



2010-2015  
STRATEGIC PLAN

DECEMBER 2009

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# I INTRODUCTION

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*“The responsibility to actively participate in the development and approval of the overall strategy, to monitor the strategy’s progress, and to oversee and guide the organization represents some of the quintessential activities of corporate governance. And that responsibility, today, is seen to reside principally with the Board.”<sup>1</sup>*

Strategic planning is a process for determining the appropriate guidance and direction in response to changing economic circumstances. Indeed, the usefulness of strategic planning probably increases during the recessionary economic times in which we find ourselves.

But strategic planning is only useful if it leads to strategic thinking. Strategic thinking means asking, “Are we doing the right thing given the circumstances?” Perhaps, more precisely, it means making that assessment using three key requirements in strategic thinking:

1. a definite purpose;
2. an understanding of the environment, particularly of the forces that affect or impede the fulfillment of that purpose; and
3. creativity in developing effective responses to those forces.

A strategic planning session was convened in Cambridge Bay on November 25<sup>th</sup>, 2009. Three Board members and several staff attended the session, which was facilitated by Bill Davidson of RT Associates Ltd., using a Microsoft® PowerPoint presentation to describe the context for strategic planning, and to provoke discussion of the key strategic planning elements as they pertain to KEDC. What follows are the proceedings from that strategic planning session.

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<sup>1</sup> Bart C. 20 *Questions Directors Should Ask About Strategy*. CICA, 2003; p. 10.

## 2 SWOT ANALYSIS

*An effective strategic plan builds on Strengths, addresses Weaknesses, exploits Opportunities, and minimizes Threats.*

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a tool for assessing an organization and its environment. It is the first stage of strategic planning, and helps to focus on key issues that should be addressed by the strategic plan. Strengths and weaknesses are internal to the organization, and relate to matters concerning resources and capabilities. Threats and opportunities are external. This is illustrated in the graphic to the right.

### STRENGTHS

- KIA backing and support
- Good working relationships with program funders
- Our people
- Board member and staff knowledge and experience
- Funding spent as intended
- Teamwork
- Board-staff-Beneficiary communication

### WEAKNESSES

- Inadequate tracking of impacts
- Sharing financial information
- Inadequate resources
- Lack of formal operational processes
- Lack of input to funding agency discussions



*The SWOT Framework*

- Connections to communities, Beneficiaries and businesses could be better [our network: EDOs, CLOs, ED&T, Education, Nunavut Arctic College, Nunavut CEDO, INAC, HRDC, Kakivak Association, Kivalliq Partners in Development, ITK]
- Process for identifying community needs could be better (e.g., administration of NCSIS)

## OPPORTUNITIES

- Partnerships with other funding agencies
- More, and earlier, involvement in the planning processes of employers and other organizations with respect to employment and training needs
- New agreement has provisions for both multi-year and self-designed programs

## THREATS

- Micro-management by outside agencies
- 24-week rule in Contact IV could eliminate training interventions
- Criticism of the KEDC by external organizations
- Delays in getting information by deadlines could negatively impact business assistance

## SUMMARY

In summary, the SWOT analysis reveals that the KEDC has the experience, backing and relationships with stakeholders to prosper in the coming years, but continued growth and development could be constrained by inadequate resources, poor operational processes and the threat of micro-management by outside agencies.

In developing and implementing our strategic plan, we will seek to:

- Build on our strengths;
- Address our weaknesses;
- Exploit opportunities; and
- Avoid or minimize threats.



# 3 PLANNING FRAMEWORK

*Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.<sup>2</sup>*

Strategic planning is about making and undertaking actions to achieve identified goals, usually over a 3-5 year period. Certainly strategic plans can cover longer time periods, but five years is far enough into the future to envisage significant growth or change happening, but near enough to exercise some control over how that growth or change is managed.

The idea that strategic planning is a *process* stems from the view that how an organization proceeds towards its goals is just as important as the goals themselves. Further, the best strategic plans are those that incorporate some kind of evaluation mechanism, so that

the organization can review its progress from time to time, and, if necessary, change its actions, its priorities, or even its goals and objectives. In this way, strategic planning becomes a process of renewal. This is illustrated in the graphic above.



*The Strategic Planning Framework*

A sound strategic plan should:

- Explain the mandate and role of the KEDC;
- Inform, motivate, and involve Board members and staff in development;
- Provide direction for the operations of the KEDC over the next 5 years;
- Complement the Kitikmeot Inuit Association's mission "To represent the interests of Kitikmeot Inuit by protecting and promoting our social, cultural, political, environmental and economic well-being";

<sup>2</sup> [www.wikipedia.org](http://www.wikipedia.org).

- Serve as a framework for decisions, or for securing approval of projects which contribute to business development in the Kitikmeot;
- Assist performance monitoring; and
- Facilitate timely responses to changes in the environment in which the KEDC is operating.

The strategic planning framework provides the outline to guide our actions. There are seven main elements in our strategic planning framework:

1. Vision;
2. Guiding Principles;
3. Mission Statement;
4. Goals and Objectives;
5. Strategies and Priorities;
6. Evaluation; and
7. Implementation.

Before we turn our attention to each of these elements in turn, there are some key points about the strategic planning process that should be emphasized:

- The Vision, Guiding Principles and Mission Statement are at the 'core' of strategic planning.
- The Board should set goals, determine the strategies necessary to achieve these goals, identify priorities, and allocate resources to implementation of the plan.
- Management is responsible for preparing an annual business plan which identifies objectives and budgets for achieving those objectives. In approving this annual business plan, Board members should be assured that the objectives and budgets are consistent with, and will assist in the achievement of, the goals and strategies identified in the strategic plan.
- Management responsible for achieving the objectives within budget.
- Evaluation is an important component of strategic planning. Board members should use evaluation results to measure progress, and adjust its goals and strategies as required.

## 4 VISION

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*“It is vital for directors to assure themselves that their organization’s vision is widely known, understood – and accepted – throughout the enterprise”.*<sup>3</sup>

The Vision Statement defines where we want to be in the future. It should energize, inspire and challenge us to achieve the ideals set out in the *Nunavut Land Claims Agreement*. Our Vision should not be limited by legislation, geography, or the desires of others. It should set high ideals for the KEDC, for the betterment of all Kitikmeot Inuit.

Consequently, the the KEDC will be guided by the following Vision Statement:

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KITIKMEOT INUIT ARE LEADERS IN  
BUSINESS, EDUCATION, HEALTH,  
SOCIAL SERVICES AND  
GOVERNMENT, BACKED BY A  
STRONG, DIVERSE AND SUCCESSFUL  
REGIONAL BUSINESS COMMUNITY.

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<sup>3</sup> Bart C. *20 Questions Directors Should Ask About Strategy*. CICA, 2003; p. 5.

# 5 GUIDING PRINCIPLES

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*“Our culture is who we are and provides us with the guiding principles in our everyday business practices.”<sup>4</sup>*

An organization’s guiding principles describe the broad philosophy that guides it throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management of the company. The following Guiding Principles will govern the operation of the KEDC in its relationships with Inuit Beneficiaries, Inuit-owned businesses, DIOs, governments, partners and other stakeholders:

- Treating all clients fairly and equitably
- Incorporating IQ in decision-making
- Transparent, ethical and responsible operations
- Accountable to Beneficiaries for our actions
- Honesty and mutual respect
- Timely and accurate disclosure of information

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<sup>4</sup> Arctic Slope Regional Corporation. 2007-2012 Strategic Plan; p. 5.



## 6 MISSION STATEMENT

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*“A mission statement is a formal written document that is intended to capture and describe an organization’s unique and enduring purpose and practices. It should especially answer the most fundamental question of organizational purpose: Why do we exist?.”<sup>5</sup>*

As the economic development arm of the Kitikmeot Inuit Association, the KEDC has a responsibility for, and a leadership role in, the economic development of the Kitikmeot for the betterment of the Inuit living in the region.

The KEDC has primarily fulfilled this leadership role by responding to both the funding requirements and training needs of Kitikmeot-based businesses and other organizations. That purpose is captured in the KEDC’s Mission Statement:

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**KEDC IS COMMITTED TO STRENGTHENING  
THE SELF-RELIANCE AND ECONOMIC WELL-  
BEING OF INUIT IN THE KITIKMEOT.**

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Given our broad mandate and limited resources, the KEDC has exercised its Mission since inception primarily by acting alone. The essence of our new approach to providing financial and training assistance will be through partnerships with other funding and training organizations wherever possible. This new approach will be reflected in the implementation of this strategic plan.

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<sup>5</sup> Bart C. *20 Questions Directors Should Ask About Strategy*. CICA, 2003; p. 5.



# 7 GOALS

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Goals are stepping stones to achieving the overall vision of the company, and represent what we want to achieve in the next five years. Five years is far enough into the future that we should see significant growth, but five years is also near enough that we can exercise some control over how that growth is achieved. The following are our goals for the period 2010-2015:

**Goal #1:** More Youth staying in school, and more young adults going back to school.

**Goal #2:** More meaningful programs to address identified needs.

**Goal #3:** An aftercare business for Kitikmeot businesses.



# 8 STRATEGIES AND PRIORITIES

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*The key strategies identify where our focus needs to be.*

Overall direction and guidance comes from our shareholder, the Kitikmeot Inuit Association. Our key strategies should therefore be consistent with the KIA mission. At the same time, our strategies must be in tune with the economic environment in which we operate. The following are our key strategies and priorities for the period 2010-2015:

- Emphasis on partnerships in all initiatives
- More programs targeted to Youth and young adults
- Identify and secure dedicated training space
- Develop an Aftercare Program in partnership with other stakeholders, with components to include point of contact; program design; delivery resources; follow-up
- Make better use of Kitikmeot Trade Show and KIA's fall board meeting to connect with mining industry executives on training needs and initiatives
- Undertake an updated needs assessment (building on the one completed in 2007)
- Improve communications with stakeholders (improve network connections; develop a *Community Visits Policy*; explore all media types, including [www.kedcu.net](http://www.kedcu.net), yellow pages, KIA quarterly newsletter, as well as engaging EDOs and CLOs)
- Plug into the Nunavut Community Skills Information System (NCSIS)
- Develop a more comprehensive tracking system with respect to benefits achieved from our financial assistance programs
- Keep board members informed (utilizing quarterly summary financial reports; 1 evaluation session each year)
- Renegotiate the O&M portion of contracts (through ITK) to address operating cost shortfalls, and utilize partnerships to increase program funding

# 9 EVALUATION

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*This is a living document. The actions described in this plan will change as our operating environment changes, as the needs of our Corporation evolve and change, and as we adapt to work with our partners in industry, government and communities.*

This strategic plan is not carved in stone, but should be treated as a living document, subject to modification to meet changing needs and circumstances.

Identifying a vision with goals, priorities and actions is important to provide overall direction and focus for the KEDC. However, it is equally important to regularly report on our progress towards achieving the goals identified in this Strategic Plan.

We will adopt a results-oriented approach to the implementation of this Strategic Plan, which implies the ability to monitor and evaluate our actions. The monitoring and evaluation of the implementation will be performed, in principle, through the identification of indicators to measure outputs, outcomes, and impacts. Thus each of the key strategies identified in the previous chapter will be linked with the appropriate performance measurement indicators, and the need for quarterly reports to the Board of Directors.

As we monitor and report on results, we need to remain open to changing our course of action to achieve the desired outcomes.

# 10 CONCLUSIONS

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*“A Board’s involvement in strategy, as currently envisioned, must continue to honour the well-respected tradition that directors, generally, are not elected to micro-manage the corporation, but rather for oversight, insight and foresight.”<sup>6</sup>*

The reality of limited human and financial resources will effect the scope and scale of the initiatives in which the KEDC can become involved in the future. Thus partnerships will be key to implementing this strategic plan, engaging other funding agencies to lever financial resources and to augment our human resources. With such a prudent and systematic approach, we can achieve the goals established in this strategic plan.

We propose three goals to work towards over the next five years:

1. More Youth staying in school, and more young adults going back to school.
2. More meaningful programs to address identified needs.
3. An aftercare business for Kitikmeot businesses.

More detailed planning will be required for each of the key strategies developed to achieve these goals, but we do not have to do this alone. We will have partners in industry, government and the communities to help us. It is by working together – by combining our skills, knowledge and experience with those of our partners – that we can achieve our vision of Kitikmeot Inuit becoming leaders in business, education, health, social services and government, backed by a strong, diverse and successful regional business community.

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<sup>6</sup> Bart C. *20 Questions Directors Should Ask About Strategy*. CICA, 2003; p. ii.