

SMART ECONOMIC DEVELOPMENT WITH THE STRATEGIC PLANNING TOOLKIT

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AGENDA




Ministry of
Jobs, Tourism
and Skills Training

- 1 Introduction
- 2 A Local Experience
- 3 Important Considerations
- 4 Toolkit Walkthrough
- 5 Questions



WHAT IS STRATEGIC PLANNING?



A process in which a community looks at its current situation and compares that situation to where it would like to be within a certain period of time.

- *International Economic Development Council*

WHY UNDERTAKE STRATEGIC PLANNING?



- Allows communities to be responsive to funding opportunities
- Coordinates efforts and creates connections and partnerships
- Markets your community and attracts investment
- Gets past the talking
- Helps keep track of what you are doing and if it is making a difference

SURVEY RESULTS



PLANNING



Have and actively use an **ED PLAN**

Of those who have a plan,

75%
think it's
EFFECTIVE

43%
update
annually

27%
update
every 2-4 yrs

In partnership:



Ministry of
Jobs, Tourism
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COMMON BARRIERS

Common
barriers
to success



- Perception that plans just sit on the shelf and gather dust
- Might raise unrealistic expectations
- Costs too much to implement
- Been there done that
- Not role of local government to work on economic development
- No interest in growth or change



DOES THIS DESCRIBE YOUR COMMUNITY?



Plan with no action



Action with no plan



INTRODUCING!



Development of toolkit with regular consultation with an advisory group of EDOs around the province



TOOLKIT PURPOSE



Enable communities to create a concise, measurable and actionable economic development plan



“Surge momentum”



WHAT DOES THE TOOLKIT PROVIDE?

- ✓ Empowerment of local leaders
- ✓ Achievable process regardless of your stage in economic development
- ✓ Break-down of strategic planning process into manageable pieces
- ✓ Self-guided and customizable step-by-step approach
- ✓ Initial self-assessment tailors process to your community's needs
- ✓ Delivers a manageable 8 to 12 page plan
- ✓ Web-based and downloadable



THREE APPROACHES TO THE TOOLKIT

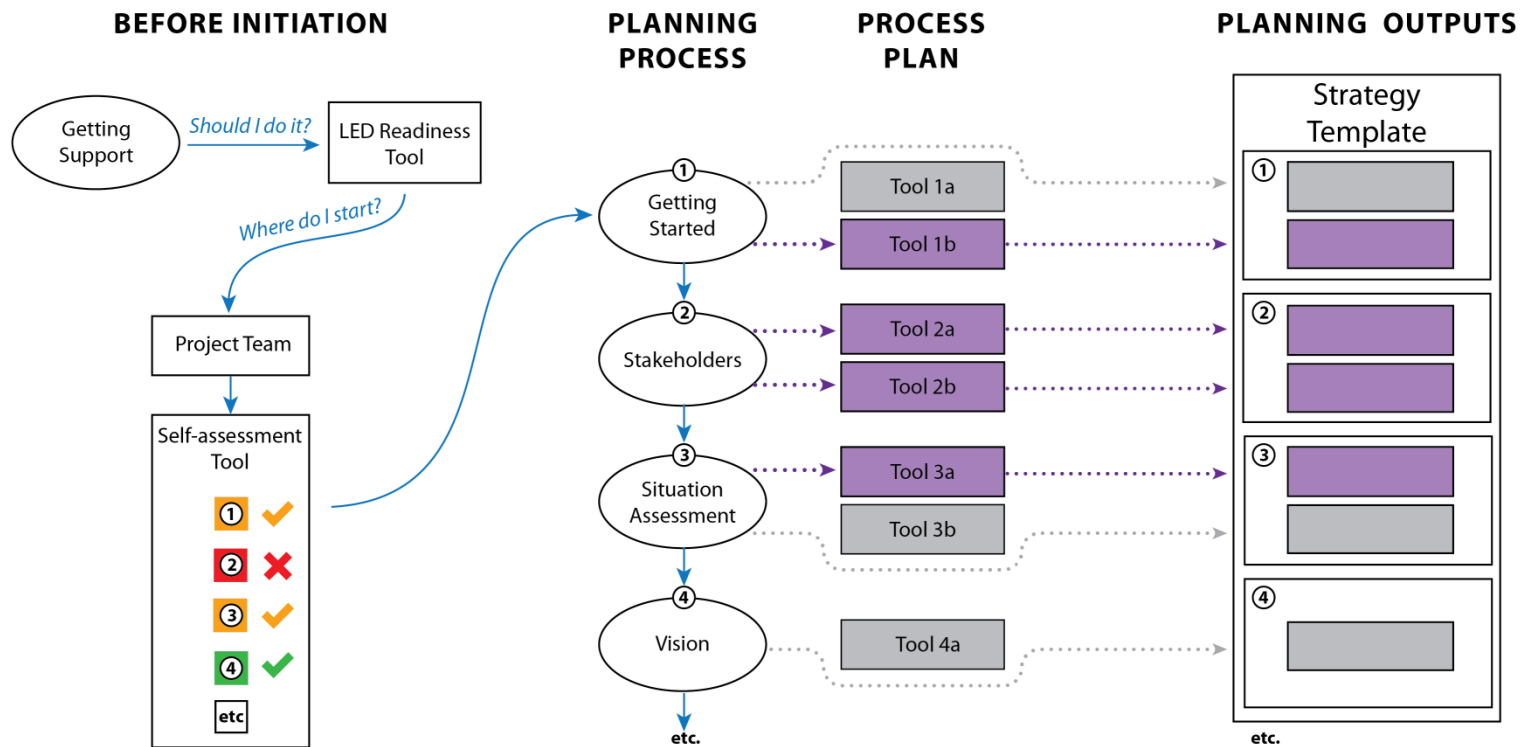
Community leads own process with existing staff (e.g. EDO or CAO)

REO Regional Managers assists in facilitating the planning process

Community hires a consultant to facilitate the process
(potentially by accessing Rural Dividend Funds - \$10K)



TOOLKIT STRUCTURE



LIVE DEMO

The screenshot shows the homepage of the 'Strategic Planning Toolkit for Local Economic Development' on the British Columbia government website. The header includes the BC logo and navigation icons. A left sidebar lists various resources, with 'Strategic Planning Toolkit' highlighted. The main content area features an introduction to the toolkit, a list of target audiences, and a five-step process for how the toolkit works. A right sidebar offers assistance from a regional manager, including a contact email. The page is decorated with a blue cityscape illustration at the bottom.

BRITISH COLUMBIA

Community Partners
Services
Working Regionally
Economic Development 101
Strategic Planning Toolkit
Performance Measurement Toolkit
Business Attraction Toolkit
Support Your Business Community
Land Development Toolkit

Strategic Planning Toolkit for Local Economic Development

This customizable process allows you to quickly and effectively develop an action plan to realize your community's economic vision. The focus of this toolkit is on identifying the activities that have the greatest benefit, and involving the right people to put them into action.

This toolkit can help communities or groups who:

- Have never developed, or have an outdated strategic plan
- Have a lengthy plan that was created, but has sat on the shelf
- Have an active plan but need implementation, monitoring or measurement support
- Aren't able to go through a whole planning process but would benefit from learning about individual components of the process, like stakeholder engagement

How the Strategic Planning Toolkit Works

Click below to access the tools and templates for each step of the planning process. Begin at the "Getting Started" step.

Expand All | Collapse All

1. Getting Started
2. Where are we now?
3. Where do we want to go?
4. How are we going to get there?
5. Are we getting there?

Need help?

Your regional manager is available to help facilitate you through this process – contact them at any time. If you're unsure who your regional manager is, contact economicdevelopment@gov.bc.ca

>>> [Launch the Strategic Planning Toolkit](#)

THANK YOU!
QUESTIONS?



For more information: gov.bc.ca/economicdevelopment



STRATEGIC PLANNING TOOLKIT

Ministry of Jobs, Tourism and Skills Training – history of strategic planning toolkit.

- Approached to participate as a pilot community.
- Worked through a relatively rudimentary plan.
- Participated on a strategic planning working group developing toolbox.



STRATEGIC PLANNING TOOL KIT

Prior to toolkit

- No time – flying by seat of pants
- No tangible performance measurements
- Unclear whether department's work matched Council's expectations



STRATEGIC PLANNING TOOLKIT

What we EDO's can't control.

- Price of oil.
- American elections.
- Location of our communities.



STRATEGIC PLANNING TOOL KIT

Performance indicators:

- EDO's are faced with pressure to show their value.

Economic Development – Investor Readiness (Marketing)		
Priority Action	Progress Measures	Timeline
Create handouts that promote Campbell River as a preferred place to work, live, visit and invest to do business.	Community Profile Incentives publication Sector Profiles Investor attraction videos Site selection document Others as identified.	Initial package October 2016 Ongoing updates and new materials
Build a marketing plan.	Identify and target markets. Identify advertising priorities.	Ongoing
Maintain a dynamic, up-to-date web and social media presence.	Refresh website with economic development material. Create stand alone economic development Facebook page Actively use social media accounts	Initial Updates September 2016 September 2016 Ongoing
What the future looks like video (as it relates to open access broadband)	Create a Campbell River economic development video focusing on Technology sector. Create small, social media ready videos.	January 2017 June 2017



STRATEGIC PLANNING TOOL KIT

Alignment with Council's/Board's goals:



STRATEGIC PLANNING TOOL KIT

Why use toolkit?

- A clear template – not reinventing the wheel
- Customizable
- Cost effective



STRATEGIC PLANNING TOOL KIT

How will we use the toolkit in Campbell River?

Strategic framework.

Elections could trigger a full planning session.



STRATEGIC PLANNING TOOL KIT

Keys to Success. . .

- Have a plan . . .(and a plan B)
- Be flexible.
- Stay current with best practices.
- Ec Dev is a team sport.





ECONOMIC DEVELOPMENT STRATEGIC PLANNING PROCESS

Susan Fournier, BA, EcD
March 2, 2017

SETTING THE STAGE

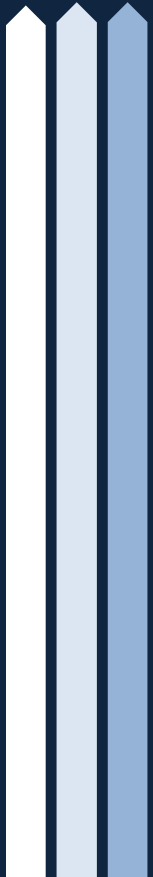
Research your community
Review other organization's plans
Find common goals
Understand global trends
Share the vision
Inspire!



WHAT ARE THE COMMON THREADS?

Review the Strategic Plans / Business Plans of:

- Chamber of Commerce
- Downtown Business Improvement Area
- Community Futures office
- College or University
- DMO, Key Festivals, Cultural Assets (Theatre/ Arts Centre)
- Official Community Plan, ICSP of municipality
- Regional District/County Official Community Plan
- United Way / Social Agencies / Service Clubs



PAST REPORTS, STUDIES AND PLANS

Review available reports, studies and plans

- Municipal reports, studies and plans from past decade
- Provincial agencies and department reports and studies
- Ask key organizations if they have recent reports and studies

Reviewing these resources builds knowledge about key assets, opportunities, strengths and emerging trends



UNDERSTAND LOCAL TRENDS

HIGHLIGHT COMMON GOALS

- Take note of the top 3 to 5 priorities of each plan
- Identify common goals
- Are there common tactics (workshops, webinars, etc?)
- Do the plans identify past successes? Do they match identified priorities or goals of other organizations/ community?



UNDERSTAND GLOBAL TRENDS

Global Economic Trends

Global opportunities

- Supply chain
- Logistics
- Export markets

Foreign Investment opps



ECONOMIC DEVELOPMENT PLANS

Local priorities

Global opportunities

Combining both the local priorities and the global trends and opportunities helps to build a robust economic development plan that is positioned to seize investment opportunities as they arise.





SUCCESSFUL IMPLEMENTATION

Requires that everyone understands the plan and path forward:

- Community organizations / municipal staff and elected officials
- Business leaders
- Government agencies and programs

LEAD AND INSPIRE OTHERS

WHEN INSPIRED:

- Everyone works at their best,
- are willing to tackle challenges,
- become engaged and share accountability for efforts and results.



When inspired and engaged, communities can achieve great results.

INSPIRING THE COMMUNITY

When we learn what community organizations are working toward, what their goals are, where there might be common purpose and common objectives: the Economic Development Strategic Plan that emerges is a **roadmap** built on partnerships and common purpose.

EDOS ARE NAVIGATORS

Communities can forge a path forward

- when they know where they want to go

Build a common vision

- by understanding the goals of key community organizations

Consider local goals

- within the context of wider global economic trends

Engage community organizations, maximize their strategic plans and goals

Review, revise the plan as often as needed (like any roadmap, you'll have detours)

Communicate progress, success and changes. Enjoy the journey! Have fun!