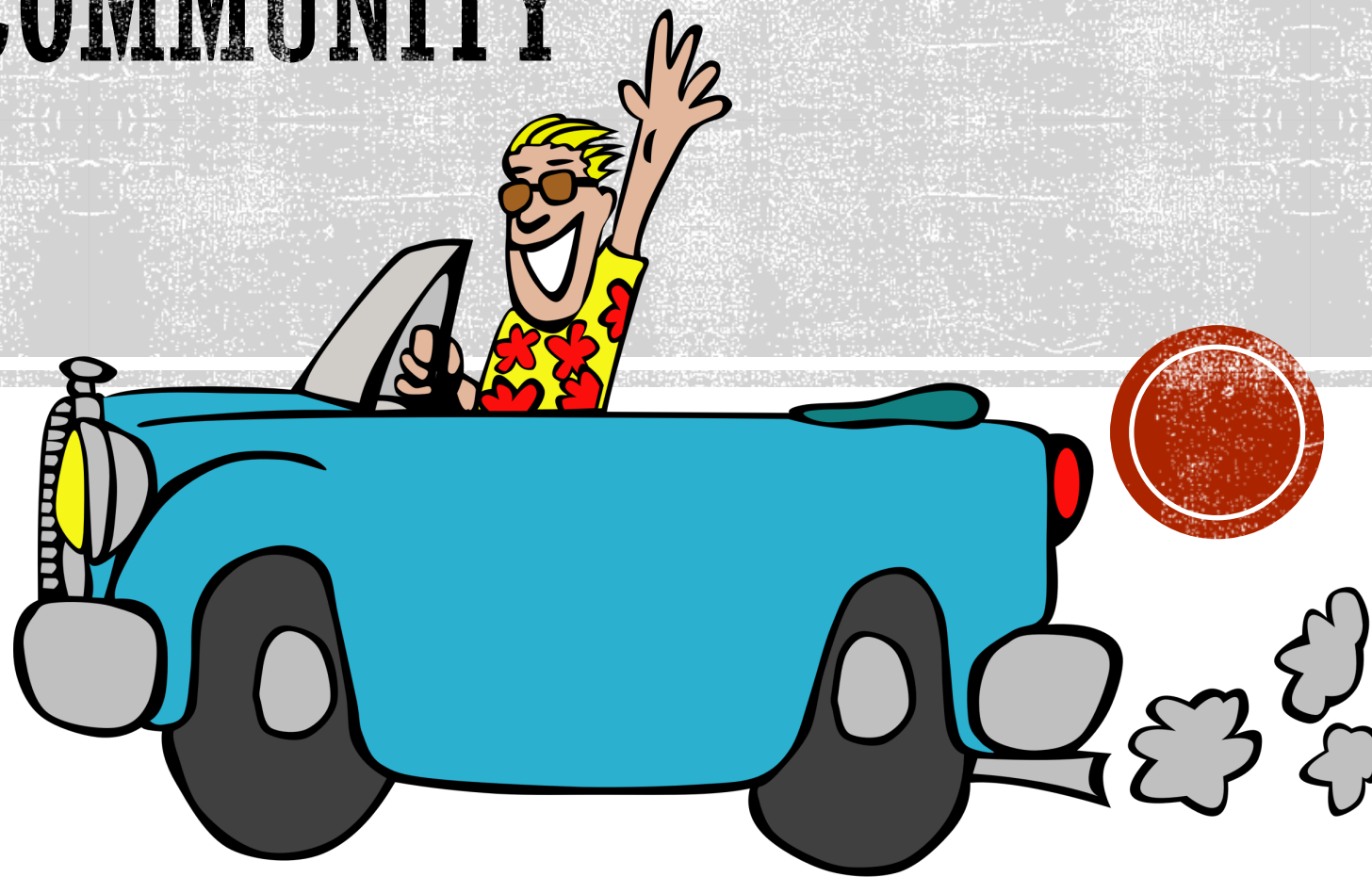


STRATEGIC PLANNING — A ROAD MAP FOR YOUR COMMUNITY



TODAY'S FACILITATOR — MARK COLLINS

- 25 years of experience as a Town Manager, City Manager, City Administrator and County Manager
- Former University Administrator and Current Adjunct Faculty Member for CU-Denver and University of Wyoming
- Teaches classes in Strategic Planning and Personnel Administration. Facilitates Strategic Planning Retreats for Cities, Towns, Counties and Special Districts



Special Guest Speaker: Former Englewood City Manager & ICMA Lifetime Achievement Award Recipient Gary Sears



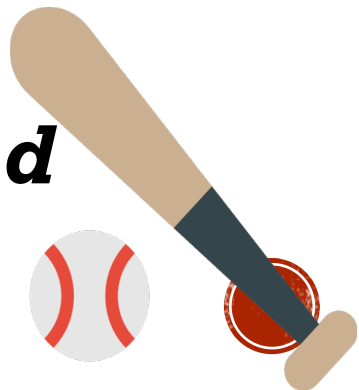
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WHAT IS COMMUNITY STRATEGIC PLANNING

- **Strategic planning** is the process by which local government leaders, determine what their community intends to be in the future and how it will get there. It involves developing a vision for the future and determining the necessary goals, priorities, and action strategies to achieve that vision.
- A **strategic plan** serves as a community's roadmap and is used to prioritize initiatives, resources, goals, and departmental operations and projects. The **strategic plan** is a big-picture document directing efforts and resources toward a clearly defined vision.

"If you don't know where you're going - you might end up someplace else." - Yogi Berra

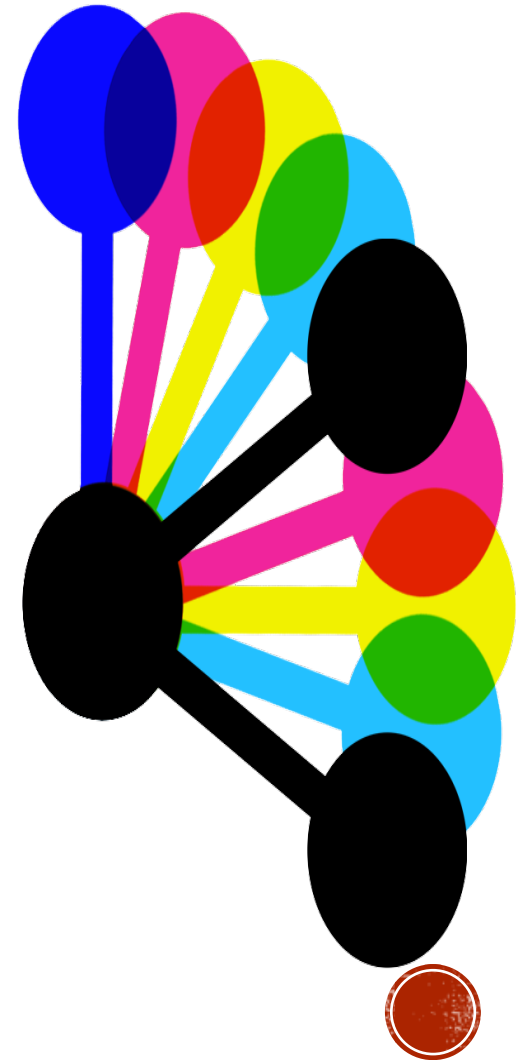
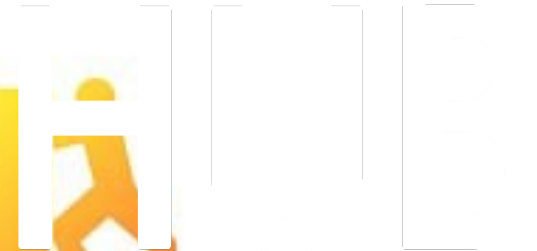


PRIMARY STEPS IN STRATEGIC PLANNING

VISION
PLAN
ACTION
SUCCESS



ENGAGEMENT

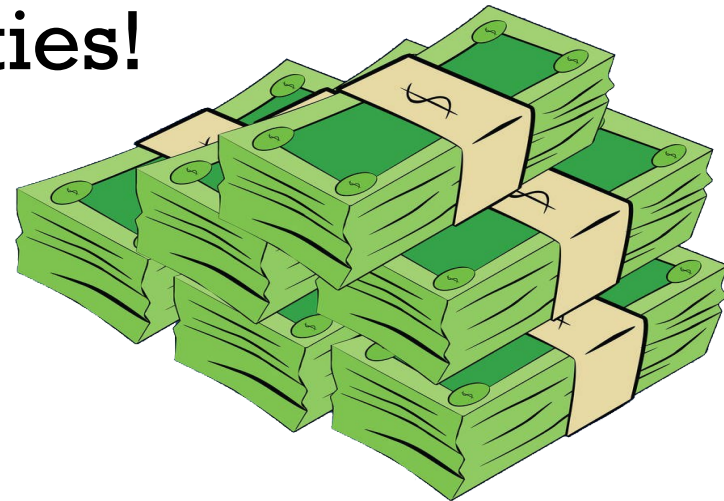




WHY SPEND TIME AND RESOURCES TO ENGAGE IN STRATEGIC PLANNING?

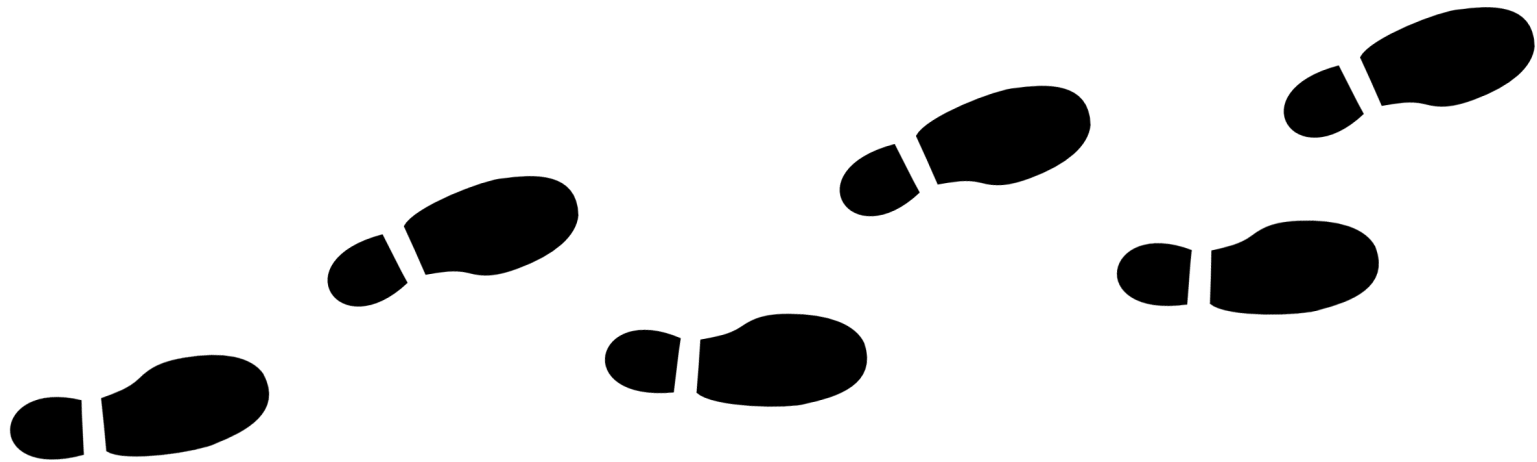
Money comes to Plans!

It will enable your community to be ready
and fully prepared for economic development
opportunities!



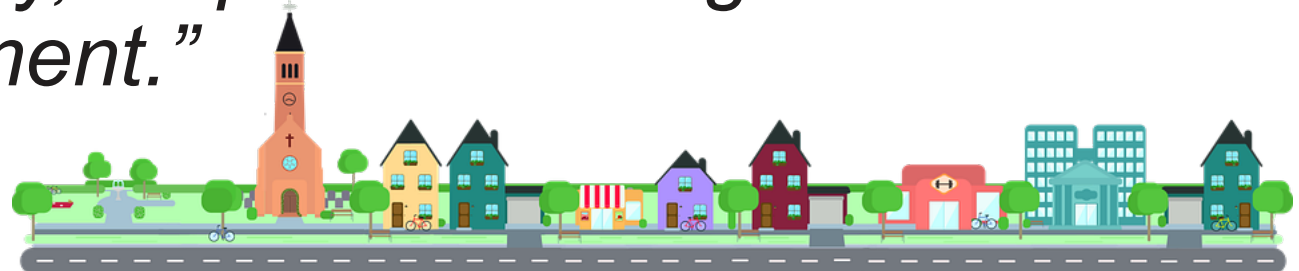
TRADITIONAL STEPS IN STRATEGIC PLANNING

Vision/Mission → Strategic Outcomes → Goals/Objectives → Metrics



1.) START WITH A VISION FOR YOUR COMMUNITY: REVIEW AND REFRESH YOUR MISSION STATEMENT AND COMMUNITY VALUES

“Our community is a place that people choose to call home. It offers its residents a progressive tradition of good government, civic participation and a vibrant economy for business and industry. In our community, residents cherish their children, value education, embrace their diversity, respect their neighbors and protect their environment.”



2.) DEVELOP A FOCUS PLAN

Assess your Community's Current Condition
Determine Major Priority Issues
Identify Goals and Objectives



Best methodology to develop a Focus Plan is to utilize a ***mini-SWOT exercise***. What are the strengths and notable assets in our community, what are the challenges, what are the opportunities and potential obstacles or road blocks? A mini-SWOT is a great way to kick off your Strategic Planning exercise. It's gets the "juices flowing" and encourages people to speak up.



3.) COMMUNITY ENGAGEMENT

Identify the people you want involved in your process

Who are your key stakeholders?

Be inclusive and bring as many people to the table as possible

What will be your communication and outreach plans (public meetings town halls, virtual meetings, focus groups, newsletters, community surveys, farmers market)





Welcome

to

City

Fest





12:32



TIRE
EST
PENALTY
Comfort



CITY OF WEST GUNNISON

WEST GUNNISON

VanTuyt Ranch

Legend

Outer Loop Trail

Inner Loop Trail

West Gunnison Neighborhood
Capital Construction Costs



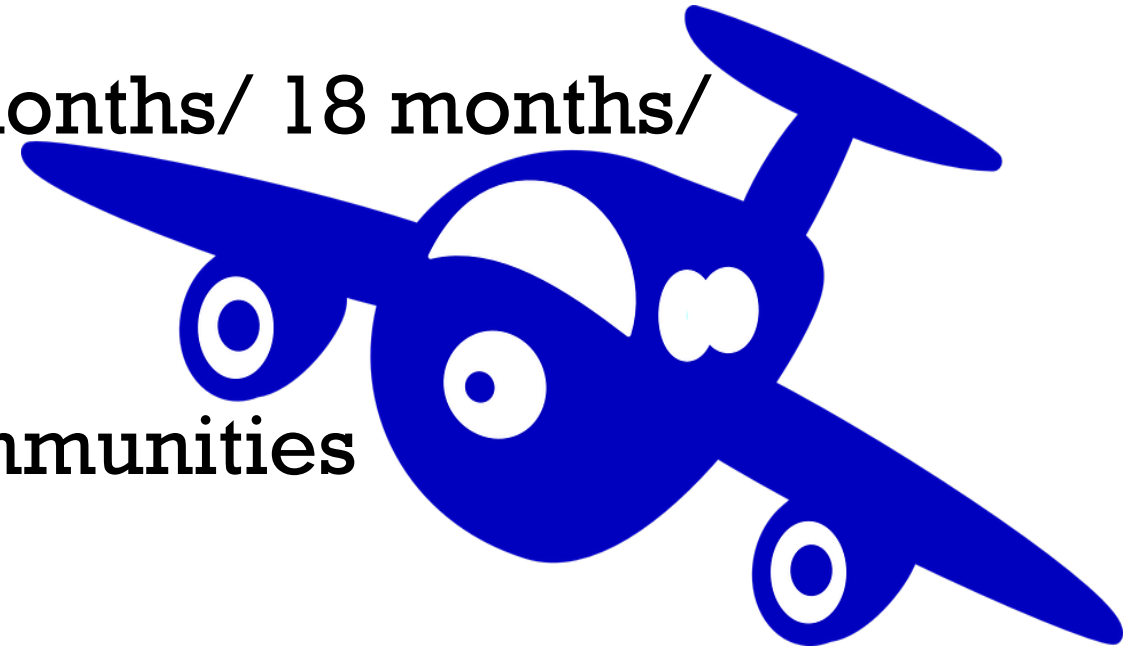


4.) IDENTIFY YOUR ACTION ITEMS COMMUNITY GOALS AND OBJECTIVES!



5.) METRICS: MONITOR AND MEASURE YOUR PROGRESS

- What Metrics will you use?
- Have a Timebound Schedule (12 months/ 18 months/ three years?)
- Identify Areas for Improvement
- Share and Compare with Peer Communities
- Celebrate Milestones
- Mid-Course Corrections are Encouraged!!



OAK CREEK, CO

- Mountain Community in Routt County with approximately 1,000 residents
- History of Coal Mining - 20 Mile Coal Mine
- Community demographics are changing due to reduction in coal mine production
- Impacts from Steamboat Springs and the new “resort economy”
- Challenges: Housing/Workforce/Day Care/Infrastructure/Transportation
- Limited Revenues



STRATEGIC PLANNING RETREAT



- **Vision:** Maintain Small Town Character and Family Atmosphere
- **Strengths:** Strong Sense of Community; Volunteers; Special Events; Core Services, New Restaurants; Schools; Not Steamboat!
- **Challenges:** Workforce Housing; Limited Revenue; Unpaved Streets; Water Infrastructure, Small Staff; State Highway 131 Impacts
- **Community Engagement:** Community Survey, Town Newsletter; Volunteers at Special Events; Door to Door Contacts
- **Priorities/Action Items:** Housing Needs Assessment; Downtown Lighting; Recreation/Community Center Planning



Sheridan's Sense of Place

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Grassroots Economic Development

*Growing a Successful and
Diversified ED Program from
the Ground Up*

*Sheridan City Administrator Mark Collins and SEEDA Director/NWCCD
Planner Robert Briggs*

What are the main ingredients of a successful *community* economic development program?

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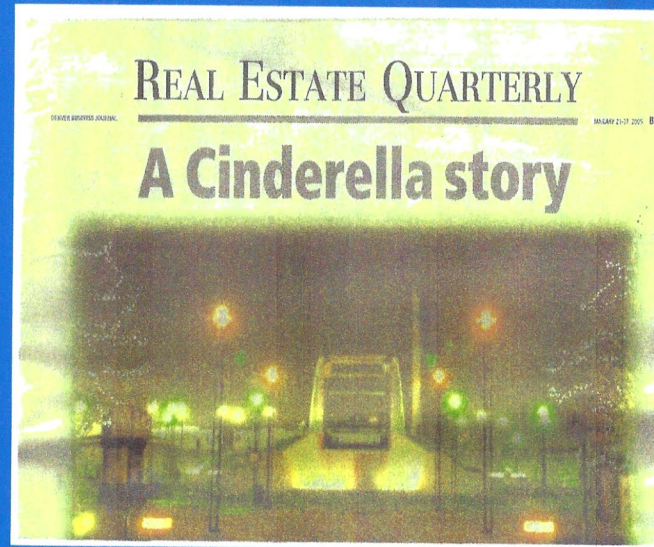
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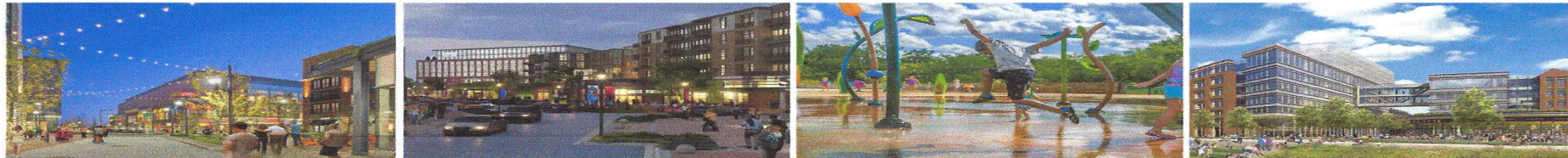


AN EXAMPLE OF CREATING A COMMUNITY VISION

Englewood City Center Business Journal Article
January 2005





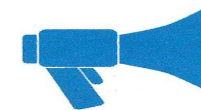


[Home](#) » [CityCenter Redevelopment](#)

CityCenter Redevelopment



The Regional Transportation District's Englewood Light Rail Transit Station and the City of Englewood's transit-oriented development CityCenter Englewood were developed simultaneously in 2000. The two projects combined to provide great synergies and value for the Englewood community in the areas of shopping, library, recreation, cultural arts, employment, housing, and transit for twenty years.



**STAY
INFORMED**

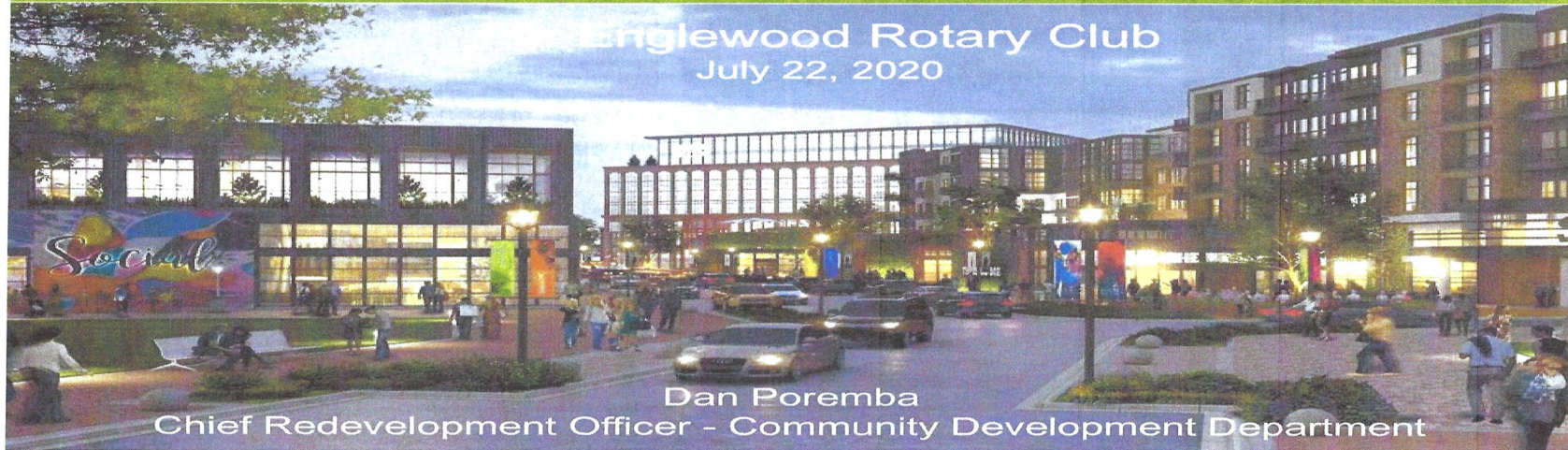
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City of Englewood – Redevelopment Progress Update:
Downtown Development Authority & CityCenter Redevelopment

Englewood Rotary Club
July 22, 2020

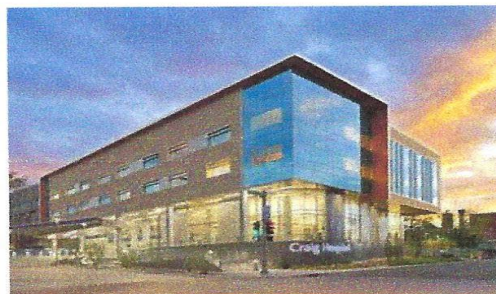
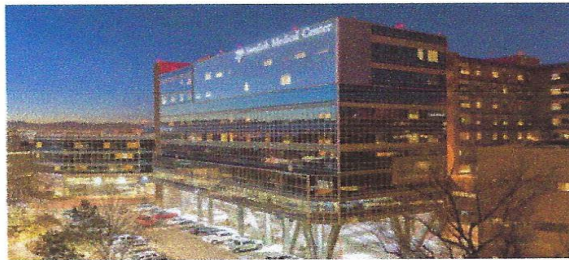
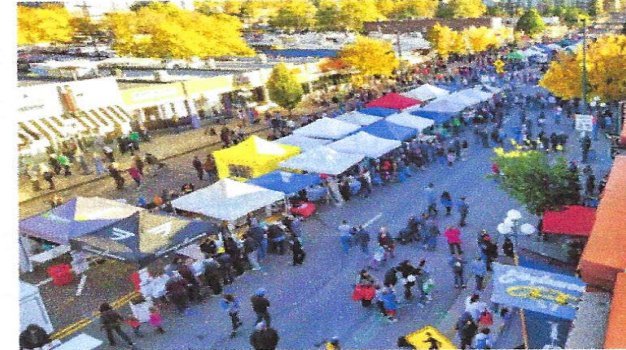
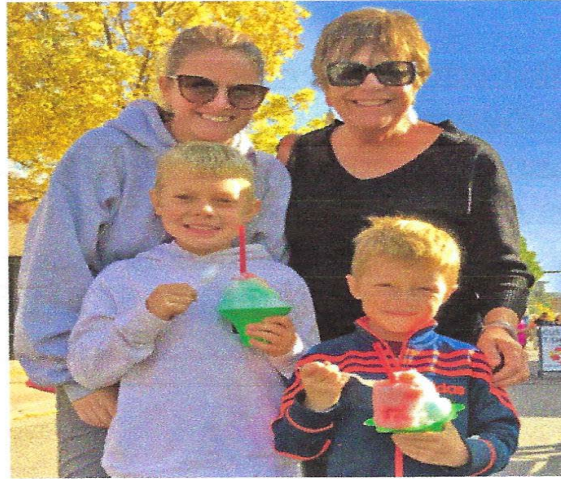
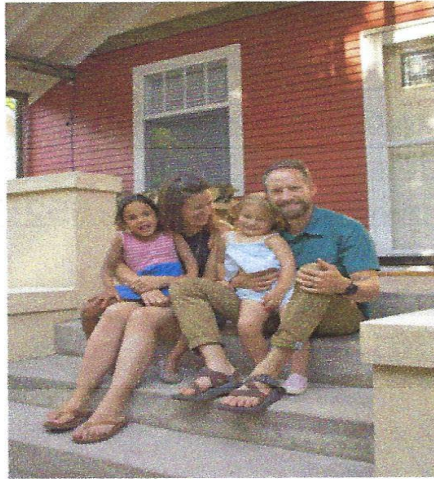


Dan Poremba
Chief Redevelopment Officer - Community Development Department









REASONS FOR STRATEGIC MANAGEMENT/PLANNING STRATEGIC LEADERSHIP IN THE PUBLIC SERVICES, PAUL JOYCE

	<u>Impact</u>	<u>Percent</u>
1	Delivering high quality public services	89%
2	Defining clear program priorities	86%
3	Focusing the city council agenda on important issue	85%
4	Orienting to a genuine sense of mission	85 %
5	Making sound decisions regarding programs, systems, and resources	83 %



REASONS FOR STRATEGIC MANAGEMENT/PLANNING STRATEGIC LEADERSHIP IN THE PUBLIC SERVICES (CONT'D)

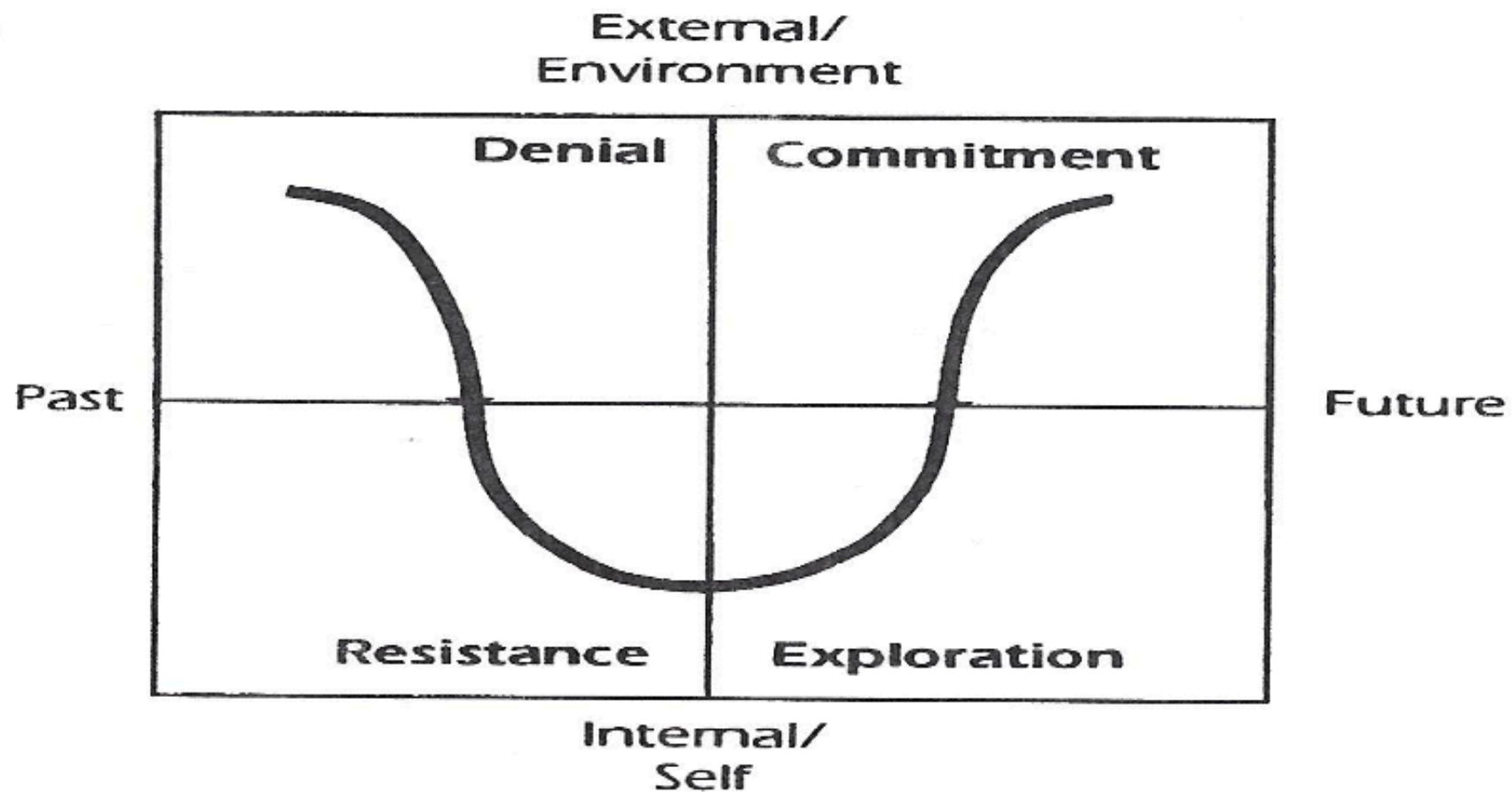
	<u>Impact</u>	<u>Percent</u>
6	Enhancing employee's focus on organizational goals	80%
7	Communicating with citizen groups and other external stakeholders	79%
8	Building a positive organizational culture in the city	75%

Sample = 225 respondents in municipalities with strategic planning efforts in the last 5 years



Change Model

Developed by
Cynthia D. Scott, Ph.D., M.P.H.
Dennis T. Jaffe, Ph.D.



CITY OF ARVADA STRATEGIC PLAN

- Arvada first adopted a Council Strategic Plan in 2013 and in 2019 (updated that plan to their current 2022-2025 Strategic Plan)
- The vision of the plan is, *“We dream Big and Deliver.”* Their mission is, *“We are dedicated to delivering superior services to enhance the lives of everyone in our community.”*

The values of the Plan include:

- **Innovation**- we excel in creativity, flexibility, and the use of best practices while valuing diverse backgrounds, ideas and perspectives
- **Passion** – We are a high performing, inclusive team inspiring each other to pursue excellence.
- **Opportunity** – We value our diversity, embrace possibilities, face challenges, persevere and take action.



REASONS STRATEGIC PLANS FAIL

- The Strategic Plan is Vague – It needs to be explicit and well defined!
- Too Many Goals – Leaders expect too much, in too little time with limited resources
- Lack of Engagement from Leadership and Employees
There needs to be organizational buy-in from top to bottom
- The Plan Lacks Flexibility – Strong plans are dynamic, not static. Changes happen, be flexible!
- Progress Isn't Measured – Without metrics or benchmarks, you don't know where you've been, or where you're going



RISKS OF NOT ENGAGING IN STRATEGIC PLANNING

- Missed Opportunities (\$\$\$)
- Resources Not Properly Allocated
- Lack of Clear Goals and Objectives for Community (No Focus!)
- Short Term Thinking (Accidental Success)
- No Organizational Engagement (Morale Issues)





Sheridan



WYOMING



THANK YOU FOR ATTENDING

Please don't forget to rate the session on the CML Conference App

Go to session & click on survey