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Best Practices in Multi-Stakeholder Planning

Strategy Development in Complex Community Environments

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Presentation Overview

- Introduction
- Overview of planning approach
- Stakeholder mapping
- Defining stakeholder relationships
- Developing strategies
- Building the strategy map



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Introduction

- Who or what is a 'stakeholder'?
- Why are *you* interested in how best to consult with them?
- What do *you* want to achieve through your participation in this session today?



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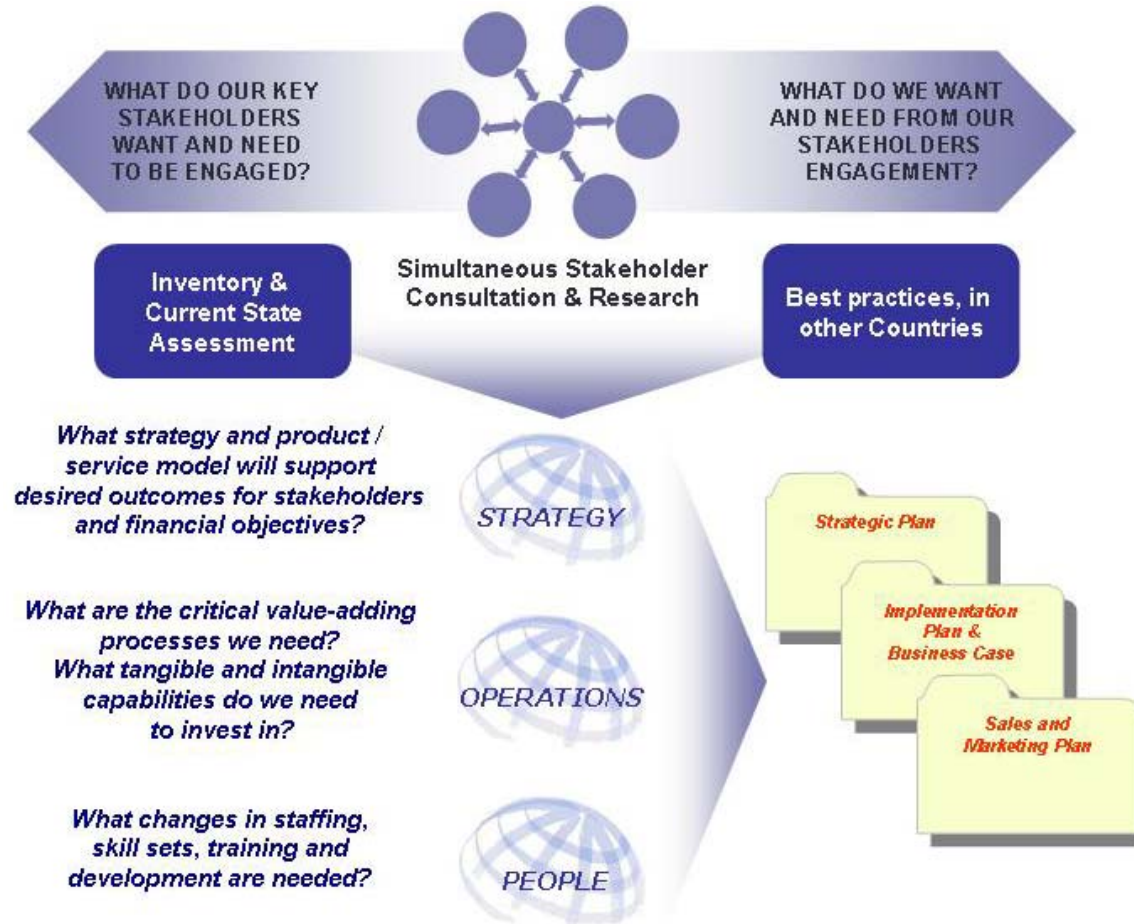
Introduction

- Challenging stakeholder environments can occur in variety of projects – private, public and not-for-profit sectors
- Specific project experiences we'll mention today include –
 - Greater Halifax Immigration Strategy
 - Innovation Fredericton
 - Labrador wood products manufacturing strategy
 - UNB - Canadian Rivers Institute
 - Acadia 'LINK' Project
 - Others.....

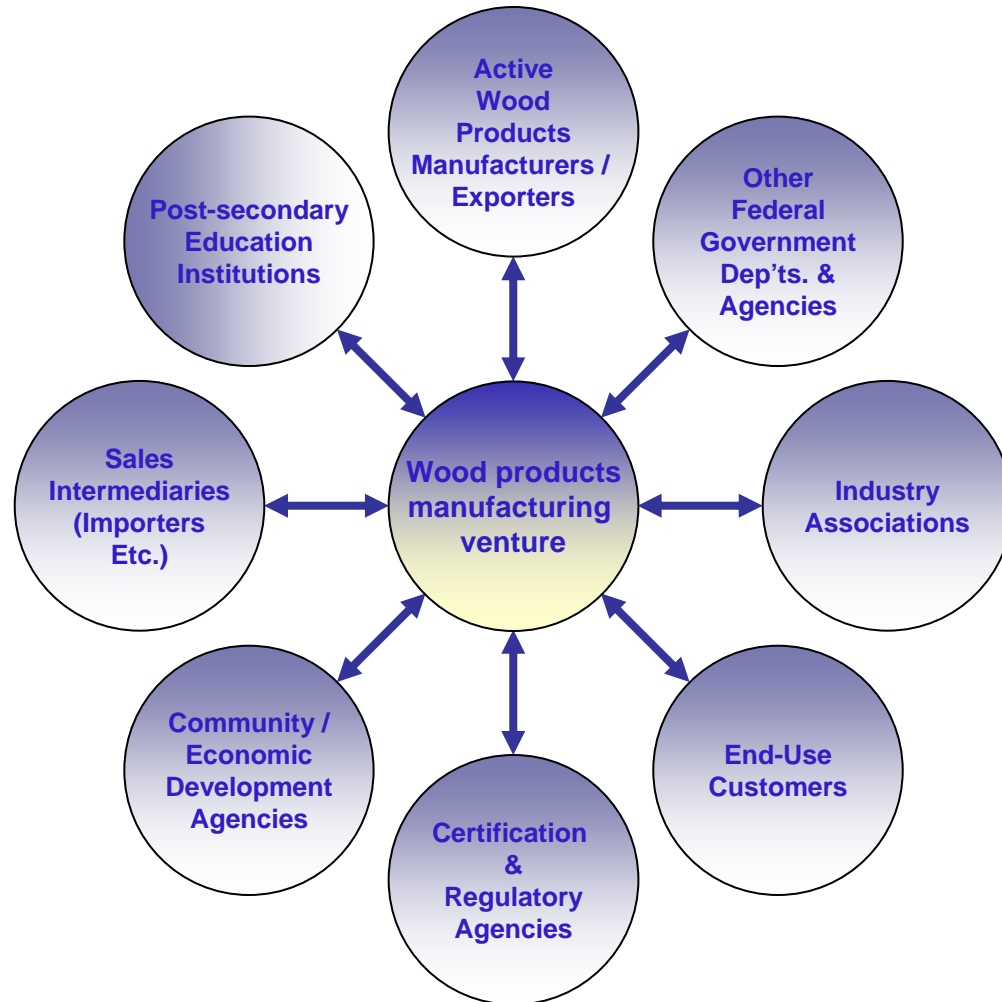
Introduction

- Common challenges / constraints in complex stakeholder environments –
 - Resistance to change
 - Conflicting / competing demands or desires regarding expected outcomes
 - Seeking 'silver bullets' – when none ever exist
 - Disbelief / disregard of reality of strategic threat / situation
 - Multiple issues to be sorted in limited time on limited budget
 - Always 'one more' important individual / group from which input 'essential'

Overview of Planning Approach



Stakeholder Mapping



Identification of all potential stakeholders starts at beginning of project, in consultation with client.

First version of map almost always changes. Additional stakeholders identified. Others prove not to be 'stakeholders'.

Objectives For Stakeholder Consultations

- Identify stakeholders
 - What defines a 'stakeholder' vs. a 'spectator'
- Defining / understanding stakeholder relationships with proposed venture
 - Bi-directional nature of relationship key
- Linkage between stakeholder contribution and desired outcome often indirect

Defining Stakeholder Relationships

Bi-directional nature of relationship is fundamental

Stakeholder Outcomes/Expectations (What stakeholders want)

- ✓ Product focus on meeting needs of market
- ✓ Manufacturing located in Labrador and employing Labradorians
- ✓ Technology focus that requires skilled workers and that offers opportunities for skills development for Labradorians
 - ✓ Operational scope and scale appropriate to Labrador communities



Stakeholder Contribution (What stakeholders provide)

- ✓ Potential funding and investment support from economic development organizations and private sector partners
- ✓ Access to skilled workers
- ✓ Access to workers interested in skills development opportunities
- ✓ Access to buildings/infrastructure suitable for proposed manufacturing operations

Stakeholder Consultations / Research – Foundation of Strategy

Simultaneous Stakeholder
Consultation & Research



Current State &
Performance Assessment

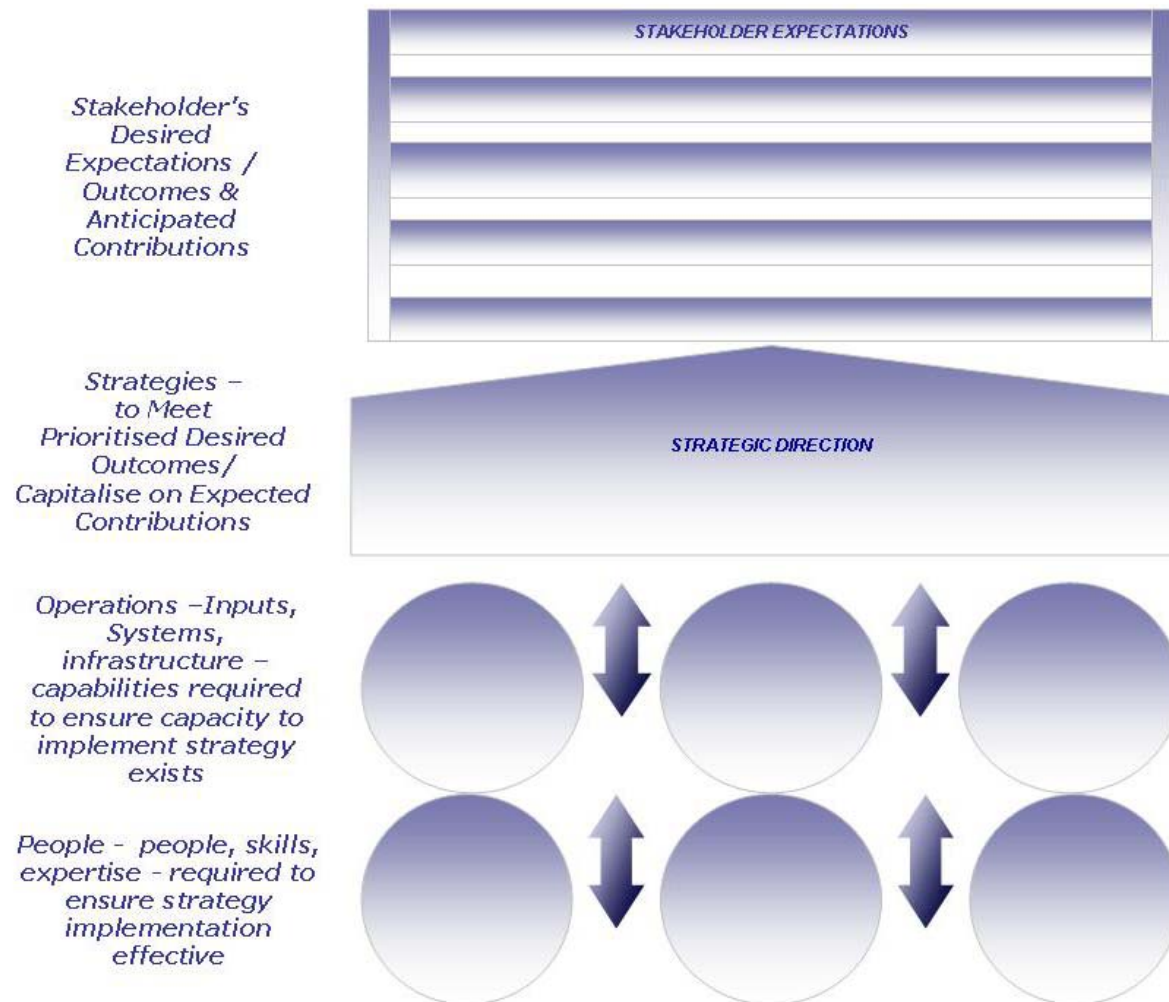
Assessment of Similar
Ventures Elsewhere



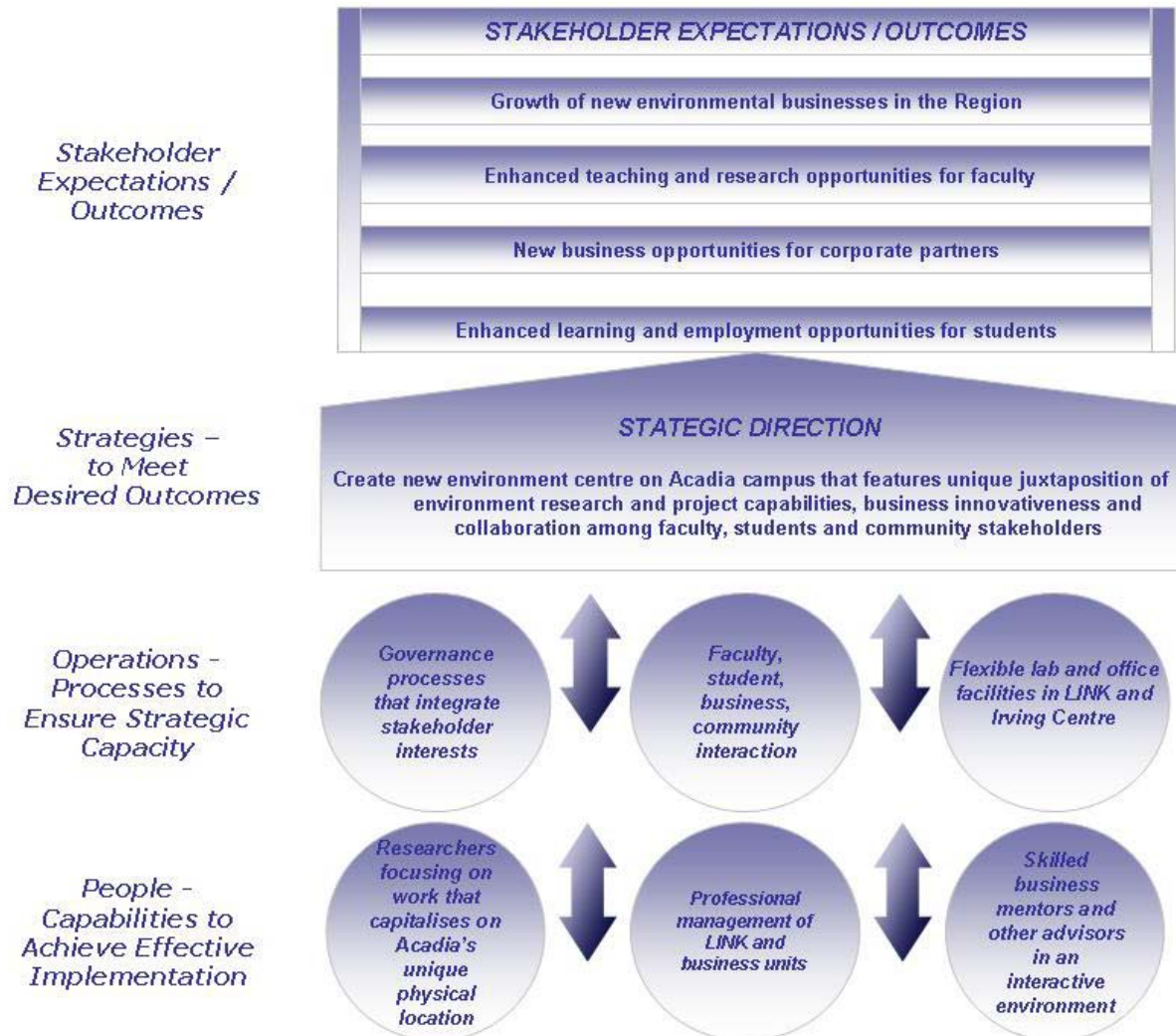
Findings from stakeholder consultations and simultaneous research are key inputs which support prioritization of expected outcomes in context of contributions.

Together, these inputs and prioritized expected outcomes form basis for developing strategy(ies) to achieve desired result.

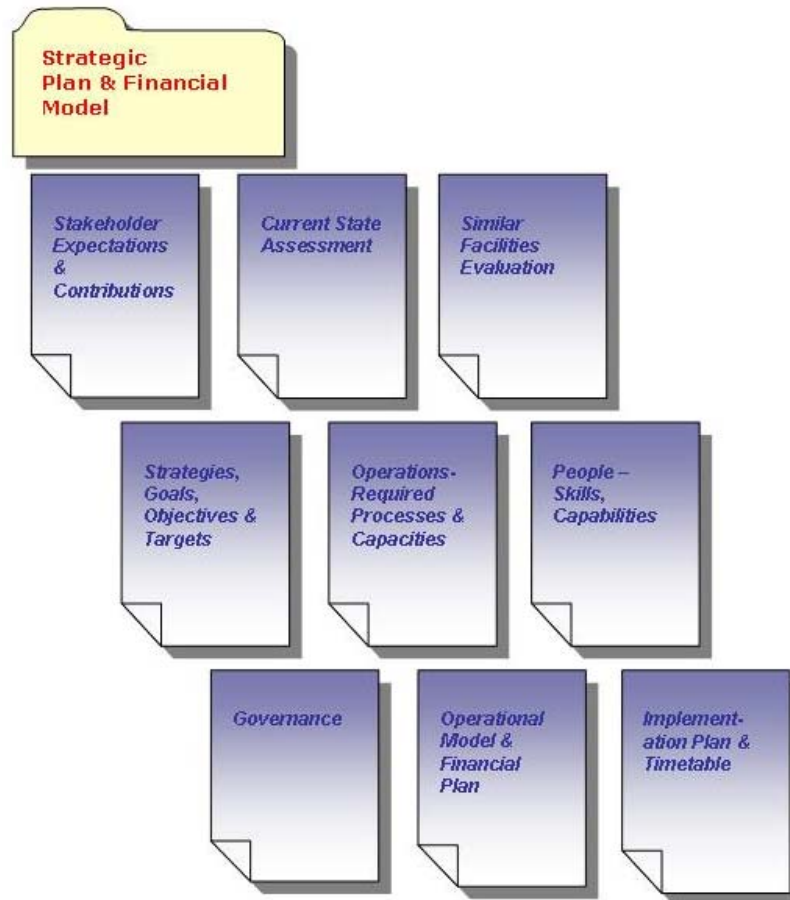
Building The Strategy Map



Building The Strategy Map



Strategic Plan Development



Regardless of whether client's desired final deliverable is a comprehensive report or a memo setting out key issues and recommendations – strategy development starts with and builds from solid understanding of stakeholder relationships with 'venture'.



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Questions // Discussion ??



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