

Project Description: Our corporation is involved in a number of economic development initiatives. Each initiative has been established over time on its own merits, without reference to a specified strategic plan that links them together. Each initiative has experienced varying levels of success, and has produced varying levels of return to our corporation.

With the current economic climate in which our corporation is operating, and the many opportunities for future development at hand, the decision to establish our Strategic Plan has been made.

The Strategic Plan will establish a focused goal, and the objectives that will allow for the organization and alignment of initiatives that our corporation is currently involved in and serve as a reference and a screening device against which new, future business development opportunities will be assessed.

The Strategic Plan will be developed under the guidance of a management consulting company, experienced in strategic planning in Aboriginal communities/for Aboriginal-owned corporations.

Development of our Strategic Plan will consist of the following planned activities:

- 1) **Initiating the Strategic Planning Process – establishment of a Strategic Planning Committee** to ensure that the process is corporation driven with representational participation of the entire corporation, including:
 - a) Designate(s) of the our corporation’s board of directors;
 - b) Designate(s) of the our corporation’s management/leadership team;
 - c) Designate(s) of the our corporation’s operations/staff team;
 - d) Other community/elder/youth representatives as deemed necessary.

Working under the direction and reporting to the STRATEGIC PLAN Steering Committee, the following tasks will be completed:

- 2) **Assessing our corporation’s current business development profile and environment, setting a benchmark or starting point** by completing the following tasks:

- a) Conducting an assessment of internal strengths & weaknesses, along with identification of potential future external opportunities & threats (SWOT Analysis);
- b) Confirming the current labor market conditions;
- c) Establishing the economic characteristics of the corporation and the region;
- d) Examining the physical and location conditions (i.e. corporation services).

3) Setting a business development goal and objectives that are specific measurable, acceptable and realistic.

Initiatives that have been identified in the past and/or additional initiatives that are identified in the strategic planning process will be further assessed to determine the potential feasibility and viability.

The tasks in this phase will include conducting viability studies, business planning, technical assessments, partnership negotiations/development, etc.

Current economic development initiatives identified for this fiscal year will be further investigated as part of this project include:

- Project a
- Project b
- ...

4) Tactical Planning

Under the guidance of, and reporting to our Strategic Planning Committee, and working together with our management & staff as directed, the consultant will

- a) develop lists of the actions/activities to be undertaken to accomplish each objective and realize the established goal (development of timelines, listing of key deliverables).S
- b) Identify the resources required to implement the plan, including expected revenue & profit from existing initiatives and future opportunities.

- c) Developing a budget that incorporates all of the estimated implementation expenses and sources of funds.

5) Communications

The Consultant will wWork with leadership to effectively communicate/share the Strategic Plan with key stakeholders/ constituents including:

- a) The corporation's shareholders/community members;
- b) Federal, provincial and regional municipal government bodies;
- c) Current and prospective future industry partners;

The Consultant will transfer knowledge and build capacity with our leadership, to a point where external services are not required on an ongoing basis for the continued implementation of the Strategic Plan.

6) **Evaluating** – development of a process for measurement and evaluation of the strategic plan – including both qualitative and quantitative measures as follows:

- i) Determine whether the plan's goal met the immediate and longer term development needs of the corporation
- ii) Review of the performance of the strategic planning committee
- iii) Number of projects started
- iv) Number of project completed
- v) Number of inquiries received and clients served
- vi) Number of jobs created, retained, lost (for our corporation's First Nation community members and non-members)
- vii) Number of business activities/projects expanded or closed, joint ventures and business partnerships
- viii) Use of industrial/commercial land and buildings
- ix) Local business climate
- x) Number of strategic alliances or partnerships
- xi) Degree to which plans were implemented.