

**Strategic Planning
UNSM Pre Conference Seminar
November 5, 2002
Halifax, Nova Scotia**

**Facilitator:
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AGENDA

Strategic Planning Seminar

Nov, 5, 2002

- 10:30 a.m. Why should your municipality think strategically
(small group discussions)**
- 10:35 a.m. Small Groups report back**
- 10:45 a.m. Reasons for Strategic Planning**
- 10:55 a.m. How is the agenda set in your municipality?
(small group discussions)**
- 11:00 a.m. Small groups report back**
- 11:05 a.m. The executive function in local government**
- 11:10 a.m. The strategic planning process**
- 11:25 a.m. If strategic planning is so good why isn't everyone doing it?
(small group discussion)**
- 11:35 a.m. Small groups report back**
- 11:40 a.m. Some pitfalls to look out for**
- 11:55 p.m. Wrap- Up**
- 12:00 p.m. Lunch**

OBJECTIVES

- **Appreciate the Rationale for Strategic Planning**
- **Understand the Strategic Planning Process**
- **Know the Opportunities and Limitations of Strategic Planning**
- **Have Fun**

**Why Should Your
Municipality Plan
Strategically?**

Reasons for Strategic Planning

- **Changing demographics**
- **Interconnectedness of the world**
- **Interconnectedness of policy**
- **Blurring of private, public sector and not for profit boundaries**
- **Greater accountability expected of all organizations**
- **Link resource utilization to outcomes**
- **Extension of the political process**
- **Strengthens the executive function**

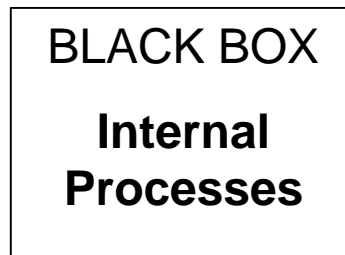
INPUT OUTPUT MODEL

Inputs

- Material
- Money
- People



Throughputs



Outputs

- Goods
- Services

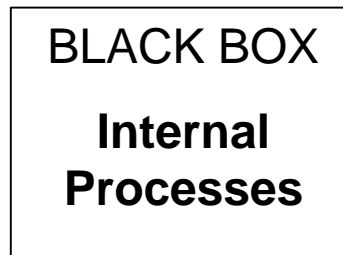
NEW INPUT OUTPUT MODEL

Inputs

- Material
- Money
- People



Throughputs



Outputs

- Goods
- Services



Outcomes

- Contribution to public policy

POLITICAL ROLE

Advocate

Ombudsman

**Policy Maker
(visioning)**

ADMINISTRATIVE ROLE

Policy Advisors

Managers

RESIDENTS

Consumers

Citizens

How is the Agenda Set in Your Municipality?

Municipal Government Executive Branch

Mayor?

Council?

Council Committees?

Chief Administrative Officer?

Senior Staff?

The Citizens?

STRATEGIC PLANNING PITFALLS

- Lack of Commitment
- Lack of Leadership
- Organization is in Turmoil
- Differences in Decision Making Styles
- Separation of Policy Planner and Program Managers
- Insufficient Action Focus
- Deleting Difficult Issues
- Change in Form Not in Substance
- Risk Adverse Organization
- Getting out of the Box

STRATEGIC PLANNING STEPS

- Step 1 Initiating and on a Strategic Planning Process**
- Step 2 Identifying Organizational Mandate**
- Step 3 Developing an Organizational Mission Statement**
- Step 4 Clarifying Organizational Values**
- Step 5 Stakeholder Analysis**
- Step 6 Assessing the Organization's Internal and External Environments**
- Step 7 Identifying the Strategic Issues Facing the Organization**
- Step 8 Formulating Strategies and Plans to Manage Issues**
- Step 9 Adopting the Strategies and Plans**
- Step 10 Establishing and Effective Organizational Vision**
- Step 11 Developing an Effective Implementation Process**
- Step 12 Reassessing Strategies and the Strategic Planning Process**

STRATEGIC PLANNING WORKBOOK