

Strategic Planning

Implementation of a CMP



Components of a Strategic Plan

Your organization's vision, mission, goals, objectives and strategies are all part of your Corridor Management Plan (CMP) and its implementation.

Vision

A vision statement is a forward-looking, future-oriented statement of where the group wants the byway to be. It states the big picture, ideal future state of being. The byway committee's members' collective vision should incorporate shared and diverse values held by stakeholders.

The vision statement is an elaboration of the mission statement by advancing the notion of "what is possible" in the future in 2-3 sentences. Inherent in a vision statement is language that addresses an improvement of the byway's role in the region or state. The vision must reflect the primary intrinsic quality of the byway unique to that byway.

Mission

The mission statement describes what the committee hopes to accomplish on behalf of the byway. The focus should be the primary intrinsic quality of the byway and the intrinsic qualities that support the byway features that attract visitors. The mission statement should be no more than 2-4 sentences briefly describe what has to be done to achieve the vision.

Goals

While the mission statement is a generalized compilation of goals, this step is a clarification of each of the goals implied in the mission. Specific goals must be identified. They are an extension and elaboration of the mission statement. The organization's goals should follow naturally from the principles identified in the mission and vision.

Goals must be designed to focus on specific dimensions of the mission. They identify the high and lower priority goals. Where you have access to existing resources, focus on goals that can be readily supported. Select the low-hanging fruit.

Also, it is useful to identify three levels of goals: Short Term Goals (Current Year), Medium Term Goals (2-3 Years), Long Term Goals (4-5 Years). Focus on the first two sets of goals in that order. Build potential for early success.

Objectives

Under each goal, identify specific objectives. Objectives are improvements associated with the advancement of a goal. These should be measurable items. Objectives are the concrete representation of an abstract goal. Goals cannot be evaluated or assessed unless the objectives are stated in a form to measure differences over time.

Tactics for Implementation

Now we are functioning at the practical "Hands On" sub-committee level. This is the identification of who, what, when, how and why. This is the action step – put the plan into action. All the talent needed may not be within the byway committee. This is the time to recruit help and partners to get the job done.

A VISION STATEMENT

A vision statement defines where you're ultimately trying to go...so you'll know, in the future, whether you've arrived or not.

Your byway vision statement should be based on ideal yet possible circumstances. It addresses the futuristic "What is the ideal state of being..." question. It is what we aspire to.

Prompts:

1. Ask "What could the future of the byway be like?"
2. Ask "What if...?"
3. Communicate a single vision while considering all influential factors.

Your vision statement captures your planning and implementation process, and provides your byway stakeholders with an inspiring glimpse of where you are trying to lead them.

To motivate others, the vision statement must be clear, compelling, and creative, yet realistic - connecting the byway to the desired future for your community.

Vision statements will be different for every byway because every byway is different.