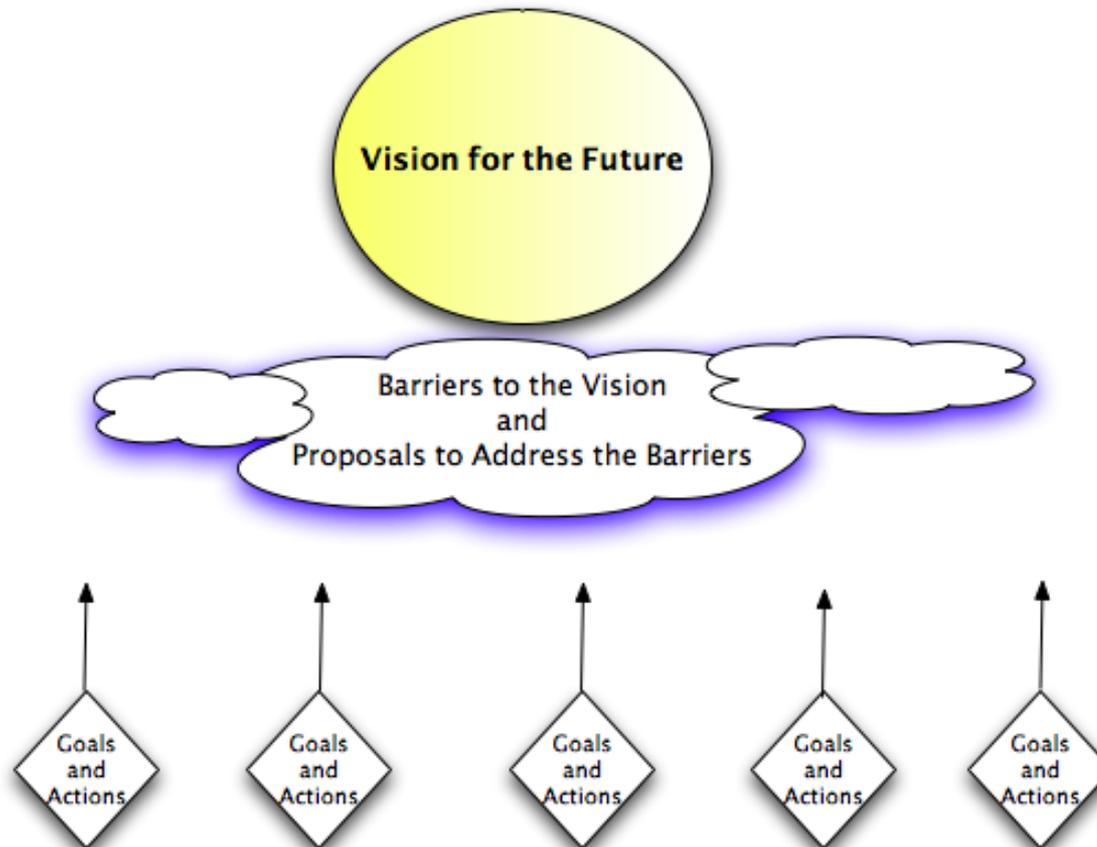


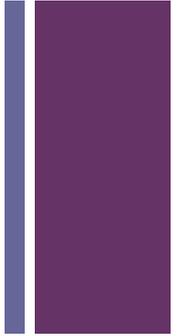
**Strategic Planning
MDC- Downtown Training Institute**

**Delilah Poupore
Heart of Biddeford**

Revitalizing Strategic Planning

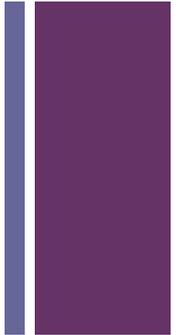


+ Strategic Planning Components



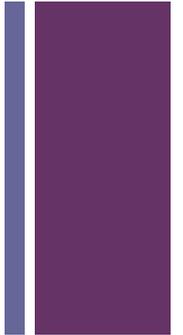
- Vision (Where you want to go)
- Assessing and addressing barriers (What is in your way)
- Outcome and action plans (How you will get to the vision, over time)
- Processes for feasibility, accountability, and communication

+ What Works?



- Involve Stakeholders. Make sure each understands what their role will be.
- Create a plan that focuses work and clarifies priorities: one that does not create busy work.
- Integrate the plan into existing planning processes.
- Make a clear process for accountability to track (and celebrate) progress.
- Conduct a feasibility/prioritization stage.
- Communicate outcome clearly and widely.

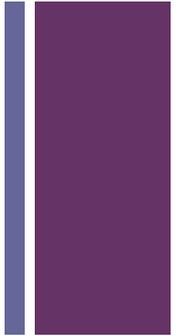
+ Involving Stakeholders



- Heart of Biddeford drew upon a Downtown Master Planning process, which had already created a Vision for the downtown, with prioritized values and goals.
- Key Stakeholders (your supporters). Involve them with interviews, focus groups, or even invite to Strategic Planning conference. Make sure they understand the scope of their role.
- Detractors. Decide how you want to spend your time dealing with parties that may not be “on your side.”



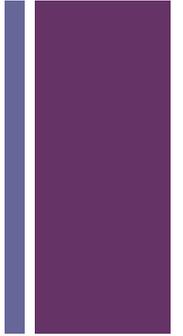
Assessing and Addressing Barriers



- You may want to begin by hearing from experts, share articles, learn from community partners, and brainstorm during Strategic Planning retreat.
- List all barriers, but do not spend a lot of time at planning retreat hashing them out. Prioritize 2-3 to take on. As key barriers move out of the way, others may also dissolve. You will then be ready to take on different barriers.



Assessing and Addressing Barriers

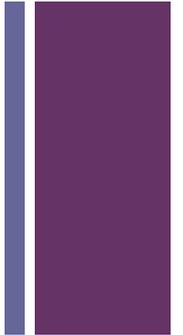


Example:

Barrier: Current Business Owners are not invested in downtown project

Action: Create an Entrepreneur's Group that meets monthly, point person BE Chair, by Sept. 1, no budget required

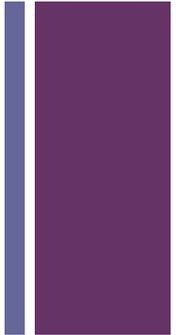
+ Goals and Action Plans



- Create Outcome Goals for 4 years out (long-term)
- Create Outcome Goals for 2-3 years out (mid-term)
- Create Outcome Goals for 1 year out (short-term)
- For each short-term Outcome Goal, list 1-2 specific actions, point-person, budget, and deadlines
- SMART Goals are Specific, Measurable, Achievable, Realistic, and Timely

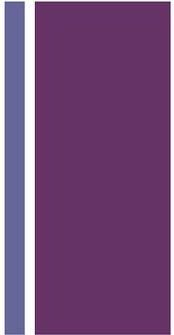


Goals and Action Plans (example)



- (Long-term) We have a strong relationship with local banks
- (Mid-term) We have a strong bank presence at our annual meeting and offer each bank their own sponsorship opportunity
- (Short-term) We have an updated list of bank contacts and one board member has made contact
 - Compile list of contact information for banks, point person ED, by Sept. 22, no budget required
 - Board members assigned bank contact, point person President, by Oct. 1, no budget required

+ Feasibility

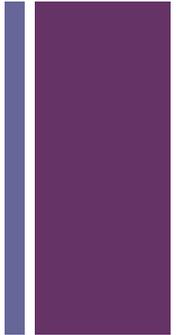


- For proposed goals, the Committees or Board may also assess feasibility. (You don't have to include in the Strategic Plan every idea that was generated.)

Prioritizing Matrix (Sample)

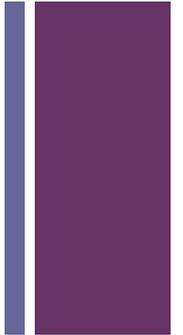
WEIGHT	Summary					
CRITERIA						
Important to the organization's core values						
Success would lead to significant/demonstrable result within 1 to 2 years						
Staff/Board commitment and reasonable staff time in implementation						
Financial resources available or attainable						

+ Accountability



- Who will take leadership for each action?
- How and when will the Board check-in on progress?
What will happen with goals that do not see progress?
- How will you change course and priorities if necessary? (a “living document”)
- How will you garner community feedback and involvement– at the draft stage, during implementation, mid-point, near completion, etc...?

+ Communication



- Share the draft for feedback.
- Share the final document in your annual letter, within newsletter or website, mention it in news articles, bring it up in Board meetings.
- Share updates regularly.

+ What are Your Desired Outcomes?

- For us to say our Strategic Planning efforts were a success, what will have to be achieved?
- What kind of guidance do we hope will emerge from the process?
- What issues or questions do we want to address along the way? What issues do we hope to resolve?
- Who do we want to make sure is engaged?

