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STRATEGIC PLANNING FOR MUNICIPALITIES

3 QUESTIONS ABOUT STRATEGIC PLANNING



If you don't know where you are going, you'll end up someplace else." *(Yogi Berra)*

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THREE QUESTIONS

1. Why should a municipality develop a strategic plan?
2. What is the real value of a strategic plan to a municipal council?
3. How does strategic planning "fit" with other types of planning?

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KEY RESOURCES

- **General Plan** - 25-year plan that guides land - use policy development by municipalities
- **Master Plan / Impact Fee Facility Plan** - Identifies projects and costs needed for the municipality to serve the residents
- **Strategic Plan** - 3 to 5 year plan that identifies the critical priorities and outcomes to be achieved by the municipality over that time
- **Annual Business / Financial Plan** - 12-month plan for the organization; budget

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1. WHY HAVE A STRATEGIC PLAN?

- Big rocks vs. gravel and sand
- What do you, collectively, hope to accomplish as a council in that time?
- Strategic plan - medium term plan for progress towards a longer-term vision
- Direction-setting; priorities/choices



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2. WHAT IS THE REAL VALUE OF A STRATEGIC PLAN?

- Focus
- Alignment with longer term plans
- Council and Administration on the same page
- Direction for departmental plans / budget
- Key component of accountability with Council

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3. HOW DOES STRATEGIC PLANNING "FIT" WITH OTHER TYPES OF PLANNING?

- Bridges the gap between really long - term plans and annual plans/budgets
- Focused on the work of the entire organization
- Where are investments of time, energy and dollars required to advance the municipality towards its longer-term vision?
- Considers multiple dimensions of the organization's priorities - e.g. programs, services, organizational excellence, infrastructure, HR, governance, etc.

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