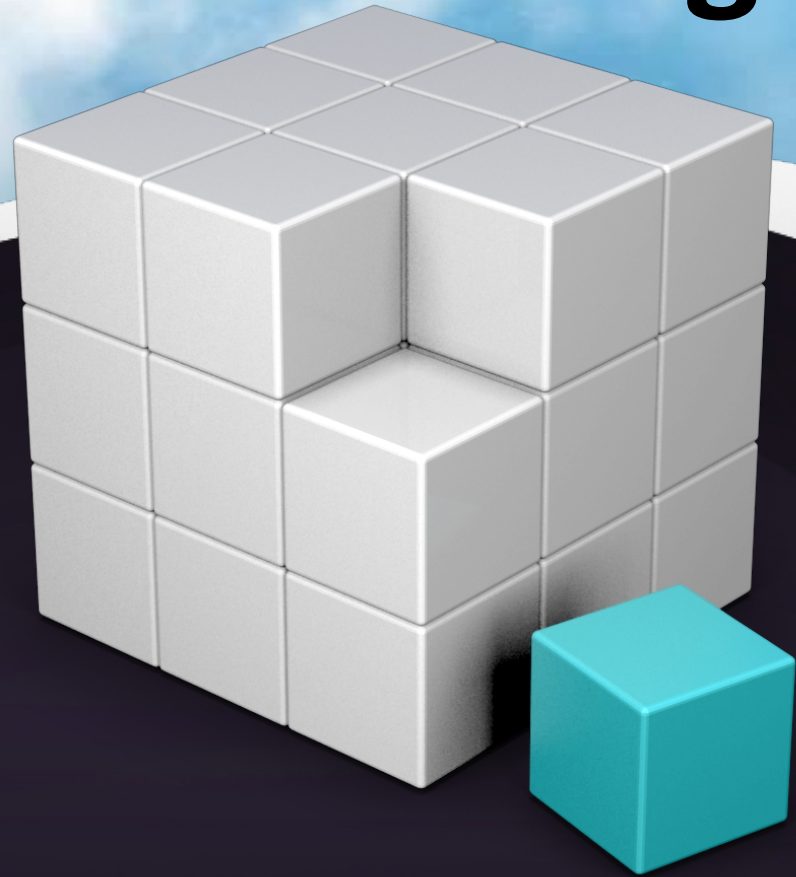


# KEY FACTORS TO SUCCESSFUL ECONOMIC DEVELOPMENT

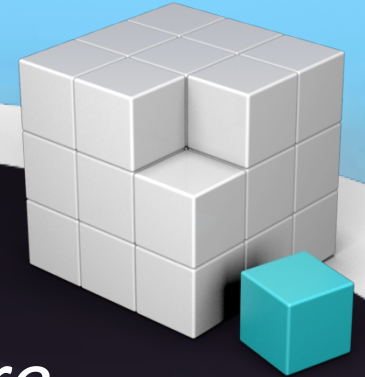


- Practical sovereignty - real decision making authority
- Effective governing institutions: stability, legitimacy, separation of business from politics
  - regulatory/legislative frameworks to facilitate economic opportunities
- Cultural match – authority, governing institutions, economic strategies
- Access to capital, financing and investment
- Strategic Economic Development plan:
  - proactive long-term, systemic thinking - shift from a narrow problem focus to a broader societal focus

# Strategic Economic Development Planning



# THE PLANNING PROCESS



*The difference between where we are  
(starting point)  
and where we want to be  
(vision and goals)  
is what we do  
(target objectives and action plans).*

*- Economic Developers Association of Alberta*

# STRATEGIC ECONOMIC DEVELOPMENT

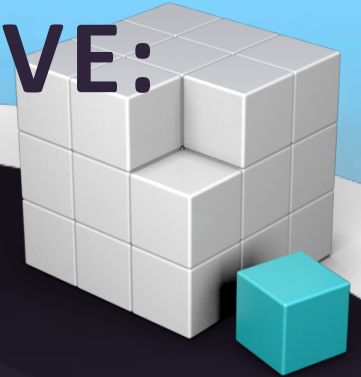


A proactive, systemic, long-term thinking approach:

- Claim Jurisdiction
- Build Capable Institutions – stable, fair, effective, respected
- Identify Strategic Priorities/Concerns
- Craft Development Policies
- Choose Projects
- Implement

*Drawn from Kalt & Cornell "What Can Tribes Do? Strategies and Institutions in American Indian Economic Development", 1995*

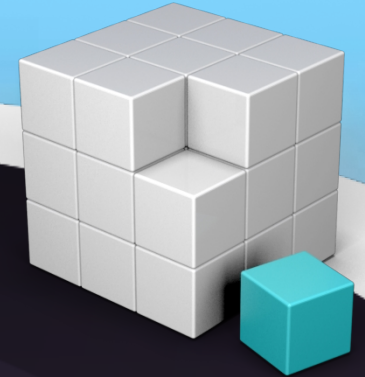
# GOALS OF THE SEDP INITIATIVE:



- Create a “plan for the plan”
- Obtain interest, participation & support
- Strategize: organize & align efforts
- Practice proactive, not reactive planning
- Build a measuring tool

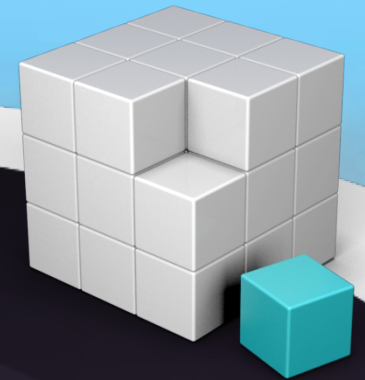
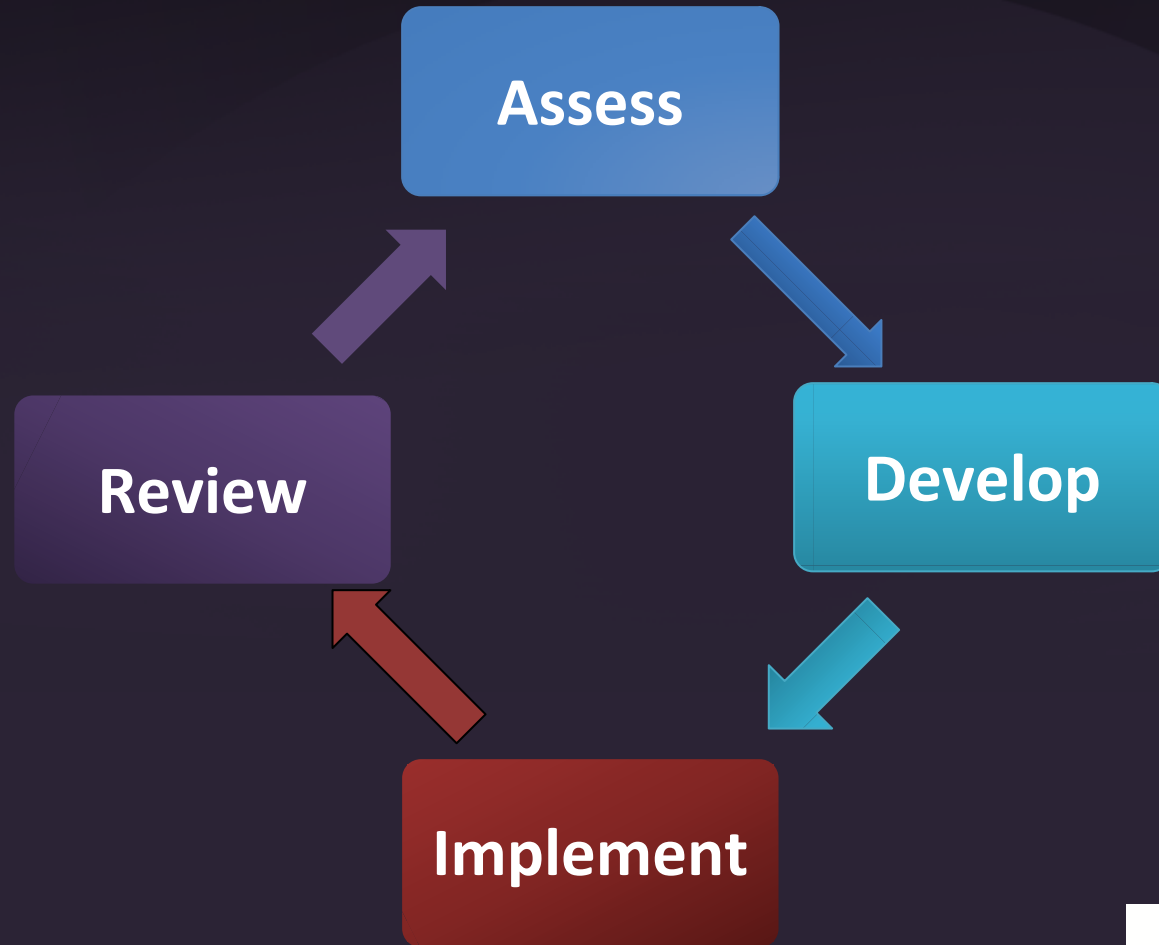
*“Tell me - I will forget.  
Show me - I will remember.  
Include me - I will learn!”*

# WHO: SEDP Steering Committee

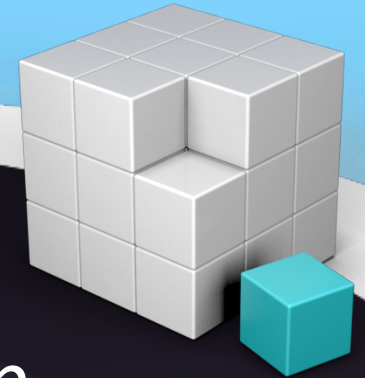


- Designate(s) of the Council;
- The Chief Financial Officer;
- The Economic Development Officer;
- Employment & Training Department representative;
- Youth, Women and Elder representatives;
- Business community representatives (both from community owned enterprise & individual businesses/entrepreneurs).

# THE STRATEGIZING PROCESS:



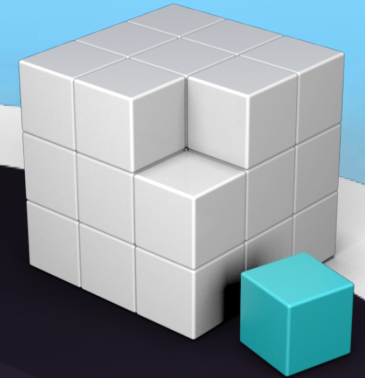
# SEDP – WHY?



1. Allocate the necessary human, financial & natural resources
2. Create A long-term plan
3. Systematic & systemic assessment, development & implementation of projects

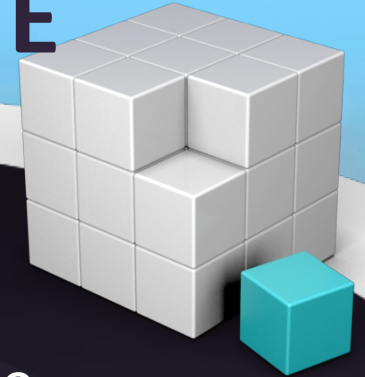


# SEDP - HOW?



1. Determine starting point/baseline
2. Look at the future - establish a vision
3. Set a Goal & S.M.A.R.T objectives
4. Plan the actions
5. Allocate the necessary resources
6. Monitor progress
7. Determine when the process should end
8. Evaluate
9. Celebrate!

# PROVIDES A “METHOD TO THE MADNESS”



- Focus direction on activities that “fit” with the overall goals of the community.
- Focus effort toward the achievement of measurable, achievable goals.
- Investment of finite resources on priority initiatives.
- Basis for the solicitation of funding.
- Communication-Community Ownership-Building consensus

# STRATEGIC ECONOMIC DEVELOPMENT PLANNING TASKS



- Completing and analyzing an inventory of community assets (infrastructure, natural resources, human resources)
- Conducting a SWOT analysis (strengths, weaknesses, opportunities, threats)
- Establishing a vision and mission that is shared by the community
- Developing a goal and objectives for the community economic development activities
- Developing a working copy of an economic development plan that would include:
  - ✓ Guiding principles
  - ✓ Purpose
  - ✓ Vision/Goal
  - ✓ Objectives
  - ✓ Action Plans
  - ✓ ID of opportunities, alliances, partnerships
  - ✓ Decision making process
  - ✓ Marketing/communications
  - ✓ M&E mechanisms

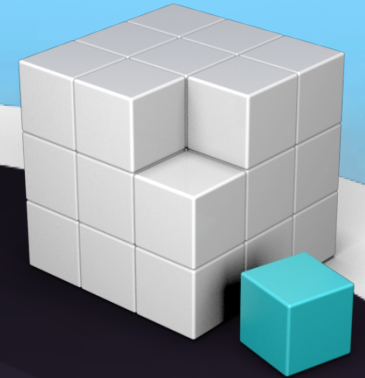
# STRATEGIC ECONOMIC DEVELOPMENT PLANNING TOOL



1. Strategic Vision
2. Priorities And Concerns
3. External Environment
4. Internal Environment
5. Assets
6. Project Analysis

ADAPTED WITH PERMISSION FROM STRATEGIC ANALYSIS: A PRACTICAL TOOL FOR BUILDING INDIAN NATIONS BY STEPHEN CORNELL, APRIL 1998, HARVARD PROJECT ON AMERICAN INDIAN ECONOMIC DEVELOPMENT

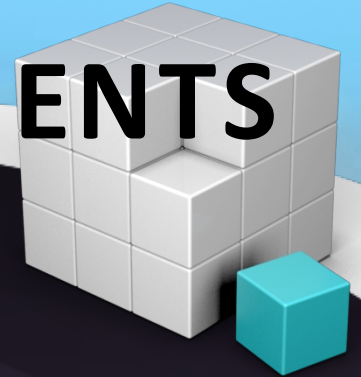
# SEDP TACTICAL PLANNING:



Actions/activities to be undertaken to accomplish each objective and realize the established goal:

1. Establish Timelines
2. Identify Participants
3. Develop Budgets
4. Determine Key Deliverables

# STRATEGIC PLANNING ELEMENTS



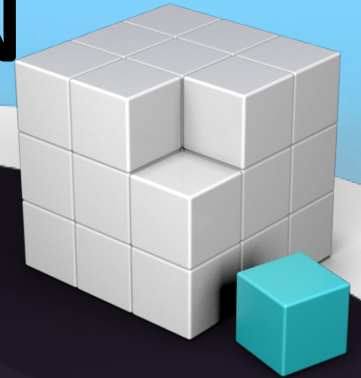
**Goal**

**Objectives**

**Initiatives/ Projects**

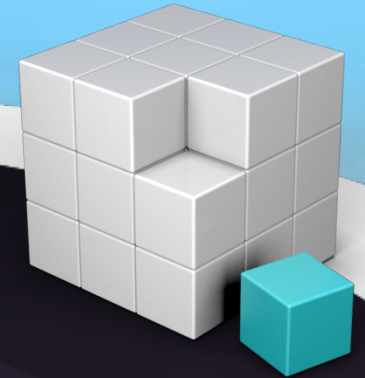
**Action Plans:**  
tasks, participants, timeline &  
budget, anticipated results

# MONITORING & EVALUATION INDICATORS



- # of projects started, completed
- # of jobs created, retained, lost
- # of businesses opened, expanded or closed
- Sustainable resource usage
- # of strategic partnerships created & expanded
- Local business climate
- Profits generated

# BENEFITS

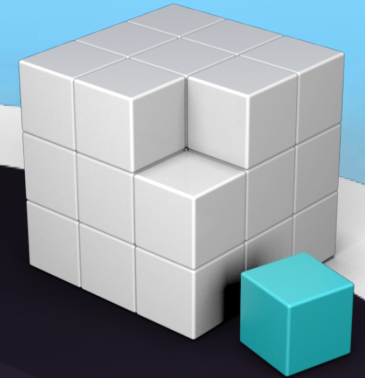


Increases In:

- Community economic capacity
- Employment of community members
- Utilization & value of land & resources
- Contracts & sales for community businesses
- Community government revenues from economic development
- Development of economic infrastructure
- Investments in the community

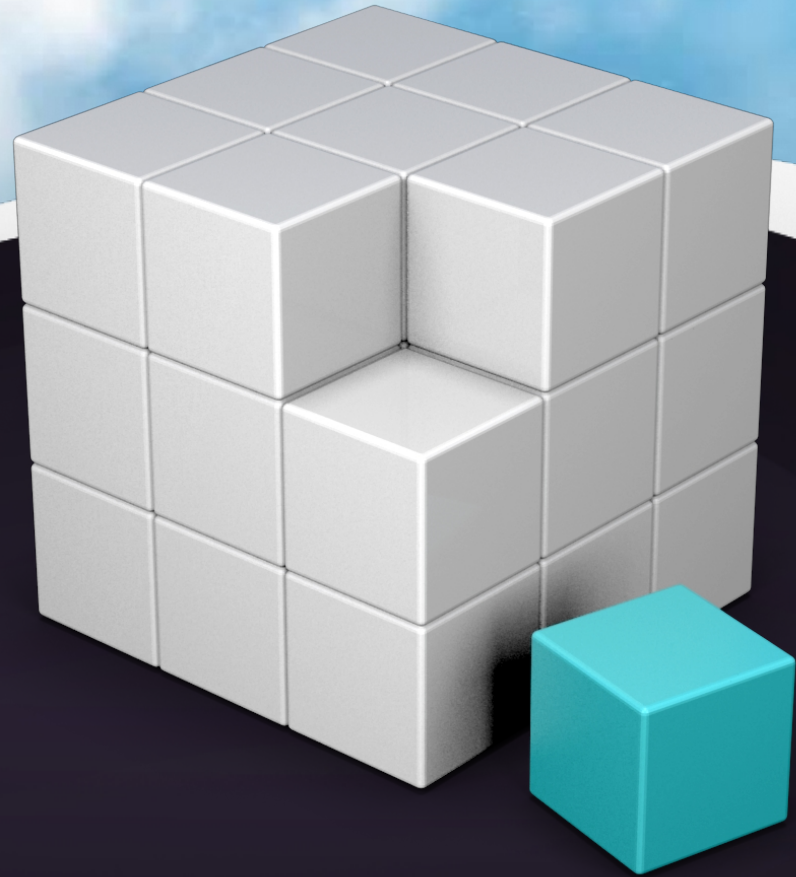


# COMMUNICATIONS

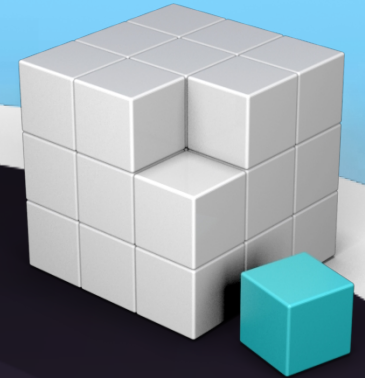


- Scheduled planning sessions
- Scheduled economic development meetings with Chair/Chief, Council & Administrator
- Town hall/membership meetings
- Federal, provincial, regional & municipal government bodies
- Current & prospective future private sector partners

# IMPLEMENTATION TOOLS



# IMPLEMENTATION TOOLS:



- SEDP Organizational Chart
- Gantt Chart
- Opportunity Assessment & Development Protocol
- Screening Letter
- Business Development Process

# Strategic Economic Development Plan

GOAL of the SEDP

To create sustainable economic benefit for the community & its members by building the capacity required to establish & grow profitable commercial activity.

- Background
- Community Profile
- Guiding Principles
- Roles & Responsibilities
- Budget

SEDP Objectives

**Work effectively together with other Departments**

**Develop Entrepreneurship Capacity**

**Assess & Improve Existing Initiatives**

**Effectively Engage with the Community**

**Effectively Engage with External Stakeholders**

**Research & Development of New Initiatives**

**Advocacy & Lobbying**

On-the-job Training to Employment

Small Business Development Training

Ec Dev Info Sessions

Monthly Newsletters/ Updates

Regional Outreach

Industry & Government Relations

Industry Projects in Traditional Territory

Commercial Business in Urban centre

New Development Corporation

Division A

Division B

Division C

Division D

Other Opportunities

Job Readiness Training

Project A

Project B

- Revenue Generated
- Expenses incurred
- Expansion of operations, benefits to the community

- Revenue Generated
- Operating Expenses incurred

Dates, times, costs, topics

Dates, times, costs, topics

- REDA
- Chamber of Commerce

- Market skills inventory database
- Dispositions database

Project/ Initiative

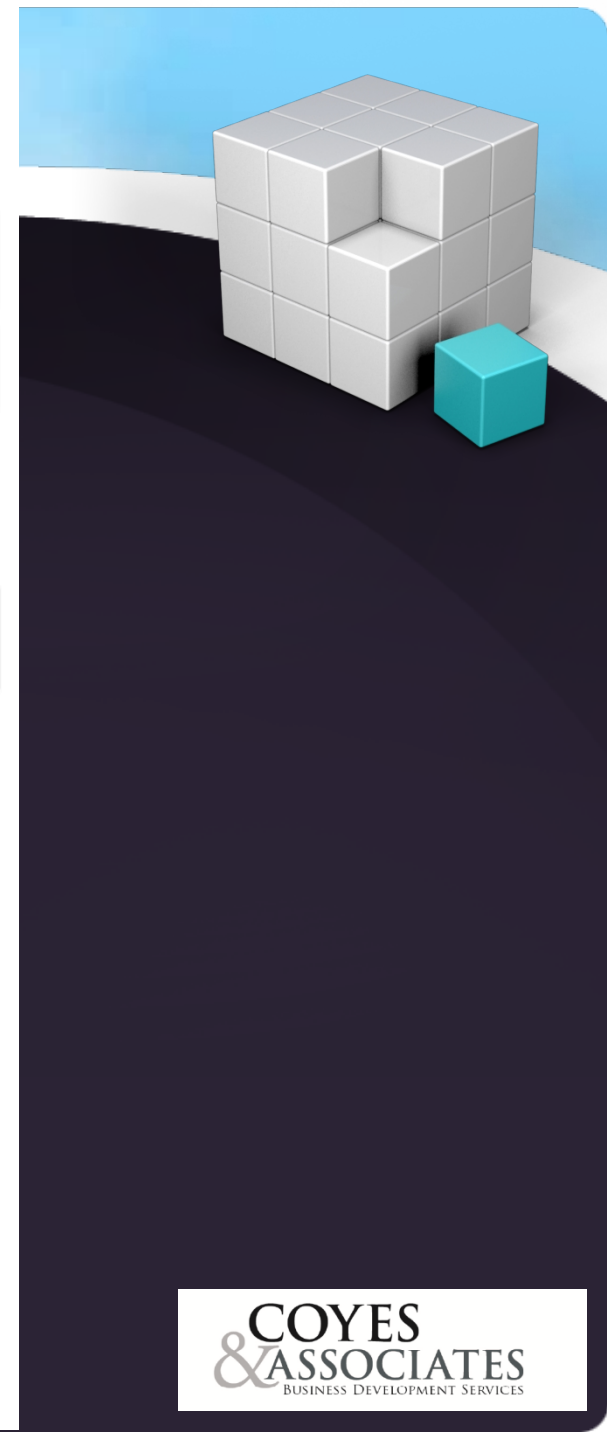
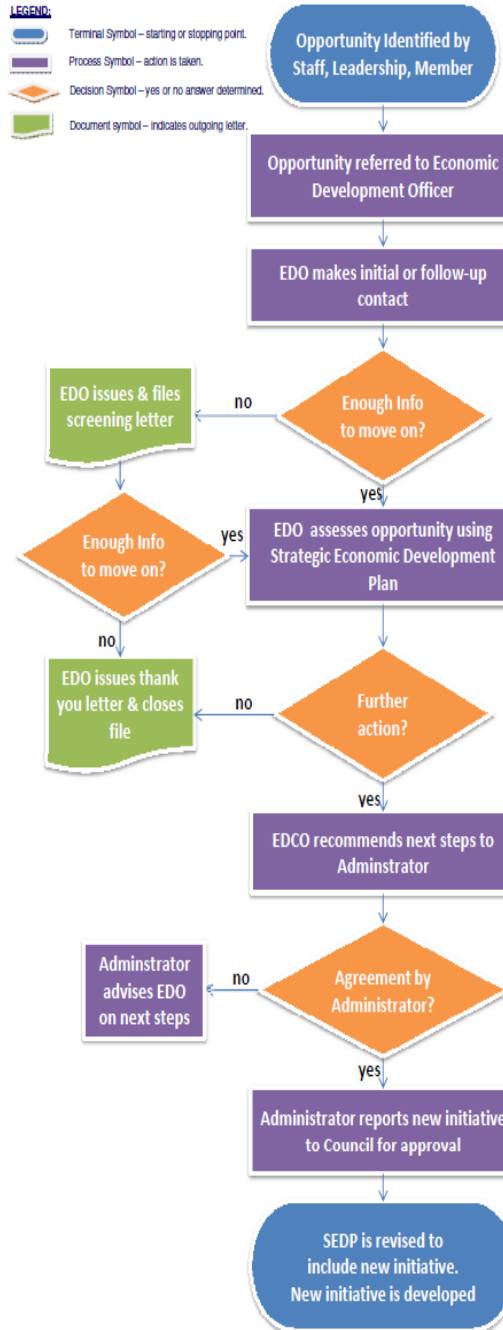
# ESTIMATED TIME FRAME

TASK/ACTIVITY	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
Research & Plan Project Proposal	Active								
Initiating the Strategizing Process		Active							
Assessing community profile & environment			Active	Active	Active				
Setting SMART goals & objectives						Active			
Building the Plan				Active	Active	Active	Active	Active	Active
Implementation Monitoring & Evaluation								Active	Active
Adjustments/Refinements								Active	Active
Communication to key stakeholders	Active	Active	Active	Active	Active	Active	Active	Active	Active
EDC Orientation & Training	Active	Active	Active	Active	Active	Active	Active	Active	Active

# SEDP GANTT CHART

# Opportunity Assessment & Development Protocol

Economic Development Protocol/Flow Chart



# SCREENING LETTER

Thank you for your business interest in our community. To introduce your business proposal, please provide us with an executive summary. The Executive Summary should follow the guidelines indicated below. Please forward the information to the attention of “Economic Development Officer” at the above address.

**BUSINESS INTRODUCTION** – Name of corporation, complete address, telephone, cell and fax numbers

- Name of contact person with telephone numbers
- Type of business and industry (eg. resource development, agriculture)
- Product or service line (eg. organic produce, rough cut timber, etc.)
- Length of time in your current business
- Number of founders/partners/employees. Describe their management or other pertinent expertise.

**FINANCIAL INFORMATION**

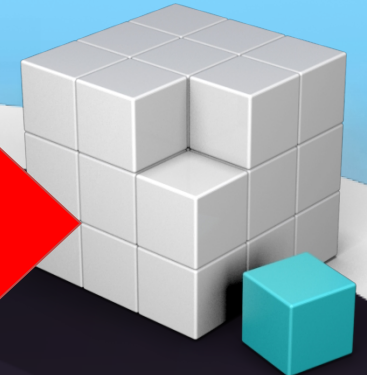
- Audited Financial Statements from previous 3 Fiscal Years

**BUSINESS PROPOSAL DESCRIPTION**

- What does your company propose to contribute to this venture with us?
- What are your company financial objectives in this venture with us and how do you propose to meet these objectives?
- Indicate the size and terms of the financial investment to be made by your company into this venture
- Indicate your expectations of our financial involvement in this venture.
- Indicate the expected financial returns from this venture and their achievement timeline.
- Describe employment opportunities for our community members offered by this venture.
- Summarize the advantages and strengths that will lead to the success of the venture.
- Summarize the threats and weaknesses to the proposed venture.
- Describe the market for product/service resulting from this venture.
- Describe the competition and your plans toward gaining product/service acceptance.

We appreciate your interest in our company and look forward to receiving your proposal.

# BUSINESS DEVELOPMENT PROCESS



Decide whether it is a promising idea

Decide whether to launch the business

Define Goals

Find the Deal Breakers

Feasibility Assessment

Business Plan

Determine what you want out of the business?

Jobs? Profit?  
Both?

Identify weaknesses and eliminate bad business ideas through objective assessment

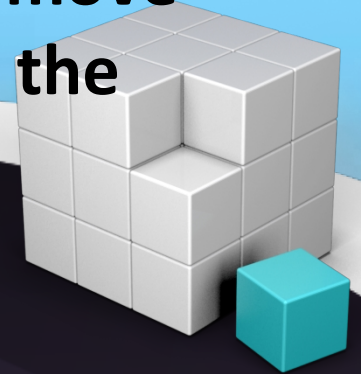
Decide whether to launch the business: assess market, operational, & financial viability

Determine how to best launch, develop and manage the business enterprise

Pre-feasibility assessment



**Pre-feasibility assessment: Deciding whether to move forward: select the potential "deal breakers" in the following areas:**



Market  
Opportunity

Operational  
Feasibility

Financial  
Implications

**If you have any questions or would like more information on any of the topics presented, contact Terry Coyes, Principal  
W: 780.461.5033  
E: [tcoyes@telus.net](mailto:tcoyes@telus.net)**

**Thank-you for your interest & good luck in your development efforts!**

