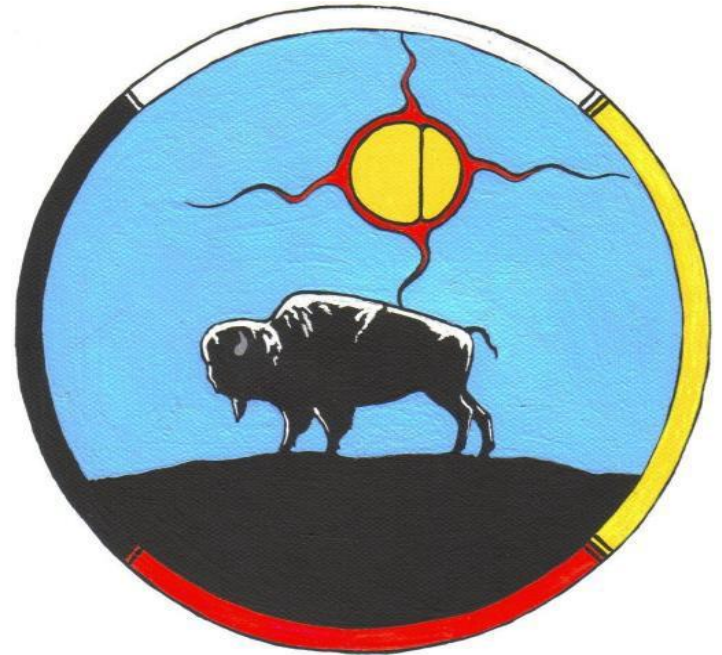


AFOA Manitoba

Strategic Plan



2020-2025 Fiscal Year

AFOA Strategy

For AFOA the definition of strategy considers both for profit and not for profit.

*For
business
(for profit)
organizations*

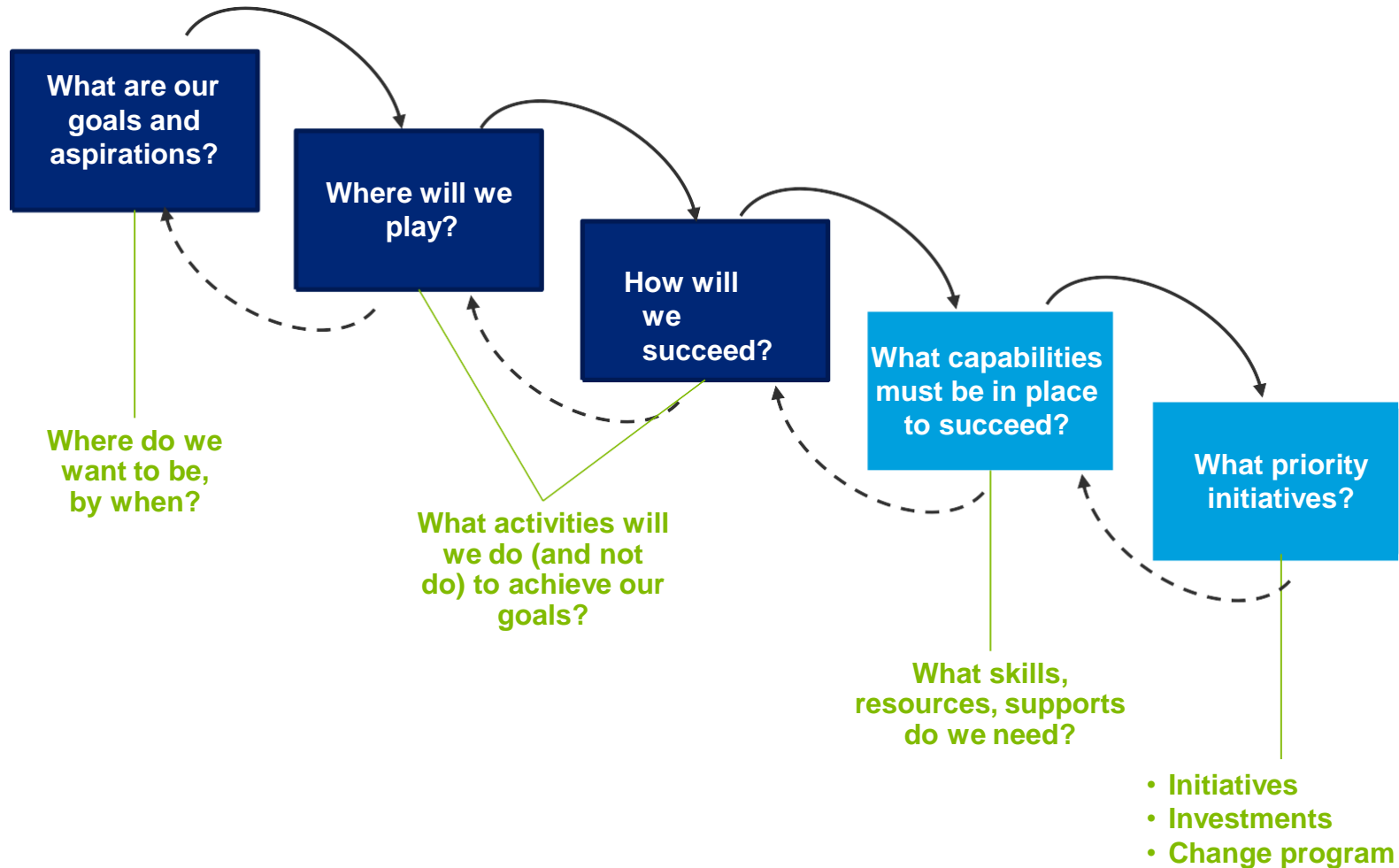
A *strategy* is an *integrated* set of *choices* which *positions* a business in its market so as to create *sustainable advantage* relative to competition and *superior* financial *returns*

*For
not-for-profit
institutions*

A *strategy* is an *integrated* set of *choices* which *positions* the organization to create *sustainable advantage* in the pursuit of *benefits to society* relative to alternate routes to similar societal value

Overview of cascading strategic choices

This is an overview of the methodology used to create the strategic plan and the strategy map



AFOA's Current Vision and Mission Statements

AFOA's current vision, mission and values are shown below and were updated to define who AFOA MB is and where we want to go.



2020 Vision

We are a community of professionals leading and inspiring in the area of aboriginal management



2020 Mission

Building ccapacity, encouraging and maintaining certifications through member driven events and services

AFOA's partners and customers

What follows is our summary of AFOA's future partners and members and how we will meet each groups unique needs.

AFOA Canada	We will protect, nurture and enhance aboriginal professionals to their greatest potential to positively impact all Aboriginal people in Manitoba
Employees	We will create and sustain the culture and environment that will allow our employees to excel in their role and contribute to the success of AFOA
Members	We will provide positive experiences and deliver member driven services on the basis of prudent and sound business practice
Funders	We will pursue and fulfill the objectives for which the funding was intended and be responsible stewards of the funds
Marketplace (including referral sources)	We will strive to be the first choice in the marketplace for aboriginal professionals
Regulatory bodies, accreditation and licensing	We will meet and exceed the standards set by professional licensing and regulatory bodies through utilizing best practices in governance

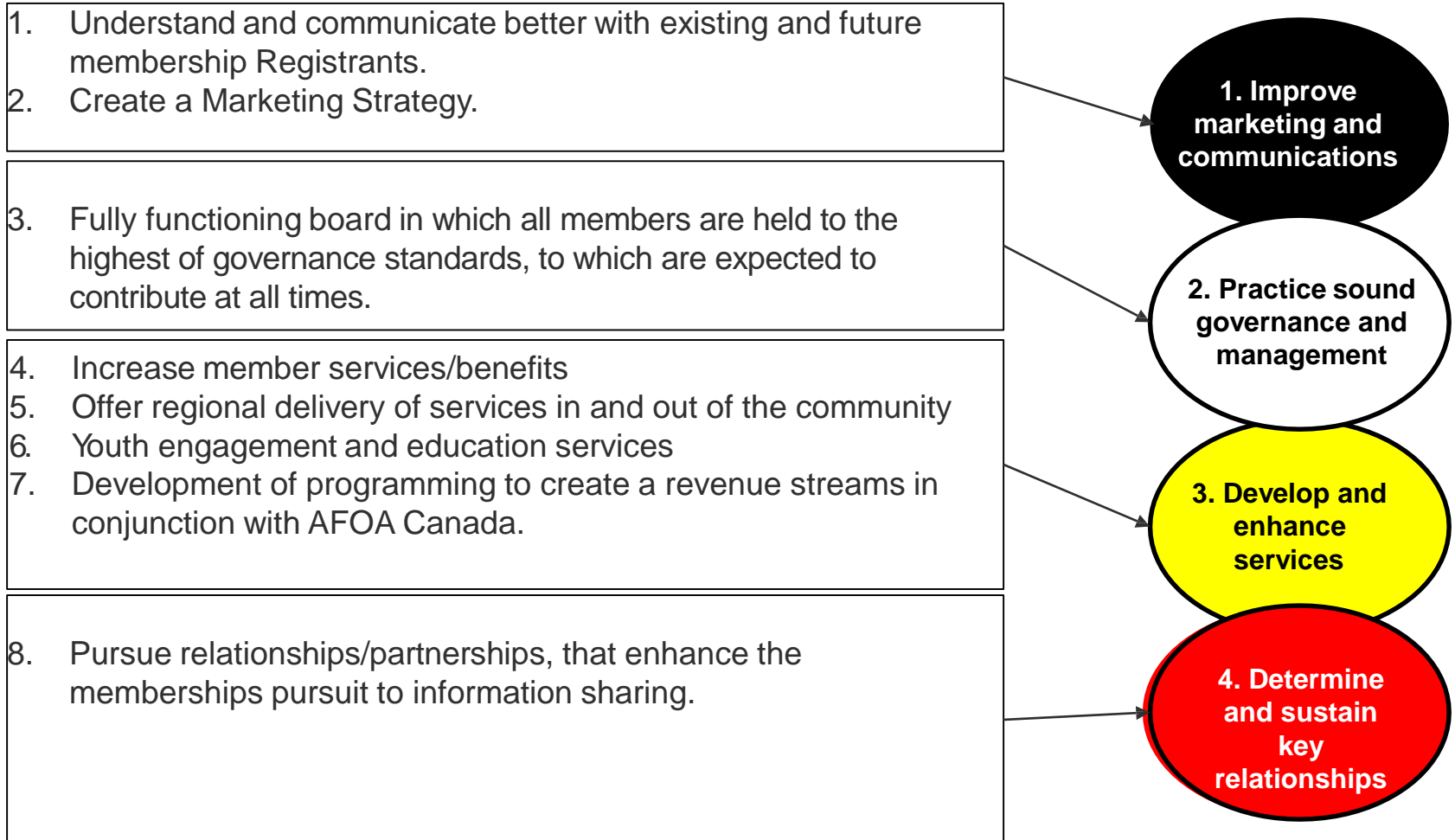
AFOA's distinct capabilities

What is shown below are the capabilities that are required to lead AFOA Manitoba into the future. Further exploration should be undertaken to determine which capabilities currently exist and which require development within the AFOA team.

Organizational functions		
Strategic capabilities	Customer experience	Working to ensure value for membership.
	Financial management	Overall management of AFOA MB's revenue streams and cost management to obtain financial goals.
	Development	Overall program development from design, planning through to implementation.
Operational capabilities	Risk management	Ensure risk is considered.
	Communications	Overall management of communications to and from all levels of the organization.
	Workforce	Overall management of AFOA MB's volunteer base, including workforce analysis and planning, scheduling, training and development and succession planning. Raising capital to hire staff.
Development capabilities	Funding	Working with private sector, government and other agencies to secure funding and grants.
	Partnerships	Working with third party sources to profile and promote AFOA programs and services. (i.e. through MOU's)

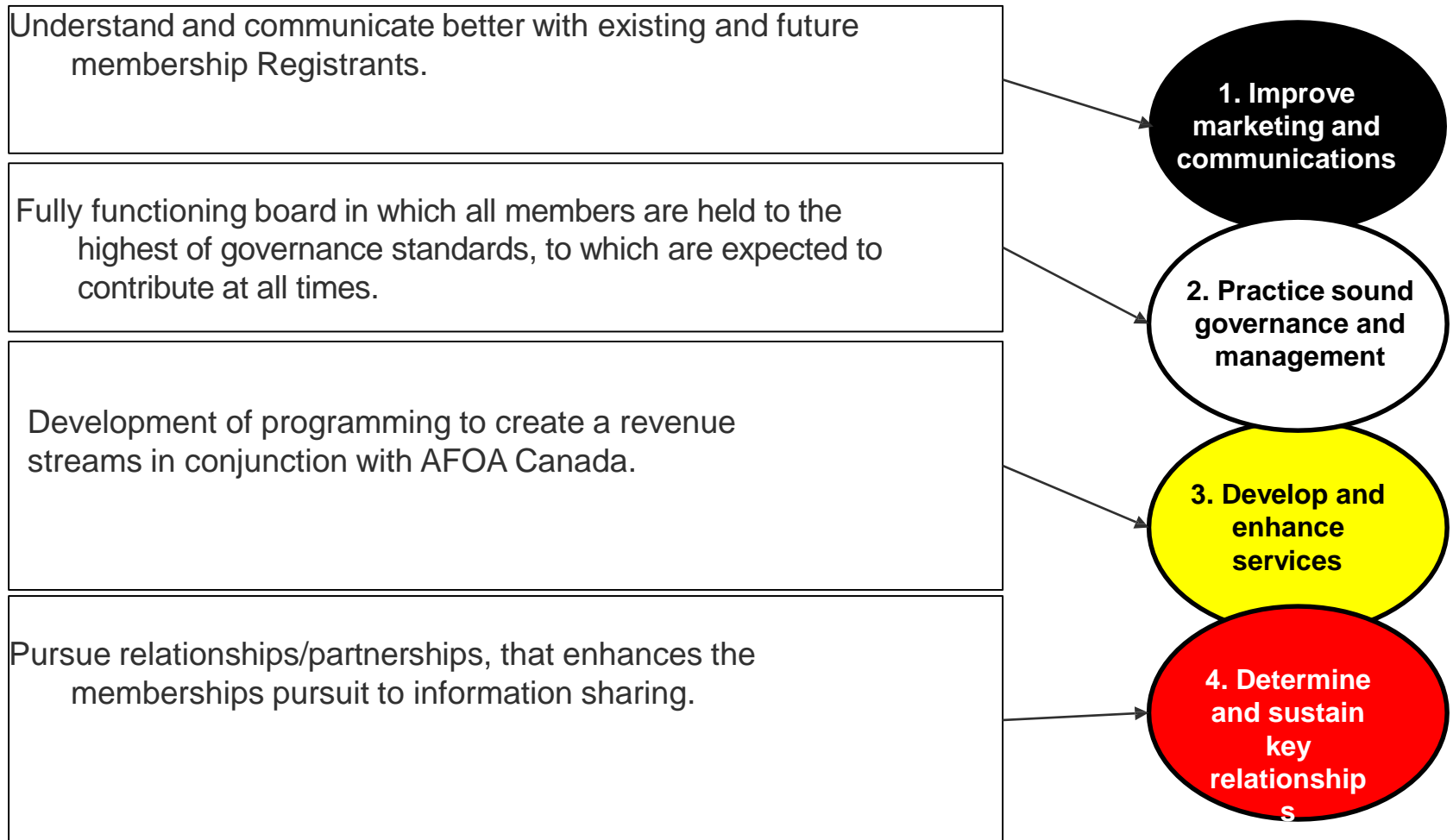
Strategies

8 strategy ideas evolved from the brainstorming session and were deemed priorities, these were the grouped into 4 Initiatives



Key Strategies

4 strategy ideas were considered to be manageable for the Board



Key Implementation Plan

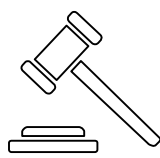
Key initiatives are generally large actions or projects that have a start and end, require some level of project management and have resource implications. As all initiatives were deemed priorities, each Board member volunteered on at least one of the four implementation committees based on capabilities and/or interest in these areas.

Objective of this exercise was to reach consensus on the key initiatives that must be implemented by this team in order to be successful.

1. All groupings of initiatives are listed in the chart below, any key initiatives that must be implemented for AFOA to be successful – in order to achieve ‘extraordinary performance’. Considerations around what significant things must be done and/or what must be changed, in order to enable higher levels of performance?
2. For each key initiative, we identified who on this team is accountable for its implementation and the time by when it should be completed.

Key initiatives	Who	When
1. Improve marketing and communications	Lead – Jeannie Support – Allan	Immediate - Ongoing
2. Fully functioning board in which all members are held to the highest of governance standards, to which are expected to contribute at all times.	Lead – Jeannie Support – All Board Members Elected	Immediate – for the term
3. Development of programming to create a revenue streams in conjunction with AFOA Canada.	Lead - Jeanie Support – Marlene and Allan	Immediate – Ongoing
4. Pursue relationships/partnerships, that enhances the memberships pursuit to information sharing.	Lead – Jeannie Support – All Board Members Elected	Immediate - Ongoing

What will be the
implementation map



Initiatives

Marketing and Communications

Governance

Value

Sustainability

Branding

- Feb 2020 - Updated website, emails

Planning

- Feb – Proposed governance planning roadmap

Networking

- Year 1 – Conference mixers (2) and 2 additional networking events (with 1 to be held outside of Winnipeg – see metric below)

Promises

- Do what we say we are going to do

Social media

- ON Hold, Facebook no longer used due to focus only on website using Email Blasts to connect with Members

Strategic Planning

- Feb – Details on what will be done by whom
- May – Complete assessment 6 month review

Membership

- Sept 2020 – establish process for members to post jobs online to our website
- Sept 2020 – list of members available for analysis
- Oct 2020 – Analysis of membership
- Y1 – Look over the benefits listing
- Y1 – Via our website, the banner will focus on one corporate member for the month, with a complete write up etc.

Partners

- Partners marketing package developed
- Summary and status of existing MOU's developed
- Y1- Establish framework for and develop targets for strategic partnerships

Membership

- Y1 – 5 corporate members
- Y1 – 20% increase in members - (benchmark 170)

Board orientation

- March 20– Draft board orientation process and materials
- All Board Members receive onboard training

Sponsorship

- Y1 – Youth conference 3 sponsors 2019, obtain 5
- Y1 – Leadership conference 11 in 2019
- obtain 12 in 2020

Marketing Strategy

- March – Eblasts to memberships about the new website
- April – Member Profile Page
- Y1 – member profiled each month.
- Feb – Post strategic Plan

Board assessment

- Dec – Review of Strategic Plan
- Feb – Complete Board assessment of strategic plan and post to website

Flagship events

- Aug –Links for organizations on website
- Y1 – Make available tools and resources for members

Measures