

# Strategic Planning

"One day Alice came to a fork in the road and saw a Cheshire cat in a tree. "Which road do I take?" she asked. "Where do you want to go?" was his response. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

- Lewis Carroll

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# Strategy is really about VISION



“If you are working on something exciting that you really care about, you don’t have to be pushed. **The vision pulls you.**” – Steven Jobs

“**Vision is a destination, a fixed point to which we focus all effort.** Strategy is a route - an adaptable path to get us where we want to go.” – Simon Sinek

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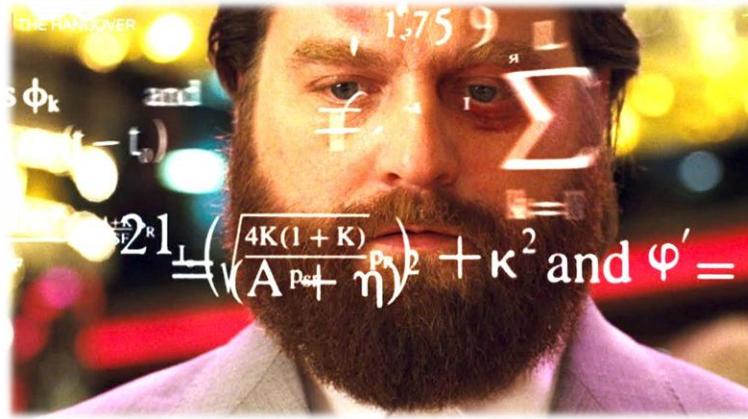
# How are we doing at strategic planning?

## Common Situations:

- **Don't have a strategy:** “We are distracted, disorganized, and overwhelmed, and now we have to do a big strategic plan full of even more great ideas?!”
- **Don't have a strategy:** “We really need a strategy, but where do we even begin?”
- **Have a strategy:** “Yeah, we checked that box. Hey, where is that strategy?”
- **Have a strategy:** “But nobody follows it, because no one really understands what's in it.”

# What have we done to strategic planning?

***Overly complex strategic plans***



***Lack accountability***



***Too broad, overloaded, insufficient focus***

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# Make strategy what it should be.

## *Simple.*

"Simplicity is the ultimate sophistication." - Leonardo da Vinci

## *Focused.*

"You can do anything, but not everything." - David Allen

## *Accountable.*

"Well done is better than well said." - Benjamin Franklin

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# Strategy Elements



**Vision**: Define yourself and what you want to be or do

**Strategic Priorities**: The focused path to move towards your Vision

**Objectives**: Specific action items oriented on identified Priorities

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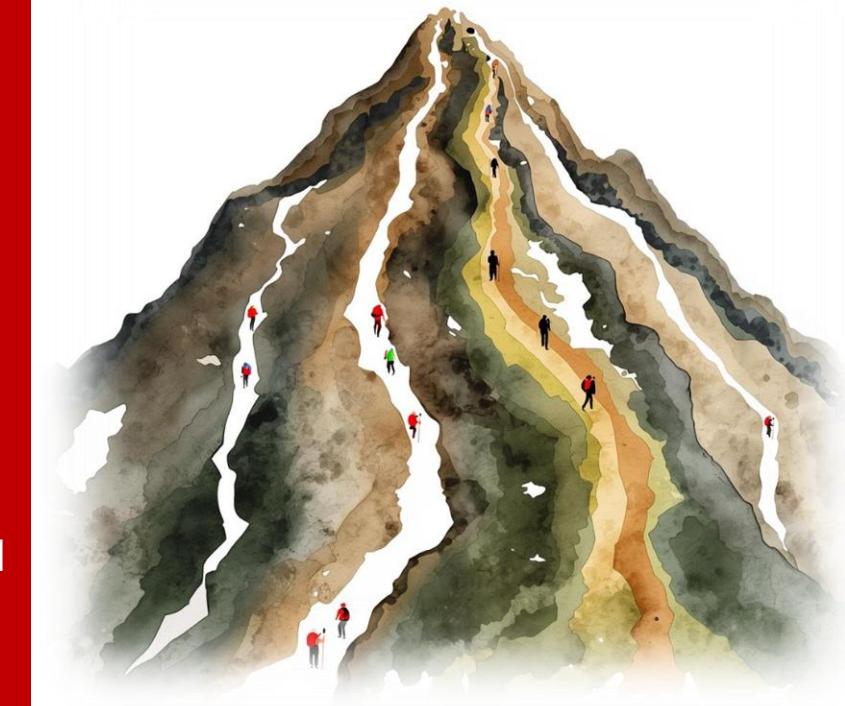


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# The Role of the Mayor in Strategic Planning

**A leader before, during and after the strategic planning process**

- ✓ **Before planning:** Builds consensus with Council and provides direction to Manager/Administration on the need for a shared Vision and a focused strategic plan
- ✓ **During planning:** Active participant, learns the process, sets expectations, clears roadblocks
- ✓ **Implementation:** Keeps focus and keeps the strategy visible and relevant



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# The Role of the Mayor in Strategic Planning

## Implementation and Accountability

- **Make the plan part of your *culture***: Elected leaders set the tone. If leaders remain focused on the strategy, staff will follow!
- **Make the plan *relevant***: Weave the strategic plan into elected leader engagement with the community
- **Make the plan *visible***: Publish printed copies, post upfront online, use posters, celebrate success
- **Make the plan *accountable***: Schedule regular updates on implementation, weave into workflow processes (Budgets, supporting plans, Council commentary, interviews for senior positions)
- **Make the plan *living***: Assess the plan and refine as needed. Strategies are living documents!



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# **YOU can make strategy what it should be!**

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Accountable

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