

City of Milford



City Council Committee Meeting Agenda

Committee Meeting

November 21, 2016

*Joseph Ronnie Rogers Council Chambers, Milford City Hall
201 South Walnut Street, Milford, Delaware*

COMMUNITY AFFAIRS COMMITTEE

6:00 p.m.

Call to Order - Chair Lisa Ingram Peel

Ordinance Reviews:

Chapter 90-Business License

Chapter 107-Contractors*

Chapter 168-Peddling, Soliciting and Transient Merchants

Strategic Planning

Adjourn

This agenda may be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

SUPPORTING DOCUMENTS MUST BE SUBMITTED TO THE CITY CLERK IN ELECTRONIC FORMAT NO LATER THAN ONE WEEK PRIOR TO MEETING; NO PAPER DOCUMENTS WILL BE ACCEPTED OR DISTRIBUTED AFTER PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE.

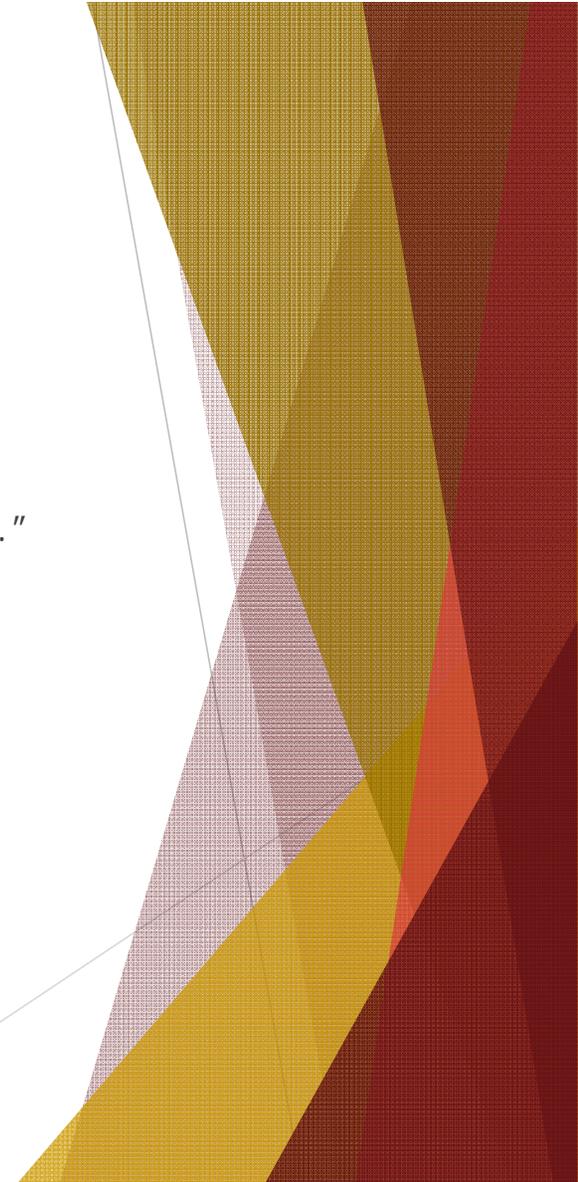


Business Licenses

November 14, 2016

Proposed Program Details

- ▶ Require businesses to register annually (Jan-Dec) with the City through the business license program.
- ▶ Business is defined as “any person engaged in the sale of goods or services including, but not limited to, any retail, wholesale, service, food service, professional or personal service or other general commercial activity that requires a business license with the State of Delaware, Division of Revenue.”



Exemptions

- ▶ Deliveries of goods or property to a licensed business.
- ▶ Utility companies authorized by the City to operate.
- ▶ Charitable, religious, educational, public service facility, social association or club, governmental agency.
- ▶ Exhibitor in a museum, the Milford Library, an education facility.
- ▶ Yard or garage sales not part of a regularly recurring activity.
- ▶ Sale of agricultural or nursery items grown on the premises of the property owner and sold seasonally.
- ▶ Business activities of insurance agents and companies specifically exempted from municipal business license fees under 18 Del. Code Chapter 712.
- ▶ Any activities permitted pursuant to Chapter 168 Peddling, Soliciting and Transient Merchants, Chapter 107 Contractors, or Chapter 180 Residential Rental Operating Licenses.

Timeline - New Businesses

- ▶ Beginning January 1, 2017, new businesses will be required to obtain a business license from the City.
- ▶ New businesses will be required to obtain a certificate of zoning from the Planning & Zoning Department prior to issuance of the business license.
 - ▶ Fee for certificate of zoning will be included in the cost of the business license for new businesses

Timeline - Existing Businesses

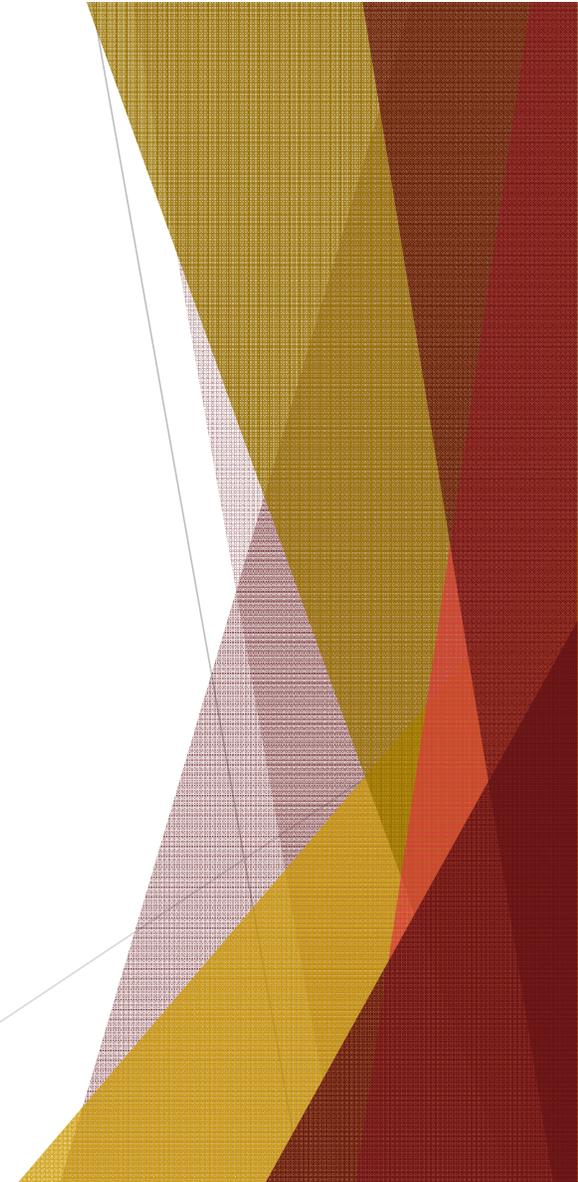
- ▶ Existing businesses can begin registering with the City January 1, 2017. All existing businesses will have until June 1, 2017 to obtain their business license.

Application and Fee

- ▶ Application will include the company name, phone number & street address; owner name, phone number, street address; EIN or SS#; type of business; number of employees; copy of other licenses issued by the State or other agencies; statement of compliance with City ordinances.
- ▶ The fee will be \$120/year. For new businesses registering after July 1, the fee will be \$60 for the half year.

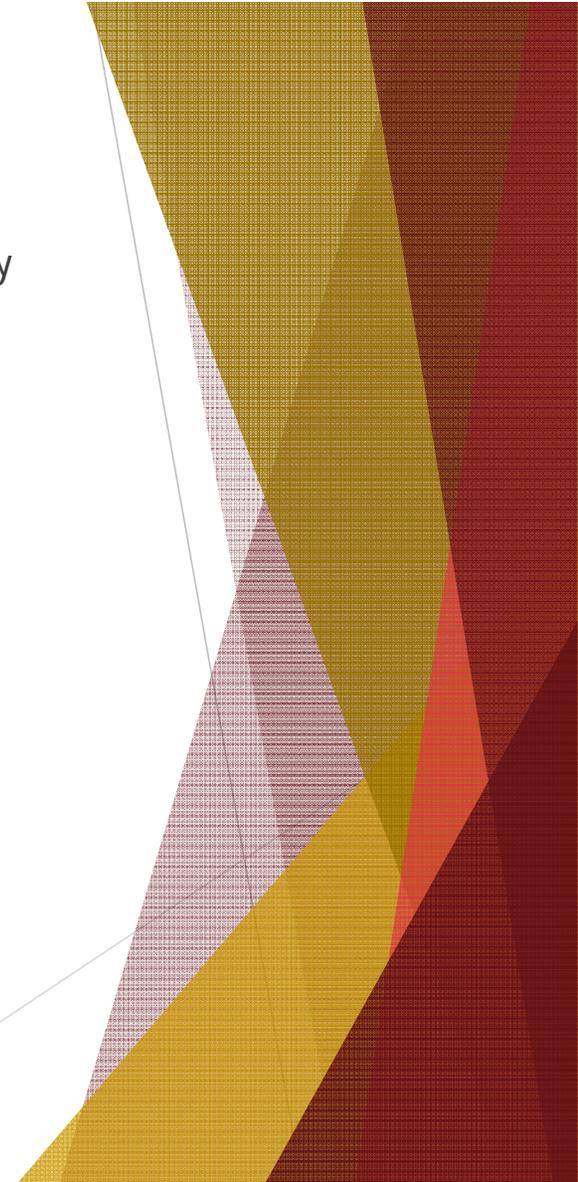
Protection of Business Community

- ▶ Ensure Businesses within the City are legitimately licenses and insured.
- ▶ Provides data that can enable Milford Police Department, City utilities, or other first responders to contact business owners in emergency situations.
- ▶ Enforcement tool to address for businesses with illegal activities.
- ▶ Ensure business properties are compliant with City ordinances.



Exposure and Networking

- ▶ Supports creation of a comprehensive database that tracks business activity within the City. The dataset will allow the City to track new businesses, closed businesses and estimated employment figures.
- ▶ The dataset will provide a list of available commercial/industrial buildings and suites that can be incorporated into the City's mapping system and be shared with economic development agencies.
- ▶ The City will be able to provide specific information regarding available commercial space to potential investors and entrepreneurs which will promote full build out and occupancy of existing commercial space.
- ▶ Can also assist existing business with expansion needs.
- ▶ The City may have the ability to provide basic business, contractor and solicitor information - based on registration data - on the City's website to view.





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MILFORD, DE 19963
www.cityofmilford.com

November 17, 2016

TO: Community Affairs Committee
FROM: Eric Norenberg
SUBJECT: Possible Revisions to Proposed Business License Ordinance

Following the public comment on the proposed Business License Ordinance at Monday night's Work Shop session, Rob Pierce drafted possible revisions based on the public feedback (attached).

Committee members may have additional thoughts on possible amendments to discuss during the Committee meeting.

We are both happy to discuss these draft revisions or other ideas Committee members have during the meeting. If anyone needs any additional research to aid the Committee in its consideration, please let us know as soon as possible.

cc: Rob Pierce

PUBLIC NOTICE

The following Ordinance will be considered by City Council on the date as indicated below:

ORDINANCE NO. 2016-24 **AMENDING THE CODE OF THE CITY OF MILFORD BY ADDING A NEW** **CHAPTER 90 ENTITLED BUSINESS LICENSE**

WHEREAS, the City of Milford desires to adopt an ordinance providing for the requirement and procedures to issue licenses to businesses operating within the corporate limits of the City; and

WHEREAS, the City of Milford will experience direct and indirect costs associated with administering the licensing registrations, making it necessary and reasonable for the City of Milford to impose a fee associated with the issuance of business licenses and the enforcement of those regulations outlined herein.

NOW THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. The Code of the City of Milford is hereby amended by adding thereto a new Chapter 90, to be titled "BUSINESS LICENSE".

Section 2. The Code of the City of Milford is further amended by adding the following provisions to the new Chapter 90, to hereby read as follows:

§ 90-1 Purpose

The City Council has deemed it to be in the best interest of the residents of the City and in furtherance of their health, safety and welfare to issue business licenses and establish procedures governing the issuance of business licenses in order to identify owners/operators of businesses, track changes in ownership and/or business activity, define the nature of business activities, ensure an understanding of and compliance with City codes governing business operations, and provide necessary approval, enforcement, and compliance procedures.

§ 90-2 Definitions

As used in this Chapter, the following terms shall have the meanings indicated, except where the context clearly indicates a different meaning:

BUSINESS-Any person engaged in the sale of goods or services including, but not limited to, any retail, wholesale, service, food service, professional or personal service or other general commercial activity **physically located within the corporate limits of the City** that requires a business license with the State of Delaware, Division of Revenue.

PERSON-Any individual, firm, corporation, company, partnership, or joint venture.

§ 90-3 Business License Required

- A. Commencing ~~January~~February 1, 2017, no person shall operate, maintain or otherwise be engaged in any business within the corporate boundaries of the City of Milford without having first received a business license issued by the City for the calendar year in which the business is operating. All businesses in existence prior to January 1, 2017 shall obtain a business license prior to ~~June~~July 1, 2017, which license shall be valid for the year 2017.
- B. License period; renewals. Business licenses shall be issued for each calendar year and shall expire December 31 of the year for which the business license was issued, regardless of when during the calendar year the license was issued. Licenses shall be renewed on or before January 1 of each year.
- C. Display of business license. The business license shall be displayed in a public place within the establishment ~~or, if applicable, worn or carried by the person providing the service~~ in a manner that is visible at all times to the public.
- D. Good standing requirements. No license shall be issued to any person or business unless all taxes, assessments, sewer, water, electric, trash charges and other fees due the City are paid and in good standing.
- E. Multiple business locations. Each separate location or branch of the same business requires a separate business license as though it were a separate business.
- F. Transferability. A business license may not be transferred from one party to another or from one location to another location of the same business. If the nature of the licensee's business activities substantially changes after the issuance of a business license, a new business license shall be obtained.

§ 90-4 Business License Application

- A. Every application for a business license submitted to the City shall be in writing, verified by oath or affirmation and signed by the applicant(s), and shall include the following information:
 - (1) Company/business name;
 - (2) Phone number and street address of business (physical location, not post office box);
 - (3) The name, title, phone number(s) (home and cellphone), and address(es) of the owner(s);
 - (4) Name, cell phone number, and email address of the authorized manager or representative;
 - (5) Federal Employer Identification Number or owner's Social Security Number (last four digits only);
 - (6) The trade, business or occupation for which the license is being requested;

- (7) Number of regular full time and part time or seasonal employees;
- (8) A copy of any business licenses issued by the State of Delaware and/or any other approvals issued by the Division of Revenue or another governmental or quasi-governmental agency (i.e. Alcoholic Beverage Control Commission, Administrative Services, Banking Commissioner, Insurance Commissioner, Public Service Commission, Department of Natural Resources, Environmental Protection Agency, Internal Revenue Service, etc.). Possession of any such license or approval shall not exempt a person from obtaining a City of Milford business license; and
- (9) A statement that the business has complied with and will continue to comply with all codes and ordinances of the City.

B. After reviewing the business license application, the City Manager may request such other information as is necessary to answer any questions raised by the application regarding the operation of the business. The City Manager shall prescribe the form of the license certificate and shall keep full and complete records of all licenses issued, the expiration dates, and the license fees collected.

§ 90-5 Business License Application Review

The City Manager or his/her representative shall investigate and review all applications for a license to do business within the City to determine whether the applicant is aware of and demonstrates a willingness to comply with all codes and ordinances of the City that relate to the business's operation, and agrees to avoid all forbidden, improper or other practices or conditions which do or could adversely affect the public health, safety or welfare.

§ 90-6 Business License Fees; Delinquencies

- A. The fee for a business license shall be set by the City Council each year as part of the City Fee Schedule.
- B. The business license fee for any new business applying for a business license after July 1 shall be prorated semi-annually. No refund shall be given for any business that ceases to operate during the licensing period. In the event that an existing business has not applied for and paid the business license fee on or before the first day of January, a penalty of ten percent (10%) shall be assessed for each month or portion thereof that the license fee remains unpaid. Once penalties have begun to be assessed under section 190-10, however, no additional penalties shall continue to be assessed under this section.

§ 90-7 Code Compliance; Zoning Certificate

A business operating in the City shall at all times be in compliance with all City codes and ordinances. Any business not in existence in the City as of January 1, 2017 shall not be issued its initial business license and shall not initiate its business activities until it has obtained a certificate of zoning compliance ascertaining the permissibility of the proposed business use in the location where such activity is to take place.

90-8. Exemptions.

Anything in this chapter to the contrary notwithstanding, the following activities are exempt from the business licensing requirement outlined herein:

- ~~(1) Deliveries of goods or property to a licensed business for use or resale in that business.~~
- ~~(2) Utility companies otherwise authorized by the City to operate within the City limits.~~
- (3) Charitable, religious, educational, or public service facility, social association or club, or governmental agency, except to the extent that such operates a separate retail facility or other ancillary business that would require a business license.
- (4) Exhibitor in a museum, the Milford Library, an educational facility, or other public building where such exhibition is part of a limited scheduled event or show.
- (5) Yard or garage sales, book sales, and auctions where not part of a regularly recurring or continuous business activity.
- (6) Sale of agricultural or nursery items grown on the premises of the property owner and sold seasonally.
- (7) Any activities permitted pursuant to a current peddler's license or otherwise exempt from obtaining a peddler's license as outlined in Chapter 168 ("Peddling, Soliciting and Transient Merchants").
- (8) Construction activities for which a license is required and has been secured in accordance with Chapter 107 ("Contractors").
- (9) Business activities of insurance agents and companies specifically exempted from municipal business license fees under 18 Del. C. § 712.
- (10) Rental activities for which a rental license has been obtained pursuant to Chapter 180 ("Residential Rental Operating Licenses").

§ 90-9 Inspection by City Officials

The City Manager and/or his designee shall have the authority to make or have made all inspections and investigations reasonably necessary to enforce this chapter and to inspect those portions of the commercial premises that are open and visible to the public in order to ensure that the business is being conducted as specified by the license and is in compliance with all applicable building, safety, zoning, and other City codes. All persons authorized by this chapter to inspect businesses shall have the authority to enter the premises to inspect at all reasonable times.

§ 90-10 Suspension of Business License; Penalties

- A. Suspension of business license. The City Manager may order a business to cease operations in the City and suspend its business license (if a business license has been obtained) for any of the following reasons:
 - (1) The business is found to be operating in violation of the terms of this chapter.
 - (2) The business is more than 60 days late in renewing its business license.

- (3) The business is in violation of any regulations of the Milford City Code or the laws of Delaware.
 - (4) The Fire Marshall or any public safety authority having jurisdiction has requested that the business activities cease until certain conditions have been remedied.
- B. The City shall provide the business with written notice of the violation(s), which notice shall state that the business shall be ordered to cease operations and its business license (if applicable) shall be suspended without further notice if within 10 business days of the date of the notice the business fails to remedy the violations or file an appeal with the City Clerk's office. The written notice shall be either personally delivered or sent via certified mail, return receipt requested, to the business. If the business does not remedy the violations or appeal the determination of the City Manager within the prescribed time period, the business shall not be permitted to operate in the City until such violations have been remedied. Notwithstanding the foregoing, notice shall not be required to order a business to cease operations in any emergency situation that causes an immediate threat to the health, safety, or general welfare of the public.
- C. Penalties. Any business that does not remedy the violations within the prescribed time period shall be assessed a penalty of \$100.00 as of the date the notice of violation was delivered to the business. Each day thereafter that the violation is not remedied shall be considered a new violation subject to a new penalty, provided that no additional notices of violation shall be required. Notwithstanding the foregoing, no penalties shall be assessed if:
- (1) The business remedies the violation(s) within 10 business days of the date the notice of violation was delivered to the business; or
 - (2) The business files an appeal with the City Council that is resolved in favor of the business. The amount of any unpaid penalty, including the unpaid business license fee, shall constitute a debt owed to the City, and the City may institute a civil suit or use any other lawful methods authorized by the City Charter or the laws of Delaware to recover any unpaid fee.

§ 90-11 Appeals Procedures

The City Council shall provide any business appealing a determination of the City Manager with 15 business days' written notice of the date, time, and place at which the City Council shall sit to hear the business's appeal. Such written notice shall be sent via certified mail, return receipt requested, and the hearing may be held as part of a regularly scheduled City Council meeting. The filing of an appeal shall stay any enforcement action by the City to compel the business to cease operations, and the business shall be permitted to continue to operate until a final decision is rendered by the City Council. If the City Council finds against the business, the business shall have five (5) business days after the decision of the City Council to remedy the violations before the City takes legal action to compel the business to cease operations. The accrual of daily violations and corresponding penalties shall not be stayed if an appeal is filed, but no penalties shall be assessed if the City Council finds in favor of the business. If the City Council finds against the business, the City Council may waive a portion or all of the accrued penalties if:

- (1) The violations are remedied within five (5) business days following the decision of the City Council; and
- (2) The City Council finds the appeal was filed by the business in good faith.

§ 90-12 Severability

The provisions of this Ordinance shall be severable. If any provisions of this Ordinance are found by any court of competent jurisdiction to be unconstitutional or void, the remaining provisions of this Ordinance shall remain valid, unless the court finds that the valid provisions of this Ordinance are so essentially and inseparably connected with, and so dependent upon, the unconstitutional or void provision that it cannot be presumed that City Council would have enacted the remaining valid provisions without the unconstitutional or void provision; or unless the court finds that the remaining valid provisions, standing alone, are incomplete and incapable of being executed in accordance with City Council's intent.

Section 3. Dates.

City Council Introduction: November 28, 2016

City Council Proposed Adoption: December 12, 2016

Proposed Effective Date: January 1, 2017

For a complete list of City of Milford ordinances, please access the City of Milford website at cityofmilford.com or contact the City Clerk's Office at 302-424-3712.

Ordinance 2016-25

Chapter 107 - CONTRACTORS

§ 107-1. - Definitions.

As used in this chapter, the following terms shall have the meanings indicated:

CONTRACTOR — Any person, firm, corporation or jobber engaged in building, alteration, repairing, remodeling, construction and/or maintenance of buildings or engaged in any other type of construction, including but not limited to paving, curbing and sidewalk installation or repair, plumbing, electrical or other types of maintenance or construction.

§ 107-2. - Permit required.

No contractor shall operate, maintain or otherwise be engaged in any business as described in § 107-1 without first obtaining a permit from the City Manager or his designated representative (permit officer).

§ 107-3. - Permit application.

- A. Applications for permits shall be upon forms provided by the City which shall include the following information:
 - (1) The name and address of the applicant.
 - (2) The trade, business or occupation for which the permit is required.
 - (3) A statement that the applicant is knowledgeable of and has complied with and will continue to comply with all ordinances of the City, including but not limited to the current City of Milford Building, Zoning and Property Maintenance Codes.
 - (4) Such other information as the City deems necessary.
- B. The application shall be verified by the oath or affirmation of the individual permittee or of one member of a partnership, firm or association or the president, secretary or a director of a corporation applying for a permit.
- C. The proper permit fee shall accompany the application.

§ 107-4. - Issuance of permit; records; payment of fees.

Upon proper application and payment of a prescribed fee, a permit, signed by the City Manager or his designated representative (~~permit officer~~), shall be issued to each applicant. Each such permit shall be valid and effective from the first day of January of each year or the date of issuance to the last day of December in that year. A record of all permits issued and permit fees paid shall be maintained at the City Hall. Each such permit shall be on a form provided by the City.

§ 107-5. - Denial of permit.

- A. The City Manager or permit officer shall, upon disapproving any application submitted under the provisions of this chapter, refund all fees paid in advance by the applicant pursuant to the application, less a reasonable processing charge.
- B. When the issuance of a permit is denied and any action is instituted by the applicant to compel its issuance, the applicant shall not engage in the business for which the permit was refused unless a permit is issued to him pursuant to a judgment ordering it.

§ 107-6. - Permit fees; refunds; exemptions.

The fee for a contractor license shall be set by the City Council each year as part of the City Fee Schedule. The contractor license fee shall be prorated after July 1 of each year. No refund shall be given for any contractor that ceases to operate during the licensing period.

~~A. The annual permit fee shall be \$100.~~

~~(1) Permit fees associated with new applications are prorated on a quarterly basis.)~~

~~(2) The annual renewal fee is \$100.~~

~~(3) Second renewals are subject to a late fee of \$50.~~

~~(4) The penalty fee shall be \$100.~~

~~B. No prorationing, rebate or refund of any permit fee or part thereof shall be made by reason of nonuse of the permit or by reason of a change of location or business rendering the use of the permit ineffective. The City Manager or permit officer shall have the authority to refund a permit fee only if the permit fee was collected through an error. All 501(c)(3) nonprofit companies are exempt from permit fees.~~

§ 107-7. - (Reserved)¹

§ 107-8. - Display of permit.

A permit issued under the provision of this chapter shall be posted in a public place in the establishment or place of business for which it is issued, or it shall be carried upon the person of the permittee.

§ 107-9. - Transfer of permit.

Each permit granted under this chapter shall be for the sole use and benefit of the person to whom it is issued and shall not be transferable. In case of the death of any individual, his personal representative shall succeed to all rights thereunder until the expiration of the permit.

§ 107-10. - Enforcement; revocation of permit.

A. The City Manager or permit officer shall make or have made all investigations reasonably necessary to the enforcement of this chapter.

B. Upon determination that a violation of any City ordinance has occurred or that a permittee is not in compliance with the provisions of this chapter, the City Manager may order a revocation of the permit. Before any permit is revoked, the City Manager shall give 30 days' written notice in advance by certified mail directed to the permittee at the usual place of business, stating the reason for the revocation, and upon the correction of the defect within 30 days following receipt of notice no revocation shall take effect. If the defect is not corrected within said thirty-day period, the permit shall be deemed to be revoked immediately.

§ 107-11. - Appeals.

A. Any person aggrieved by any decision of the City Manager or permit officer shall have the right to appeal to the City Council by filing a written appeal with the City Council within 30 days following the effective date of the action or decision complained of. The appeal shall set out a copy of the order or decision appealed from and shall include a statement of facts relied upon to avoid the order.

B. The City Council shall fix a time and place for hearing the appeal and shall serve written notice upon the person requesting the appeal informing him of the hearing. The findings of the City Council shall be final and conclusive and shall be served upon the person who requested the appeal.

§ 107-12. - Violations and penalties.

- A. Any contractor/person providing services within the City without a valid permit will be subject to [a penalty fee of \\$100.](#)~~penalties as provided for under this section.~~
- B. A stop-work order will be issued by the Code Official and will stay in effect until the contractor complies with all conditions associated with the issuance of a valid permit, including annual permit and penalty fees.
- C. Continued violation of any provision of this chapter is subject to fines in accordance with Milford City Code Chapter 1, Article II, General Penalty.
- D. Each day on which a violation shall occur or continue shall be deemed a separate and distinct offense.

Ordinance 2016-26

Chapter 168 - PEDDLING, SOLICITING AND TRANSIENT MERCHANTS

§ 168-1. - Definitions and word usage.

A. As used in this chapter, the following terms shall have the meanings indicated:

PERSON — Any natural person, association, partnership, firm or corporation.

SOLICITING and PEDDLING

- (1) SOLICITING — The seeking or taking of contracts or orders for any goods, wares, merchandise or services for future delivery or for subscriptions or contributions upon any streets or sidewalks or from house to house within the [cityCity](#).
- (2) PEDDLING — The selling or offering for sale of any goods, wares, merchandise or services for immediate delivery which the person selling or offering for sale carries with him in traveling or has in ~~his~~[his/her](#) possession or control upon any of the streets or sidewalks or from house to house within the [cityCity](#).
- (3) Neither the word "soliciting" nor "peddling" shall apply to:
 - (a) Farmers seeking or taking orders for or selling or offering for sale their own produce.
 - (b) ~~The Vendors at farmer's markets or special events that are approved by the City to use public streets, parks and facilities for their event. seeking or taking of orders for or the selling or offering for sale of bread or bakery products, meat or meat products or milk and milk products by any manufacturer or producer thereof~~

SOLICITOR or PEDDLER — Any person who shall engage in soliciting or peddling, respectively, as hereinabove defined.

FOOD ESTABLISHMENT - A business operation that stores, prepares, packages, serves, vends or otherwise provides food for human consumption.

MOBILE FOOD VEHICLE – A Food Establishment that is located upon a vehicle including motorcycles and bicycles, or which is pulled by a vehicle, where food or beverage is cooked, prepared or served for individual portion service. This/her definition includes but is not limited to: mobile food kitchens, pushcart vendors, bicycle cart vendors, mobile food trucks, canteen trucks, and coffee trucks. This/her definition does not apply to "meals on wheels" program vehicles, or food home delivery services.

PRIVATE PARTY – A social gathering on private property not open to the public.

TRANSIENT MERCHANT — A person who engages or proposes to engage temporarily in merchandising business in the [cityCity](#) and occupies a room, building, tent, vehicle, ~~food truck~~[Mobile Food Vehicle](#), lot, stand or other premises for the purpose of selling, trading or bartering goods, [food](#), wares and merchandise.

B. Word usage. The singular shall include the plural.

§ 168-2. - Registration required.

No person shall engage in soliciting or peddling or act as a transient merchant in the [cityCity](#) without first registering with the City Code Official.

§ 168-3. - Information to be supplied.

- A. Every person desiring to engage in soliciting or peddling in the cityCity shall first register, under oath, with the Code Official. Upon such application, such person shall give ~~his/his/her~~ name, address and age; undergo his previous a criminal background check through the Delaware State of Identification record, if with the report sent to the Code Official any; the name and address of the person for whom he works and a letter appended to the application authorizing the applicant to represent the firm the applicant purports to represent, if any; the type or types of article, device, subscription, contribution, service or contract which he desires to sell or for which he wishes to solicit within the cityCity; the length of time he wishes to be registered; the type of vehicle he uses, if any, and its registration number; and the name, address and title of a company officer upon whom process or other legal notice may be served, if the applicant is a corporation or company.
- B. Where a person makes application for himself and one or more helpers, all applicable personal information specified above shall be given for each helper, and an individual license shall be required for each helper. No license issued under this chapter shall be transferable from one person to another.
- C. When applying for a permit for a Mobile Food Vehicle, a current, valid Food Establishment permit from the Delaware Department of Health and Social Services Division of Public Health and any inspection reports shall be provided to the City.

§ 168-4. - Fees.

The fee for a permit or license shall be set by the CityCity Council each year as part of the CityCity Fee Schedule. The license or permit fee shall be prorated after July 1. No refund shall be given for any solicitor, peddler, or transient merchant that ceases to operate during the licensing period. No permit or license shall be issued under this chapter except upon payment of a fee of \$50.

§ 168-5. - Issuance of license or permit; list of vendors.

- A. Upon registering with the City as aforesaid, each solicitor or peddler shall be issued, unless he shall have been convicted of a crime involving moral turpitude, a license or permit and may, ~~unless he shall have been convicted of a crime involving moral turpitude~~, be permitted to solicit or peddle or act as a transient merchant within the cityCity for the licensed period beginning on the date such license or permit is issued and ending on the expiration date thereof. Such license or permit shall not be transferable.
 - (1) No license or permit shall be issued to any person or business unless all taxes, assessments, sewer, water, electric, trash charges and any other fees due the CityCity are paid and in good standing.
- B. Notwithstanding the provisions of Subsection A hereof, organizers of special events that are approved by the City to use public streets, parks and facilities for their event may restrict or select the vendors or transient merchants that can participate at their farmer's market or event, provided that any Mobile Food Vehicles are properly permitted in accordance with the provisions of this Chapter. Event organizers shall provide a list of the approved vendors (including Mobile Food Vehicles) to the City no less than one week prior to the event. the Code Official shall be authorized to delegate the issuance of transient merchant licenses to the owner of any validly existing marketplace for casual retail sales and barter by independent vendors upon condition that said owner shall provide to the Code Official a complete list of vendors to whom licenses were issued.
 - ~~(1) The list required by this subsection shall contain a statement on behalf of said owner as follows: "This list constitutes a complete list of vendors for the reporting period. Each of said vendors was issued a transient merchant license in compliance with the City of Milford Municipal Code."~~
 - ~~(2) The list shall be provided at least once each month or as required by the Code Official.~~

§ 168-6. - Evidence of registration; display of license; restrictions.

- A. Every solicitor or peddler shall, at all times while engaged in soliciting or peddling in the [cityCity](#), carry evidence of such registration upon [his/his/her](#) person and shall exhibit such evidence upon request to all police officers, [cityCity](#) officials and citizens.
- B. Every person holding a transient merchant license shall post said license in a prominent place in [his/his/her](#) business premises and shall maintain said license as such at all times.
- C. No solicitor or peddler shall engage in selling or offering for sale or in seeking or taking of orders or contracts for any goods, wares, merchandise, article, device, subscription, contribution, service or contract not mentioned upon such license, nor shall any person use any vehicle for soliciting or peddling other than the vehicle registered upon [his/his/her](#) license.
- D. No license issued upon the provisions of this chapter may be transferred from one person to another. The person designated in said license shall be the only person authorized to engage in such business thereunder.

§ 168-7. - Hours of sale.

No person shall engage in soliciting or peddling at any time on Sunday or on any other day of the week before 9:00 a.m. or after 5:00 p.m. except upon invitation from or an appointment with the resident.

§ 168-8. - Noise.

No person engaged in soliciting or peddling or as a transient merchant shall hawk or cry [his/his/her](#) goods, wares, merchandise, articles, contracts or services upon any of the streets or sidewalks of the [cityCity](#), nor shall he use any loudspeaker or horn or any other device on public property for announcing [his/his/her](#) presence by which members of the public are annoyed.

§ 168-9. - Vehicles.

No person engaged in soliciting or peddling or as a transient merchant shall park any vehicle upon any of the streets or alleys of the [cityCity](#) in order to sort, rearrange or clean any of [his/his/her](#) goods, wares or merchandise or any samples, order books, contracts, circulars, literature or advertising matter pertaining thereto, nor may any such person place or deposit any refuse upon any such street or curbstone market or soliciting or peddling office by parking any vehicle upon any street or alley in the [cityCity](#) for longer than necessary in order to solicit from or peddle to persons residing in the immediate vicinity, unless prior written permission is provided by the City Manager.-

§ 168-10. - Prohibited acts.

- A. No person engaged in soliciting or peddling or acting as a transient merchant shall occupy any of the streets or alleys or sidewalks of the [cityCity](#) for the purpose of soliciting or peddling, with or without any stand or counter, unless prior written permission is provided by the City Manager.
- B. No person engaged in soliciting or peddling shall enter upon premises for the purpose of soliciting or peddling which are posted with signs indicating that soliciting or peddling thereon is prohibited.
- C. No peddler or solicitor shall peddle, vend or sell [his/his/her](#) goods or wares within 200 feet of any church or place of worship or any place occupied exclusively as a public or private school or for school purposes, nor shall he permit [his/his/her](#) cart, wagon or vehicle to stand on any public highway within said distance of such school property.
- D. No person shall solicit any business whatsoever at the scene of any accident within the incorporated area of the [cityCity](#).
- E. No transient merchant shall conduct business on a residential lot in a residentially zoned area unless the merchant is permitted by the property owner to provide food, goods or services for a private gatheringPrivate Party or function. All goods and services would be provided to the guests of the private gathering or function and not the general public.

§ 168-11. - Sales at public functions on [cityCity](#) property.

Notwithstanding any other provision, no person shall sell merchandise at any public function held in the [cityCity](#), on lands owned by the [cityCity](#), without first obtaining written permission therefor from the [CityCity](#) Manager.

§ 168-12. - Records; supervision of license holders.

The Code Official shall keep a record of all registrations made under this chapter, and the Code Official shall supervise the activities of all holders of such licenses.

§ 168-13. - Exemptions from license requirements.

The following persons are exempt from the license requirements of this chapter:

- A. Farmers engaged in selling only produce of their own farms from a truck or other vehicle.
- B. Persons engaged in the sale of goods, wares and merchandise, the proceeds whereof are to be applied to any charitable or philanthropic purpose.
- C. Persons 16 years of age or under.

§ 168-14. - Revocation of license; hearing for reinstatement.

- A. Any license hereinafter issued may be revoked by the Code Official upon the failure of the licensee to comply with the standards of conduct established herein or upon ascertainment that the licensee has made any false statements in the application for the license hereunder or upon such licensee being arrested and convicted of any crime involving moral turpitude.
- B. Any person whose license has been revoked shall be entitled to appear, with counsel if desired, before the [CityCity](#) Council at a regular or special meeting and be heard on behalf of a request for reinstatement of said license.

§ 168-15. - Form and contents of permit.

Each permit shall be issued in card form, shall be carried by the person for whose benefit it is issued and shall contain the following: the number of the permit, fee paid, date of issue, expiration date and the name, age, weight, color, name of employer, address and signature of the holder. The reverse side of such permit shall contain any regulations then in effect and controlling the holder, as well as any conditions and/or limitations to which such permit is subject.

[§ 168-16-17. – Mobile Food Vehicle Rules and Regulations](#)

[\(a\) General. The following rules and regulations apply:](#)

[\(1\) No operator of a Mobile Food Vehicle shall park, stand or move a vehicle and conduct business within areas of the City where the permit holder has not been authorized to operate;](#)

[\(2\) The issuance of a permit does not grant or entitle the exclusive use of a location to the Mobile Food Vehicle permit holder, other than the time and place as approved for the term of the permit;](#)

[\(3\) No Mobile Food Vehicle shall provide or allow any dining area, including but not limited to tables, chairs, booths, bar stools, benches and standup counters, unless a proposal for such seating/standup arrangements is submitted with the permit application and approved by the City Manager;](#)

[\(4\) Permit holders shall provide customers with single service articles, such as plastic silverware and paper plates, and a waste container for their disposal. All Mobile Vehicles shall offer a waste container for](#)

public use that the operator shall empty at his/her or her own expense if not provided by the Special Event sponsor.

(5) No Mobile Food Vehicle shall make or cause to be made any unreasonable or excessive noise in violation of the City's Codified Ordinances.

(6) No permittee shall employ the use of flashing or moving lights on or near a Mobile **Food** Vehicle as part of its operation.

(7) A Mobile Food Vehicle may not operate on public property, including right-of-way, unless the City has otherwise granted approval on the Special Event Permit application for its operation at the particular location during specific times.

(8) The City reserves the right to relocate a mobile food truck to an alternate location as determined by the City Manager if the approved location needs to be used for emergency purposes or other public benefit.

(9) Mobile Food Vehicles shall adhere to all applicable parking regulations.

(b) The operation of Mobile **Food** Vehicles shall at all times be in compliance with all applicable governmental rules and regulations, including but not limited to those of the Delaware Department of Health and Social Services Division of Public Health and the Delaware Department of Transportation.

§ 168-~~1716~~. - Violations and penalties.

- A. Violation of any provision of this chapter shall be punishable, upon conviction, by a fine of not less than \$100 nor more than \$500. The continuation of an offense against the provisions of this chapter shall constitute, for each day the offense is continued, a separate and distinct offense hereunder.
- B. In addition to or as an alternative to the above-provided penalties, the [cityCity](#) may also maintain an action or proceeding in the name of the [cityCity](#) in a court of competent jurisdiction to compel compliance with or to restrain by injunction the violation of this chapter.
- C. In addition, any person who violates any provision of the foregoing may be subject to a loss of the license privilege herein granted.

What Is A Strategic Plan? (For Your City, That Is.)

[Ted Jackson](#) | [January 21, 2016](#)

Your city's leaders have a clear plan for your city. Now you just need to implement it. That's the easy part, right? Not so much. Taking the grand vision statements and promises and turning them into real benefits for your community takes planning, execution, and a whole lot of hard work.

Building a city strategic plan sometimes seems daunting at first. But it needn't be. It's simply a process you can use to help balance the demands of all the constituencies in the community with the realities of a constrained amount of time and money. Yes, there are many things we *want* to do to grow and thrive as a community, but what do we *need* to do and when? That is the essence of strategic planning.

[Dr. Gerald Gordon put it best](#) when he defined strategic planning as a “systematic process by which a community anticipates and plans for its future.” The way to anticipate the future is through goal setting, and the way to plan for it is by setting the right activities to reach that desired future. A strong link between your city's goals and the activities of its employees is the key to a strategic plan.

What Is A City Strategic Plan?

Everyone does planning—and sometimes we get paralyzed by [over planning](#). Each city department has its own plan and sometimes it is tough to see how it will all fit together. Wherever you find yourself, you know it's time for a solid citywide procedure, so you likely searched for “What is a strategic plan?” You've come to the right place.

The first step in creating a solid plan is to open the lines of communication. Include your staff, managers and directors, city council, and citizens. You'll want to [engage your staff as much as possible](#) to know your plan focuses on the right initiatives. Without everyone on board from the beginning, the strategy is likely doomed. So once you've established great communication, you're ready to start in on the five main elements of a citywide plan.

(Keep in mind that organizations might call these components by different names—and that's just fine. Figure out what terminology works best for your organization and go with it. Calling something a “goal” or a “strategic priority” doesn't matter as long as the meaning behind it is there.)

1. Core Mission

Your city's mission is the foundation of the plan; it shows what you do for the city, community, and citizens. This is a step that some people don't take seriously—but this is the main building block that will keep you focused from this point forward. We'd recommend that you look around at other municipalities that you respect or admire and find some things that you really like from them. Then take those components and some of your own, and come together with your staff and/or citizens to see if any or all of those components echo what they want to see. Finally, with all of this information in mind, you can finalize your core mission. All in all, the core mission should be a mix of some things your municipality is now and some things you want to become in the future. Everything else in your city strategic plan will need to tie back to this, so be sure it isn't too specific, and try to keep it concise.

2. Vision Statement

Your vision statement builds on the mission by stating what you are hoping to achieve in the future in order to reach your mission—so this is where you can start getting a little more specific. Try to take a similar approach to crafting the vision statement as you did for the core mission. Look at other vision statements you've seen and reach out to your staff and citizens. Determine where you want to be in 3-5 years (these should be the more practical goals) and also where you want to be 10-20 years in the future (these should be more audacious goals). This is where things can get exciting and fun. Some citizens will propose some far-fetched ideas—say, they'll want to host the Olympics! That may not actually happen, but it's neat to have your citizens thinking this way.

3. Strategic Priorities

Certain goals should be focused on above all others. During this step, you should pick five or six priorities that, if accomplished, will guarantee that you [execute your strategy](#). (These can be called “strategic priorities,” “goals,” or “objectives.”) You'll want to have only 5-7 strategic priorities which will allow you to focus on achieving your core mission statement and vision. The following are often considered strategic priorities for many municipalities:

- Economy
- Neighborhood livability
- Health & Safety
- Transportation
- Culture & Entertainment
- Efficient and high performing government

Again, you'll want to step back and be sure to involve both your citizens and your staff at every level of this process. Be sure to think about what things are really going to help you achieve this vision.

4. Communication & Rollout Plan

Everyone—from employees to citizens—needs to understand how they fit into the city's strategic plan. If you've involved your staff and citizens in steps 1-3, this fourth step is so much easier.

First, understand that people need to be able to explain your strategic plan back to you in very simple terms to ensure its effectiveness. A really good example of this comes from a STAT meeting I recently sat in on. I saw that someone from the fire department—who wasn't the fire chief—was presenting. He was third or fourth in command. He explained how the department fit within the strategic plan of the city in very simple terms, demonstrating a strong knowledge of the subject.

Altogether, this process should be extremely transparent. Consider weight loss for a moment: If one of your goals is to lose 20 pounds, it's a great idea to tell some people about that plan, so they can keep you honest. The same is true for a city strategic plan. You should be able to put it out there and express where you want to go and what you want to do—this acts as an additional motivator and a source of accountability.

5. Accountability

You'll need to establish numerical goals to know if you are on track. To do this, it's important to select the right key performance indicators (KPIs) that will inform your priorities and goals directly. The KPI selection process is a very important one—but in the first year or so, you may not have the right ones. For example, if you notice that your KPIs are all green, but your goals and priorities aren't improving, you may need to go back to the drawing board with your KPIs. You could have the wrong measures, or the targets may not be aggressive enough.

Typically, when you set priorities, you'll set them for the municipality as a whole. Some organizations will take the additional step of setting up a scorecard for each department right off the bat, and others will expand into departmental scorecards after some experience at the city level. The department's unique priorities should be represented, but be sure that there are elements that tie back to the city level to ensure clear alignment.

See Also: [6 Common Rookie Mistakes In Your Strategic Plan](#)

2 Real-World City Strategic Plan Examples

Cities have started to adopt the same strategic planning process as the private sector over the last few years. With tightened budgets, it's critical that city governments can accomplish as much as possible with fewer resources. Here are two examples of award-winning city strategic plans.

Fort Lauderdale

To activate its ambitious, community-driven vision plan, the City of Fort Lauderdale, Florida has embarked on a sweeping new program of strategy management. In the process, the city has embraced performance measurement with equal parts discipline, dedication, and passion.

Continue Reading: [From Vision To Action: Fort Lauderdale's Strategy Management Journey](#)

Durham

Its first-ever strategic plan, along with its emphasis on data-driven decision-making, has advanced the City of Durham, North Carolina, toward its goal of transparent, civic-minded government. Durham's fervent attention to performance measurement and monitoring has helped the city align its spending and activities with strategic priorities—and partner in unprecedented ways with the county.

Continue Reading: [Durham's Got It! A New Strategic Plan, A New System For Managing It](#)

Getting Started With Your Strategic Plan: 5 Things To Keep In Mind

1. Involve your stakeholders.

This could be your staff and/or your citizens. If you go through the whole process without their input and then your staff or citizens don't agree, you've created a headache for yourself. Being open and inclusive during your strategic planning process is vital to its success.

2. Be bold, but realistic.

Feel free to set aggressive goals, but keep a realistic mindset. Again, if one of your citizens suggests hosting the Olympics in ten years, you should be thrilled with their enthusiasm—but still aware that this may not be something that will actually happen.

3. Don't be afraid of your weaknesses.

Sometimes organizations are tempted to create *comfortable* strategic plans, so they don't fall short of their goals—but this is a mistake. Great strategic plans have a mix of things the municipality does really well and things it doesn't do well. This is also important, so your citizens can see you have a good perspective on what is going well and what isn't going well within the community.

4. Don't neglect your strengths.

On the other side of the coin, you should be sure to include several things that your organization does well in your strategic plan! Even if your municipality excels in a particular area already, there's always room for improvement.

5. Don't go in alone; seek out help when needed.

One of the great things about the municipal space is that most cities will share a lot of information. If you see a municipality with a really great strategic plan, don't be afraid to reach out to them and learn from what they're doing. Putting yourself on an island will only hurt your municipality.

6. Keep your focus on the long term.

There will be times that are both difficult and frustrating when you're leading and implementing something this large. But once you get things up and running, it will pay off—so just keep going!

Keep In Mind...

The most important thing is to *just get started!* Remember, you don't have to be a master at strategic planning, and the process will never be entirely perfect. Even cities that win awards for their strategic management weren't *always* winning awards. They were simply consistent in their processes and were flexible to adapt and learn.

Also, most citizens won't fault their local government for putting forth an honest effort to be *better* than they currently are. If you're communicating with your citizens and communicating internally—and you're being honest about where you are now and where you'd like to be in the future—your citizens will be grateful.

Municipal Development Strategy Process

A toolkit for practitioners

THIS IS A VNG INTERNATIONAL PRODUCT

Quality strategic planning and strategy delivery is increasing in importance as a process and set of tools that guide the development of a municipality. In times when resources are tight, effective and efficient resource allocation is gaining even more importance. This publication will therefore suggest a practical four-stage process to strategic planning at the municipal level, including the setting up of effective structures for managing the strategy process (1), preparing a good strategic analysis of the municipality (2), strategy formulation (3) and strategy implementation (4). A key concept throughout this process is partnership: partnerships within the municipality, as well as with others outside the municipal building, with whom these four steps are undertaken together. Partnerships help make the municipal development process more transparent and accountable, thereby increasing the likelihood of the municipal development strategy to deliver the expected results and contribute to the improved quality of life of citizens.



Municipal Development Strategy Process

A toolkit for practitioners



Colophon

This publication has been developed in the framework of the LOGO East II Programme.

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Introduction

Why do municipalities need a strategy?

A strategy is a structured set of actions designed to achieve a particular goal. General strategic questions that a municipality is faced with on a daily basis are:

Broad strategic context	Symptoms	Strategic questions
The municipality is in decline	There has been a continuous outward migration from the municipality for several years. Very high level of inactive population. Very few income generating activities. The municipality is not within commuter distance to a stable or growing economic centre.	What conditions or actions could create the basis for a turnaround? Would it be possible to connect the municipality better to other urban centres? How can we consolidate existing resources to make the municipality viable for the remaining population? How can we adapt services and cooperate with others to ensure provision of essential municipal services at lower cost?
The municipality is in transition	Some 'key' old industries have consolidated or closed down and unemployment is high. Industrial heritage is more of a burden than an asset, using up valuable land. Municipal labour skills are too much focussed on the old industries. There are real opportunities and people with ideas, and some new businesses are springing up.	How can we assist the transformation? How can we transform old industrial locations into new spaces for modern living, working, art and culture? How can we widen and adapt the local skill base to meet modern requirements of a modern economy? How can we encourage new ideas and new business? How can we position ourselves, and communicate our transformation?
The municipality is growing	The municipality is successful and growing. There is inward migration. Existing infrastructure was not designed for a larger population and is increasingly becoming inadequate. Physical development brings environmental and aesthetic challenges (urban sprawl).	How can we provide adequate services and infrastructure for a growing number of people? How can we maintain and ensure adequate quality of life and environmental standards for a growing population? How can we ensure social integration and cohesion?
Municipal resources are tight	This situation might occur in any of the above mentioned contexts. The municipality does not have the ways and means to generate sufficient income, and / or the municipality is not using its resources efficiently enough.	How can we generate more income? How can we make tax collection more effective? How can we deliver more with less? Where are the big money wasters in our municipality? How can we invest to be safe in the future? How can we cooperate and share service provision in order to become more efficient?

Box 1: Strategic issues relevant for your municipality

A strategy is effectively an overarching project (meta-project), which contains a collection of projects. A strategy should provide a realistic guidance to the effective allocation of municipal resources, be they human, physical, or financial. In times when resources are tight, effective and efficient resource allocation is gaining even more importance. Municipalities need to learn how to compete and position themselves in order to provide the quality of life, jobs and services that attract businesses and people. The effective delivery of a good strategy might be a deciding factor between a municipality's (continued) prosperity or eventual decline. Moreover, a strategy is often a prerequisite for the funding of municipal projects via banks, national funding or EU funding.

Municipalities everywhere are beginning to realise the importance of having a quality strategy (or plan) to achieve their development goals. There are few municipalities today that have not started deliberating about their strategy, and many have at least their first, or even second or third generation of development strategy. A municipality which has not yet learned to work effectively with its strategy is likely to lose out to the ones that have.

Some municipalities see the strategy as a piece of paper, or at best as a political promotion tool. In order to make your strategy effective, you need to understand that it is a new institutional framework. It is both a dynamic process and a tool for mobilising municipal resources – human, physical and financial – towards a desired outcome. During this process, the municipality creates (new) social collaborative networks, both within and outside the municipality. The stronger these networks are, the higher the chance for the municipality to prosper in the future. These networks are often called 'partnerships'. Partnerships help make the municipal development process more transparent and accountable. Municipalities that work in a more transparent and accountable manner are likely to be more successful in the long term.

The contribution of this toolkit

Municipal plans and strategies tend to have too broad and unspecific goals. They tend to focus on 'what' the municipality wishes to achieve, but at the same time provide little detail on 'how' to achieve this. In fact, many strategies are never being implemented at all. This toolkit will therefore pay special attention to practical aspects of strategy delivery.

Besides, this toolkit will outline some project management issues, and highlight the need for self-reflection and capacity building, starting within the municipal organisation, and extending to all stakeholders. This is important since municipalities often get disappointed with the outcomes of the municipal strategy because they lack experience and knowledge in project management.

Moreover, this toolkit emphasises the significance of an integrated approach and the importance of partnership building. The integrated approach means that the strategy needs to consider the coordination and cooperation of all sectors and related institutions, departments, and other relevant organisations, often beyond

the municipality itself. Partnership building concerns creating effective networks and trust among different interest groups within the municipality and is essential for dealing with the complex challenges local governments face.

This toolkit is structured in four chapters according to four broad stages of the municipal development strategy process: *Getting organised, situation analysis, strategy formulation and strategy implementation*. For each stage, we propose to follow a number of practical steps and for each step, whenever appropriate, we highlight common pitfalls and how to avoid them. Moreover, each chapter presents examples of good practice and provides practical suggestions.

1 Municipal Development Strategy Process – An Integrated Approach

Plan versus strategy – some definitions

The terms 'plan' and 'strategy' are often used interchangeably. The meanings of the words are quite similar - a method for achieving an end. However, there are differences between these words as well. A plan is an arrangement, a pattern, a programme, or a scheme for a definite purpose. A plan is very concrete in nature and does not allow for deviation. If 'Plan A' does not work, you do not alter 'Plan A' and try again. Rather, you move to 'Plan B'; something totally different. A strategy, on the other hand, is a blueprint, layout, design, or idea used to accomplish a specific goal. A strategy is very flexible and open for adaptation and change when needed. The review of the strategy becomes part of the process.

When planning for the future, which is unknown, it helps to strategize and consider the various scenarios you might be faced with and be prepared to modify your strategy so you can keep moving forward, rather than starting over at the beginning. A development strategy which shows how a municipality positions itself to face the future in an adaptive way is likely to be complemented by a concrete municipal master plan for zoning and physical development.

Other terms are possible for describing essentially the same. In Serbia, for example, all municipalities will have *Integrated Sustainable Development Strategies*, according to some recent guidance by the Standing Conference of Towns and Municipalities. For the purpose of this toolkit we will use the term *Municipal Development Strategy*. The approach to this strategy should be both sustainable, and integrated, as explained below.

What do we mean by an integrated approach?

An integrated municipal development strategy brings together all sectors for which the local government has a mandate, and all corresponding actors and stakeholders, in a coordinated manner. An integrated strategy combines sector issues in a structured way. Traditionally, municipal departments, for example for environment, infrastructure, economy, social affairs, etcetera, tend to work in parallel to each other rather than collaborative. Addressing all issues that a municipal government is dealing with in a single overarching strategy opens up opportunities for creating synergies, adding value, and innovation through cross-sectoral cooperation. For example, restoring a part of a municipality as a nature protected area might not only improve the environment, but might have recreational value and open up tourism potential, and might be used for youth education programmes. Integrated strategic planning is moreover a process that follows a structured

system for both the elaboration and delivery of the strategy. Such a system includes standards for public participation (see more details below), and clear roles and mechanisms for managing and monitoring the strategy. The illustration below compares a commonly practiced conventional approach to municipal strategy on the left hand side with an integrated approach on the right. With the conventional approach, the municipal strategy is likely to remain a collection of wishes that might not be supported by the broader public and that have little positive impact on the development of the municipality. If an integrated approach is followed systematically, there is a good chance that the strategy will deliver real outcomes that are fully supported by municipal stakeholders. Moreover, the integrated monitoring system will detect whenever things are not going the right way, and can make necessary adjustments to improve in the future.

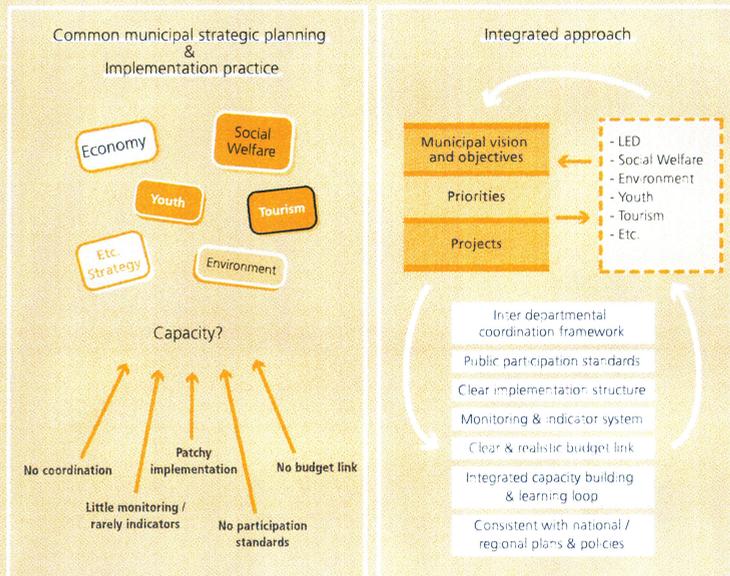


Figure 1: Comparison of a commonly practiced conventional approach to municipal strategy and an integrated approach to municipal strategy

Last but not least, it needs to be recognised that successful municipal development strategy formulation and delivery is a learning process. There are no quick fixes to the development of a municipality. But the systematic application of the integrated approach in an open, consultative, and transparent manner will make a significant contribution to the future prosperity and quality of life of a municipality in any country.

2 Think Partnership Throughout the Process

Better partnership means better development

The better the partnership, the better the strategy. However, successful partnership is not easy, and it requires an appropriate frame of mind. The basic premise behind a partnership based municipal strategy process is that traditional top-down decision making and delivery mechanisms without the involvement of relevant stakeholders are inadequate in the face of the complex challenges faced by local governments.

WHO IS A MUNICIPAL DEVELOPMENT STRATEGY STAKEHOLDER?

A stakeholder can be defined as a person, group, organisation, or system, who has the capacity to influence, and whose interests may be positively or negatively affected by the decisions taken, action or inaction, performance or completion of any project as part of the preparation and delivery of the strategy.

It is now widely recognised that stakeholder participation is a key ingredient for successful local development. Benefits of stakeholder participation include:

- Greater effectiveness in strategy development through providing information, insights, and knowledge.
- Better strategy delivery through more transparent monitoring.
- More effective project selection.
- Greater legitimacy and transparency in decisions and decision making processes.
- Greater commitment and ownership of strategy outputs.
- Opportunities for reinforcing innovation and learning across organisational boundaries.
- Development of institutional capacity at sector and territorial level.

Partnership builds social capital

The European Union has long recognised the importance of building social capital through collaboration, cooperation, mutual trust and shared values. Social capital is regarded a key factor for building sustainable municipal development. Partnership working creates the norms, networks, skills and development culture that allow social capital to flourish. Social capital, just like physical infrastructure, needs to be

built, and as such, is part of the responsibility of the policy maker and government. Public participation however is often still seen as a necessary add-on by municipal decision makers knowing that only a municipal strategy process that is based on a partnership culture can lead to long term sustainable development. This toolkit advocates placing partnership at the centre throughout the municipal strategy cycle. Therefore, municipal strategic practitioners should 'think partnership' at all times.

Dimensions of partnership

In line with the integrated approach outlined above, we propose to take the notion of partnership beyond mere public participation. A municipality's partnership in a modern networked society has many dimensions. The municipality with stronger networks and alliances, both within and outside the municipality, is likely to be more successful in the long run. Municipal strategy practitioners thus need to think along at least seven dimensions of partnership:

Think beyond politics	Municipal strategic planning is at the heart of municipal resource allocation, it is thus always also a political process. Before engaging in the strategy process, the strategy coordinator should broker the support of the political opposition, as well as the governing parties. There are plenty of examples of failed municipal strategies, because an existing strategy was abandoned, and restarted as soon as the municipal government changed. The municipal development strategy thus needs to be supported by the entire municipality.
Think inter-departmental and inter-sectoral coordination	A municipal government that is organised along traditional sector departments (economy, environment, etc.) is ill equipped to tackle the increasingly complex problems a municipality is facing in a globalised society. Ways and means of promoting cross-departmental cooperation need to be encouraged as part of the strategy process.
Think cross-cutting issues	Cross-cutting issues are issues that touch on general principles such as democracy and human rights, good governance, children's rights and the rights of indigenous people, gender equality, a sustainable environment and HIV/AIDS. They should be considered at every stage of the strategy process.
Think public – private – non-governmental & citizen cooperation	The local government needs to seek good collaboration with the business sector and non-governmental organisations in order to be able to provide suitable services for the 21st century.
Think inter-municipal cooperation	A single municipality might not make a viable economic area. Potential investors might seek a larger pool of resources, or more sophisticated services than can be provided by a single municipality. Moreover, sharing resources might save money and allow better service provision (e.g. regional waste management centres, high quality education). Effective inter-ministerial coordination is thus a vital issue.
Think cross-border and international cooperation	Learning and capacity building is vital for any municipality in order to be successful. International partnerships, for example through town twinning, can assist with this. For municipalities in border regions, participating in cross-border cooperation might help the municipality tackle specific problems the border situation creates.

Think vertical coordination

Municipalities (with the exception of some city states) tend to be on a local territorial level, with regional and national governments above them. Mostly, the mandates and governmental responsibilities between the national, regional and municipal level are quite clear, sometimes less so. The municipality which learns to cooperate well with the national ministerial levels is likely to attract more resources, and more effectively implement government policies.

Box 2: Dimensions of partnership

EXAMPLE: INTER-MUNICIPAL COOPERATION IN KOCELJEVA (SERBIA)

The municipality of Koceljeva is a small municipality in Western Serbia with 16,000 inhabitants. Every small municipality is facing a lot of problems such as: No possibility for balanced regional development, insufficient number of qualified people to use EU and other donor funds, and the inability to generate its own funds for stimulating development. Municipal officials decided to launch a unique inter-municipal cooperation by creating an Association of Small Municipalities in Western Serbia. This association has 11 municipalities who signed partnership agreements and decided to have one body representing all their interests. Significant help was received from the Standing Conference of Towns and Municipalities in Serbia, who had to adapt their own regulations, to facilitate the creation of such an initiative. Since all the involved municipalities approved the Protocol of Cooperation, they started cooperating to exchange experiences (exchange visits by Chiefs of Departments), to help organizing festivals (exchange of stalls for exhibitions etc), to jointly prepare projects to be submitted under the National Investment Plan and to submit joint initiatives to the Government. At the moment the association is planning to create a joint Regional Agency for development of the region.

3 Stages in Strategy Preparation and Delivery

In strategic planning, the process is often more important than the end product. Everyone can write a strategy, but if the strategy is not supported by those affected by it, it will not deliver results. For the purpose of this toolkit, we break down the strategy process into four broad stages: Getting organised, conducting situation analysis, strategy formulation, and strategy implementation.

For each stage, we outline a number of steps to be followed in order to complete the stage. The table below provides an overview of the stages, its steps and the estimated timing:

Stage	Steps	Timeframe
Get organised	<ul style="list-style-type: none"> Ensure political commitment & leadership Appoint strategy coordinator Consider engaging technical assistance Engage the partnership Set up the organisational structure Agree operational rules & work-plan Kick off with a publicity campaign 	months 1-3
Situation analysis	<ul style="list-style-type: none"> Assess the strategic context Prepare municipal profile Carry out municipal capacity & resource assessment Prepare a SWOT analysis Obtain broad consensus Continue improving your knowledge base 	months 3-6
Strategy formulation	<ul style="list-style-type: none"> Create a municipal vision Develop objectives & priorities Create a budget Develop indicators to measure performance Describe delivery mechanism Draw up the strategy Obtain political endorsement 	months 5-10
Implement strategy	<ul style="list-style-type: none"> Identify and select priority projects Focussing and sequencing Prepare a project pipeline Project funding and delivery Monitor progress Proactive implementation management Review strategy 	Continuously after month 12-18

Box 3: Stages in strategy preparation and delivery

The subsequent chapters will explain each stage and corresponding steps in more detail, and will highlight common problems and how to avoid them at each stage. As appropriate, each chapter will illustrate good practice with real life examples and practical suggestions.

4 Stage One Get Organised

Preparing a strategy is always a team effort. The better the team works together, the more effective the strategy is likely to be. Hereafter, we outline the main actors, and their roles and responsibilities.

Step 1 | Ensure political commitment and leadership

Successful creation and implementation of municipal strategies implies several prerequisites:

- Formal involvement and commitment of municipal leaders to the process.
- Actual allocation of municipal resources, both monetary and human.
- Dedication to strategy implementation by municipal leaders and the administration.

Political commitment and leadership is essential for successful strategic planning. Ideally, all political fractions should support the elaboration of the strategy in the first place. Further, the more consensus of all parties and stakeholders can be found, the more successful the strategy is likely to be. In order to ensure political commitment, we suggest the following:

Brief the mayor

The mayor initiates the process, appoints the *coordinator*, the *municipal development team* and possibly a *strategic steering committee*, communicates the process and reports to the municipal assembly. (S)he needs to provide the full political support to the process. The mayor will:

- Give credibility and emphasize openness of the process.
- Ensure commitment of the municipal administration to the process.
- Ensure linkage and involvement of the political representatives in the process.
- Give encouragement and recognition to all the participants who will, together with municipal officials, work on the strategy development.

The mayor should be well briefed about the process, so that (s)he understands the partnership principle that s(he) has a role in brokering political consensus.

Brief the municipal assembly

The municipal assembly legitimises the beginning of the process, gives comments on the draft strategy, and adopts the final document. The assembly or their subordinate committee members are invited to join the strategy process and they will give the strategy democratic legitimacy via a municipal resolution or decree to order the start of the process, and to ensure its full support.

It is good practice to involve and brief the assembly regularly about the progress of the strategy, and make sure that the strategy is fully supported. You do not want to get to a situation that you work on the strategy for a year and it is then rejected by the assembly, because it is not familiar with it and does not agree on its contents.

Ownership of the process

The municipal development strategy process implies active participation of various stakeholders. *But the municipal administration has to play the key role in the leadership of municipal planning*, on behalf of the municipal government. Municipalities and their populations are the final beneficiaries of the investments that will derive from the municipal strategies. Therefore, municipal staff has to be the backbone of the whole process.

Step 2 | Appoint strategy coordinator

The strategy coordinator has a central role throughout the process. (S)he leads the process, reports to the mayor and coordinates work and activities of working groups. We recommend that the strategy coordinator is proposed by the mayor, and endorsed by the municipal assembly. The coordinator might subsequently also be in charge of leading a team responsible for implementation of the municipal development strategy.

The coordinator should be an experienced and well respected senior member of the administration with a high degree of authority, who also has good facilitation skills. However, (s)he also needs to be able to dedicate considerable time to the process. If possible, the coordinator should be backed up by a secretariat to organise meetings, take minutes, etcetera.

Step 3 | Consider engaging technical assistance

While not entirely essential, it would be advisable to involve technical assistance support throughout the process. Involving technical assistance has several advantages. First of all, an outside agent often finds it easier to act as honest broker. Second, external experts might provide experience and expertise that is lacking in the municipality and build capacity in the process. Finally, they ease the work load of preparing the strategy.

However, the municipal administration should always retain ownership of the process and not delegate responsibility for the strategy to technical assistance. Technical assistance may assist with some or all of the following:

- Setting up the organisational structure and partnership.
- Identifying the proper mix of people to be appointed to different bodies, based on needs of the municipality, their talents, and the groups they represent.
- Conduct an introduction session at the beginning of the process.
- Developing the information database for the situation analysis.
- Guide local coordinators through the process.
- Provide a methodological framework from beginning to end.
- Moderating of workshops.

- Writing the final version of the strategy.
- Identifying opportunities for positive media exposure, help to plan public meetings and encourage maximum attendance and community awareness of what the planning process is about.
- Strategy implementation.

Ask any international donors, your association of municipalities, a development agency, or your government, if they know any programmes that provide municipal development experts that could assist you with the preparation or implementation of the strategy. But keep in mind to retain ownership of the process. An expert should only assist, while the municipality leads.

Step 4 | Engage the partnership

Effective public participation is two-way communication. If the members of the public are to have the opportunity to influence the content of a decision, they need to be able to have input into the process and to respond to proposed actions.

As mentioned in the previous chapter, partnership can have many dimensions. There is not one single best way of organising it. Here we would like to suggest three levels of partnership:

- *Operational partnership* – stakeholders outside the municipality, who actively participate in preparing the strategy.
- *Stakeholder consultation & monitoring* – relevant stakeholders provide information and are consulted during the process.
- *Networks* – the strategy actively engages with relevant potential partners outside the municipality (networking with other municipalities, cooperation with ministries, donors and international partners, etcetera).

The partnership should include representatives from all political orientations in order to provide support by a wide community and assure overall consensus. It provides advice and reports to the assembly.

Perform a stakeholder analysis

The partnership is formed on the basis of a stakeholder analysis. This means that the members of the partnership should be selected in a transparent manner according to their possible contribution to the process, and not according to any political considerations. Types of representatives, who might be included in the development partnership process, are:

- Elected and senior appointed public officials.
- Directors of large industries and businesses.
- Entrepreneurs and business owners and managers.
- Bank managers.
- Directors of public utilities.
- Director of the local Chamber of Commerce and other business associations.

- Representatives of local schools and universities.
- Representatives of social care institutions.
- Newspaper and other media representatives.
- Local representatives of central/regional government offices.
- NGO and citizen initiative representatives.
- Representatives of local churches.
- Youth groups.

You can use a template like this for a stakeholder analysis:

Stakeholder	Stake / Mandate	Potential role in strategy	Capacity
Name: President of the business chamber	Represents the business community.	Could lead a working group on economy.	Strong capacity, key actors.
Name: Roma community leader	Was elected to represent both Roma and other ethnic minorities.	Involvement in the social development working groups, organises surveys in the community.	Marginalized, need to ensure active participation and capacity building.
Etcetera...

Box 4: Stakeholder analysis

EXAMPLE: PARTNERSHIP FOR MUNICIPALITY PETROVO (BOSNIA AND HERZEGOVINA)

In Petrovo, with a population of about 10,000, a local development partnership was formed for the purpose of preparing a Local Development Strategy. The partnership was composed of 70 representatives from the public, private and non-governmental sectors and they all signed a memorandum of partnership. At the first meeting, the chairman (from the private sector) was elected unanimously, as well as two deputy-chairmen (from the public and non-governmental sector respectively). The involvement of the chairman, a prominent and highly respected local businessman, greatly motivated other businessmen to become involved in the organized focus groups and workshops, while the deputy chairman, from the non-governmental sector, facilitated the proactive participation of non-governmental youth, cultural and sports organisations, in the overall strategic planning process. This gave a wide base of involvement of the relevant persons and groupings in the community in the preparation of the Local Development strategy.

Clarify your expectations

You should talk to all potential stakeholders in order to determine their specific knowledge, interests and needs. For potential candidates to participate in the strategy working groups, make them aware that they need to actively engage and commit considerable time to the process. In order to keep the partnership operational, in case of a larger number of small NGOs, these should elect one or two people to represent their broad interests. Also, every stakeholder should have a replacement in case (s)he cannot attend an essential meeting.

Step 5 | Set up the operational structure

An organisational set up for the strategy elaboration could look like this organisational chart:

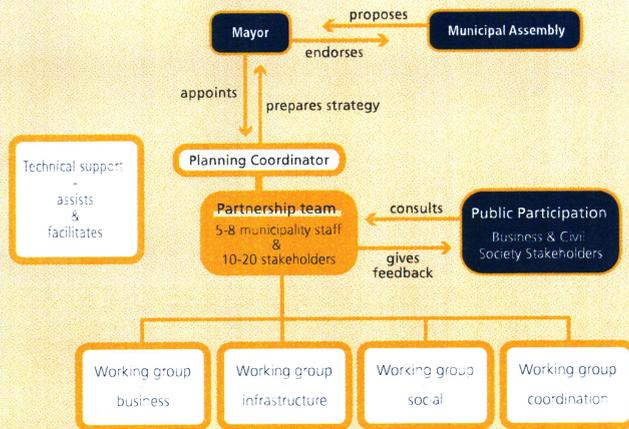


Figure 2: Organisational chart for municipal strategy elaboration

What you might call the *partnership team* is the core operational body responsible for carrying out the activities within the municipal development strategy process. Activities of the partnership team include: Collecting data on existing resources in the municipality, assessment of the current situation, active participation in the process of visioning, identification of priorities, drafting of the strategy, and development of project proposals.

The partnership is likely to split in smaller *technical working groups*, for example to discuss infrastructure, business or social issues, as required and agreed within a particular municipality. There is not a single preferred way of how to assemble the partnership. However, it has proven to be good practice to form the working groups as a combination of municipal administrators and outside stakeholders with relevant expertise.

In *smaller municipalities*, the partnership team is likely to include already most relevant stakeholders so there will be limited additional public consultation. In *larger municipalities*, where there are likely to be more interest groups, the partnership will be the core working team with a limited number of people. But the progress of the strategy should in addition be discussed with a *wider public audience*.

The partnership will be maintained after the completion of the municipal development strategy. During the implementation of the strategy, it will function as a *monitoring committee*.

Step 6 | Prepare and agree operational rules & work plan

In order to ensure clear understanding of roles and responsibilities, it is advisable to lay down some operational rules for the entire process. These rules should be endorsed by the municipal assembly. The rules could contain the following:

- Explanation of the role of the partnership as an advisory body, which supports the work of the assembly and does not replace any formal institutions or positions.
- Transparent selection of the partnership team (on basis of stakeholder analysis).
- Membership of the partnership team (including appointment of deputies).
- Regular meetings (prior written invitation, documentation of meetings).
- Equal treatment of all participants.
- Responsibilities of team members.

Moreover, it would be good to prepare a work plan at this stage, which outlines who should do what by when.

Step 7 | Kick off with a publicity campaign

Once you got organised and are ready to go, it would be good to let the entire municipality know that you are engaging in something big: The preparation of a strategy to determine the future of the municipality. In order to ensure that the process is as transparent as possible, we recommend using the occasion to have a publicity campaign, and give citizens the opportunity to participate.



EXAMPLE: MUNICIPALITY OF KIKINDA (SERBIA)

The municipality of Kikinda in Serbia prepared a little feature film to advertise the start of the process and the placement of a giant Rubik's cube as a mailbox outside the municipality building where all citizens were encouraged to submit their suggestions for future improvements to the municipality.

Stage one | Common difficulties and how to avoid them

The following table shows common difficulties you may encounter at stage one, and gives suggestions how to avoid them.

Common difficulties	Suggested ways forward
Political capture – Municipal politicians might not have experience with the transparency & openness required for the engagement of stakeholders. They are often not used to discussing policy with people outside their political affiliation. The strategy process that was started by one municipal government stops as soon as the government changes.	<i>Design</i> the strategy for a period that goes well beyond any electoral cycle. <i>Involve</i> the political opposition early on, and work and inform the municipal actively. <i>Publicise</i> the strategy widely. <i>Work</i> in an open and transparent manner, and actively involve citizens. <i>Mobilise</i> the entire municipality behind the strategy.
Public participation as paying lip service – Public consultations are done in a rigid manner without real consultation. Many stakeholders do not speak their mind in public hearings because they feel that they cannot influence the policy process anyway.	<i>Involve</i> stakeholders from the beginning. Give people time to get to know each other. <i>Arrange</i> some informal and more social gatherings where people become more relaxed. <i>Allow</i> people to express their opinions confidentially (letter boxes) if they wish.
Limited capacity of the partners – On occasions, active stakeholder participation is not the politicians fault, but the stakeholders do not have the capacity to provide competent analysis or make constructive suggestions. A constructive dialogue with NGOs is often not possible, if NGOs just accuse the government.	<i>Encourage</i> the more marginalised groups, in separate focus groups if necessary. <i>Organise</i> a workshop on communication techniques and standards. <i>Agree</i> rules of procedure and conduct during debates. (discussions should be kept technical and suggestions should be formulated without accusing groups or individuals)

Common difficulties	Suggested ways forward
Confusing participation with government – The assembly rejects the partnership because it sees it as a competition to the elected assembly.	<i>Explain</i> the specific role of the partnership as an advisory body to help the assembly make better decisions on the basis of citizens' real needs. <i>Ensure</i> that the assembly feels active ownership of the process.
Time availability – The partnership team does not work effectively, because its members are too busy with their regular jobs.	<i>Keep</i> meetings short and focused. <i>Use</i> other communications means (newsletters, website, online opinion survey) in addition to formal gatherings. <i>Ask</i> each member of the partnership to appoint a replacement.
Dominant actors – The partnership is captured by some strong and dominant actors/interests, and the weaker stakeholders do not get a say.	<i>Moderate/facilitate</i> all working meetings and public discussions. <i>Agree</i> rules of conduct for equal rights and time limits for individual contributions.

Box 5: Get organised – common difficulties and how to avoid them

5 Stage Two Situation Analysis

Overview

The situation analysis for the municipal development strategy covers essentially four types of analysis that form the basis for developing the strategy, as outlined in the table below:

Type of Analysis	Purpose
PESTL Analysis	Assesses the external environment which influences the municipality, looking at political, economic, social technological, and legal factors
Socio-economic profile	Analyses socio-economic data and information of the municipality
Municipal capacity and resource assessment	Assesses the capacity of the municipality to effectively plan and implement development actions and provide quality services
SWOT Analysis	The three types of analysis mentioned above build the basis for the analysis of the strength and weaknesses, as well as the opportunities and threats of the municipality. The SWOT analysis is an important guidance for the vision and objectives of the strategy later on

Box 6: Types of situation analysis

Step 1 | Assess the strategic context

General trends

The future of your municipality not only depends on your organisation and actions, but is significantly determined by outside factors and trends. In strategic planning, one performs a so called PESTL analysis in order to assess the wider political, economic, socio-cultural, technological, and legal environment beyond your municipality's direct control. For example, a PESTL analysis should consider the influence of the following on your municipality:

Political	Economic	Socio-cultural	Technological	Legal
National reform processes, EU cooperation, association, or accession	Market liberalisation, Global financial crisis	Urbanisation trends, Ageing population	Use of mobile internet, Social networking, Energy efficiency	Higher environmental standards, Property restitution

Box 7: PESTL analysis

National/regional plans & strategies

Most countries have a system of multi-level governance. The *national government* sets out policies and strategies for the entire national territory. On the basis of this, the regional government often designs a development strategy for its region. On the level of the *municipality*, the municipal development strategy sets out objectives and priorities within the mandate and resource base of the municipality. There has to be *full consistency* within this *hierarchy of strategies*. Make a list of all relevant national policies and strategies that affect your municipality and state how they affect you, and how you react to this. For example: Fiscal decentralisation allows you to collect taxes but you are not prepared for this.

Existing local strategies

On local level, the municipal development strategy also has to be *fully consistent* with other plans, such as the local *spatial development plan*, the *social protection strategy*, and learn from and build on any earlier municipal strategies that might exist.

Beware your spheres of influence

The strategy process also has to recognise that while certain factors that have an influence on development are within the municipality's control, others are not. The strategy should help the municipality to make the most of the areas it can control. But the strategy can also identify how it can support effective lobbying to create a more favourable policy environment for municipalities. But we also need to recognise and manage in a realistic manner, the strategy's limits due to external factors on a national level that we can hardly influence. See the table below for an explanation:

Direct control	What we can do ourselves?	Example: Make local government more transparent and accountable, enhance stakeholder involvement, identify clever local projects
Indirect control	What we can do to influence others?	Example: Lobby (via your association of municipalities) for faster fiscal decentralisation
External Realities	Difficult to influence?	Example: Political instability, decentralisation politically not acceptable, effects of globalisation

Box 8: Municipal development & spheres of influence

Step 2 | Gather information for socio-economic municipal profile

The socio-economic profile of the municipality consists of an assessment and description, quantified where it lends itself to quantification, of the current situation/position of the area, including:

- Geography (location, surface, borders, territorial breakdown, topography, etc).
- Environment and natural resources.
- Demography and human resources (including labour market, employment, formation).
- Global economic aspects (productive sectors).
- Enterprise development, resources and capabilities.
- Communication and information technologies.
- Territory and economic activity: The geo-economic spaces/areas within the municipality.
- Transport infrastructure.
- Water and hydraulic infrastructure.
- Energy sector.
- Social cohesion infrastructure: Education and health (position, trends and needs).
- Administrative capacity of the municipality to provide quality services, and to effectively deliver the strategy (including budgetary resources & budget management).

Undertaking the basic analysis will consist of collecting relevant data (i.e. statistics, existing publications/documentation, and existing studies/evaluation reports) and undertaking a first consultation with relevant organisations, partnerships and authorities at national, regional and local level in order to obtain additional relevant materials and information.

How to collect data

This first round of consultation should also be used to promote and prepare for the involvement of the different bodies in the comprehensive consultation process (Partnership Committee), that will also participate at a later stage in the context of the definition of the overall development strategy and priorities, and later on in the implementation of the strategy.

In the context of the collection of statistics and other data, attention should be paid to limiting the quantity of data gathered to resources available in the process and to the adequacy and relevance of indicators to be analysed. *Research should be based, where appropriate, on existing materials/studies/reports:* Research should not be extended to areas, which seem interesting but which are obviously not relevant for the definition of the plan/programme. Some *primary research* in the form of *business or citizen surveys* might be required to improve the evidence base, especially in cases where limited statistics are available.

Most important is the *analysis and awareness of the quality, accuracy and reliability of statistics and data collected*. Stand alone statistics are often not relevant, but there should be an evident trend, and comparative data (e.g. the number of cows in an area is not very meaningful, unless we know how many cows comparative regions have, and we see whether the number of cows has been increasing or decreasing). Overall, it will need to be ensured that the research materials used and the research outputs produced are of a high quality as they will be the basis for the development of the SWOT (strengths, weaknesses, opportunities and threats) analysis, and subsequently of the development strategy and priorities.

EXAMPLE: A GOOD APPROACH TO GATHERING MUNICIPAL DATA IN ČOKA (SERBIA)

While a development strategy for sustainable development of the Municipality of Čoka was being prepared, it was found that there was a lack of accurate information and statistics which was proving to be one of the key obstacles to the drafting of a development strategy for the city. Such statistics were necessary to enable a definition of the main long term economic development trends. In order to overcome this problem, a meeting with former and current company managers, who had worked in Čoka over a 50 year period, was held. As a result of holding this meeting, the Strategy Coordination Team obtained extremely accurate data which had not been recorded prior to this meeting. This data was taken into account when preparing the socio-economic analysis.

EXAMPLE: ADDRESSING BUSINESS NEEDS IN KIKINDA (SERBIA)

One of the biggest problems in municipal development of Kikinda is a lack of cooperation between the public and private sectors. That problem was manifested during the preparation of the Kikinda Municipal Development Strategy. The coordinating team organized individual meetings with managements of private companies in Kikinda to ensure that their needs, business objectives and development strategies would be incorporated in the Municipal Strategy. In the course of the interviews, various problems encountered by the companies were outlined. In the case of Kikinda Foundry for example, the company mentioned that they have great need for people with special qualifications who can work in the Foundry. That need was directly addressed and, as a result, one of the measures for sustainable development included in the strategy, is the provision of scholarships for staff requiring special qualifications.

Step 3 | Carry out municipal capacity & resource assessment

The assessment of the *municipal administrative capacity* is very important. Successful municipal development will in part depend on the quality of municipal services, and the institutional capacity to effectively deliver the strategy.

There are a number of tools and methods available to test your municipality's capacity. The methodology developed by the *Council of Europe* has proven to be useful. Another tool is the so called Common Assessment Framework of the EU. Both tools can be found on the internet.

In both cases, the municipality can assess its capacity by answering a series of questions, for which it scores a number of points, depending on the strength of present capacity. The questions and quality standard benchmarks provide good guidance for future improvements.

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EXAMPLE: ASSESSING MUNICIPAL CAPACITY FOR LOCAL ECONOMIC DEVELOPMENT (LED) (SERBIA)

A German development project carried out an *Assessment of Municipal Capacities for Local Economic Development* using a benchmarking approach. The exercise tested a number of municipalities in the project area along 20 capacity indicators, according to six 'capacity groups', see below:

	Golubac	Majdanpek	Sokobanja	Zajecar	Average program	Bojjevac	Bor	Kinjazevac	Kladovo	Average control
Total Score (out of 100)	14	29	22	36	25.3%	29	16	45	0	30.0%
I - LED Strategy and Action Plans	0	0	0	0	0%	4	0	0		13%
II - Municipal LED Organisational Capacity	4	6	6	6	37%	6	3	6		33%
III - LED Information Provision, Functionality and Services	4	14	9	17	24%	6	6	22		25%
IV - Partnerships and Cooperation	0	1	2	4	18%	3	2	7		40%
V - Project Cycle Management	4	5	3	6	45%	9	2	7		60%
VI - Policy, Gender and other initiatives	2	3	2	3	25%	1	3	3		23%

On the basis of the results of the analysis, recommendations were prepared and specific capacity improvement measures designed. By repeating the exercise a year later, specific capacity improvements can be tested.

Step 4 | Prepare a SWOT analysis

The SWOT analysis (strengths, weaknesses, opportunities, threats) is a fundamental step in the development of the municipal development plan. It is the basis for the development of the *long-term development strategy*. Its development is based and builds on the information obtained in the basic analysis, and aims to undertake an analysis of:

- *Strengths* (e.g. favourable geographical location, growth industrial sectors, rich variety of culture and heritage, good transport infrastructure, etc.)
- *Weaknesses* (e.g. lack of business start ups, shortage of management / key labour skills, gaps and issues within education training to meet labour market demand, equal opportunities issues such as access to education etc.)
- *Main opportunities* (e.g. new forms of tourism for the region, environmental developments, regeneration of key regional towns or cities, programmes to tackle unemployment etc.)
- *Main threats* (e.g. decline or migration of population, lack of inward investment, environmental pollution, lack of adequate transport infrastructure etc.)

The SWOT analysis is the most commonly used methodology to *paint a picture of where the municipality is now and where it wants to head to and may end up*. It is based essentially on the analysis and materials collected in this context. In the absence of statistics or in the case of insufficient reliability and accuracy of quantitative data, it may be completed by qualitative data collected through survey and/or consultation. The SWOT analysis should always be based on an objective and realistic appraisal of the data/materials collected and not on the opinions or views of people.

The SWOT analysis will list the strengths, which can be built on; the weaknesses, which need to be taken into account and, where possible, overcome; the opportunities, which can be acted on; and the threats, that need to be minimised. In the process of drawing up a SWOT analysis, *strengths and weaknesses will always be determined before identifying opportunities and threats*. This will allow relating opportunities to strengths and possible threats to weaknesses. Opportunities and threats cannot stand alone as unrelated items; they always have to be justified and explained. During the definition of opportunities, care should be taken not to set unattainable targets, which will not be met.

It is appropriate to rank the different items of the four categories of the SWOT analysis by order of importance and significance. This will facilitate the process of deriving an explicit and clearly structured list of development needs and potentials and to point out the policy implications. The SWOT analysis can be prepared for the whole municipality.

SWOT analyses are often drawn up as a list of issues. We recommend providing more information than just a list in order to be able to easier use the analysis for the strategy later on, such as:

- Rank the SWOT by priority, if possible (which is the most important strength? The good location or the number of young people?).
- Say why something is considered a strength, weakness, opportunity, or threat.
- Say who could benefit most because of a certain strength and how.
- Say who is affected by a weakness or threat, and how. And who could help to mitigate/ overcome the weakness/threat in each case.

Step 5 | Obtain broad consensus

A municipality's situation analysis is never entirely rational. Many different interests are at stake. People have different views, hopes, fears, and biases. However, the more stakeholders and interest groups agree to the broad messages of the analysis, the stronger a basis you have for formulating the strategy.

Therefore, ensure wide and open consultation right from the start of the analysis. Also, document all expressed opinions, even if they were not included into the analysis. But explain openly which views were included and which others were not, and why. We recommend publishing the documentation of all public discussions on the internet for everyone to see.

In the end the municipal assembly should endorse the situation analysis as the final outcome of this stage before proceeding to the next stage. The results of the analysis should not come as a surprise to the assembly members, but they should have been made aware beforehand, so that the actual endorsement becomes a formality.

Step 6 | Continue improving your knowledge base

The situation analysis is a picture of the strategic context at a certain point in time. However, the socio-economic situation within and outside the municipality is constantly evolving. Therefore, a municipality should build the capacity to gather data, and the ability to analyse that data in order to turn it into useful information. By sharing the information and interpreting it, it will turn into knowledge. The strategically thinking municipality should make the improvement of knowledge a permanent occupation, beyond the analysis at one point in time.

EXAMPLE: TERRITORIAL KNOWLEDGE MANAGEMENT (SERBIA)

The municipalities of Valjevo, Kraljevo, Pancevo, Cacak, Kragujevac and Nis have started the development of Municipal Integrated Territorial Information Systems (TIS). This implies the development of integrated information systems as tools for reading and managing the territory.

Each municipality has defined an inter-sectoral pilot project specifically focusing on issues relevant to the development of the local systems and as identified by local strategic documents and policies. Municipalities identified the implementation of Municipal Territorial Information Systems as an important tool to inform decisions and monitor development strategies and projects.

In each municipality a coordination body was formed to support the development of the TIS project, and to initialize and facilitate institutional collaborations for the implementation, evaluation and assessment of achieved results. An important step of the process is the institutionalization of protocols for the exchange of information and data among different departments and organisations, facilitating access to data, and thus allowing more transparency and participation among local actors of urban development.

Technical working groups have been appointed, comprising of members from different municipal institutions, public companies and different sectors, in order to ensure the integrated approach to the setting up and developing of TIS. Mostly, the municipal working groups are composed of representatives of information technologies, planning and economic departments, public companies for planning and construction, tourist organisations, cadastre offices, chamber of commerce, and public companies for utilities and services.

Stage two | Common difficulties and how to avoid them

The following table shows common difficulties you may encounter at stage two, and gives suggestions how to avoid them.

Common difficulties	Suggested ways forward
Limited data – Limited accurate data / statistics make an analysis difficult.	<i>Complement</i> formal data with small survey and opinion polls. <i>Ask</i> leading businesses what are the main challenges for them. <i>Organise</i> discussions with stakeholders and ask them for the assessment of the official statistics. <i>Include</i> quotes and anecdotes from the interviews and discussions in the analysis.
Too lengthy analysis – The analysis is too long and provides irrelevant excessively descriptive information without enough analysis or interprets data incorrectly.	<i>Summarise</i> key issues and key conclusions at the beginning or the end of each chapter. <i>Keep</i> the entire analysis to a maximum of 20 pages. <i>Use</i> annexes to the main analysis part in order to provide additional data. <i>Compare</i> the information from your municipality with neighbouring municipalities, average data from your region, your country and the EU.
Inconsistency – The SWOT analysis is (partly) inconsistent with the situation analysis.	<i>Check</i> how the SWOT relates to the situation analysis and adapt the analysis are necessary. <i>Build</i> the SWOT on the basis of the key issues identified in the analysis.
Unrealistic – The analysis does not reflect on the organisation and administrative capacity of the municipality.	<i>Conduct</i> the municipal capacity review and add it to the analysis. <i>Identify</i> the role of the municipality to build on strength or to mitigate weaknesses.

Box 9: Situation analysis – common difficulties and how to avoid them

6 Stage Three Strategy Formulation

Step 1 | Create a municipal vision

The vision is a realistic dream, indicating what the stakeholders representing the municipality would like the municipality to look like in the future. The vision takes account of the current situation of the area (strongly linked to the situation analysis and SWOT), builds on achievements (e.g. past successful policies and development programmes), and establishes the main strategic objectives and the expected results of the development strategy. Defining a vision is an important task of the partnership. A realistic and coherent vision is used by nearly all of the most successful regions in Europe to guide their development strategy and enthuse their citizens.

EXAMPLE: TIMISOARA'S IDENTITY (ROMANIA)

In the course of the preparation of the Master Plan for City of Timisoara out to 2025, the drafting team asked the citizens of Timisoara what descriptive words came to their mind when thinking of their own city. Of all the words suggested, the four most common were: *Business Gateway, High-Tech Science Hub, Multicultural City and Tourist Attraction*

These descriptive words, having come from the local population of Timisoara themselves, and which were adopted by the Drafting Team as a guide in setting the direction of the Master Plan, mean that the people themselves have set the direction of the plan and should therefore have a greater involvement and commitment to the implementation of the proposals of the plan.

The vision goes to the heart of the municipal identity and uniqueness. Developing the municipality's vision is another great opportunity for stakeholder and citizen engagement. The following approaches could be considered:

- *Stakeholder workshops with visioning exercises* – For example a facilitator asks participants to close their eyes and imagine they are walking through their neighbourhood as it should be fifteen years into the future. What do they see? What do the buildings look like? Where do people gather? How do they make decisions? What are they eating? Where are they working? How are they travelling? What is happening on

the street? Where is the centre of the neighbourhood? How does green space and water fit into the picture? – participants are asked to draw what they see, and only describe it with words afterwards.

- *Encourage citizens suggestions* – Select and award the best proposal.
- *A school competition* – Where pupils draw their vision of the municipality, and the best drawing can be awarded a prize.

EXAMPLE: VISIONING EXERCISE IN THE CITY OF NIŠ (SERBIA)

In order to help create a vision of Niš, citizens got heavily involved. First, schools were asked to 'paint the future of Niš'. 54 drawings were collected and a jury awarded the best ones. Among over 120 collected citizen questionnaires asking 'What is Niš when it is at its best?', the most interesting answer was: *'I see the City of Niš in the future as a place where I can be adequately rewarded for my work and knowledge, not only with money, but also with a healthy and clean environment, good quality cultural and sport events, good health protection, and safety, as a city with less corruption, where knowledge, work and honesty will be appreciated. It is necessary to change the value system, and in order to achieve that we have to pay attention to education and assist educational institutions in improving their performance. Serbia and Niš need more working people, and then everything is possible, even to reach quality of life of an average European city. My opinion is that money is essential, and it is acquired through work, so the solution is intensive and quality work'*.

Creating a strong vision is not easy. Many visions end up just being a list of wishes, such as: 'a nice place to work and live'. Such visions do not provide strong enough a motto to guide the development of a municipality. It is good if the vision can be a guide and give orientation to specific actions in the future.

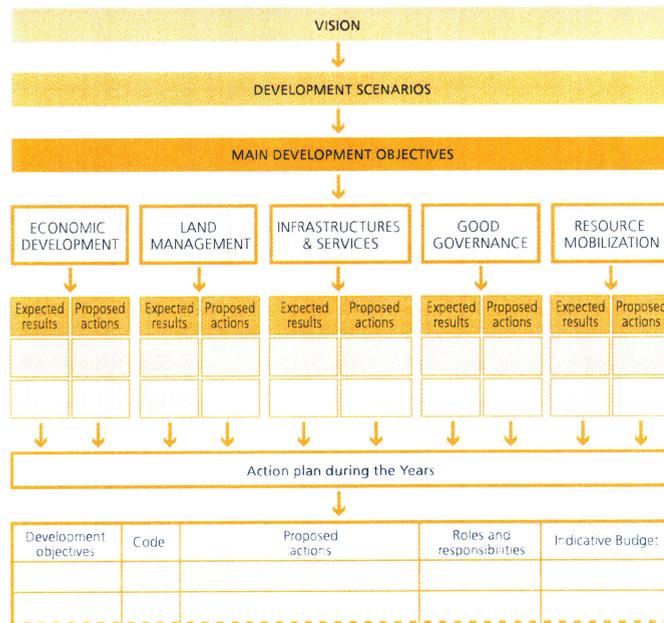
Step 2 | Develop objectives & priorities

This is a crucial step in the elaboration of the development strategy. Priorities have to evolve logically from the *vision* and the long-term *strategic objectives*. Prioritisation has to take into account the scope of support and limited resources. It is appropriate to strike a balance between priorities aiming at developing economic infrastructure (e.g. road and energy infrastructure) and those developing human resources/capacity building. Furthermore, account must be taken of prevailing policies and development programmes and planned projects.

The number of priorities should be limited and well focused. If you have a priority for everything, then it becomes nothing but a wish list. In order to help you stay focused, it might be good to also mention what kind of actions would be desirable, but were not included in the list of priorities (e.g. wishes in case resources increase). Developing the individual Municipal Priorities will include defining the:

- Aim (describe the aim of the priority).
- Objectives (decide the overall objective and the methodology to achieve these).
- Rationale (why is this needed).
- Beneficiaries (who does this priority benefit e.g. SME's, Tourism, farmers, etc).
- Implementation bodies / partnerships (who is involved, who is responsible).
- Criteria (mainly aimed at addressing eligibility setting down a bench mark).
- Indicators of achievement.

EXAMPLE: OUTLINE OF A STRUCTURE FOR A MUNICIPAL STRATEGY BY THE MUNICIPALITY OF FUSHË-ARRËZ (ALBANIA)



While most priorities are likely to refer to a specific sector (e.g. social security or environment), we recommend making specific provisions for cross-sector issues. You might call cross-sector initiatives 'clusters'. Such clusters are likely to bring some of the most innovative contributions to the strategy. Cluster examples might include:

- Cooperation between education and business sectors.
- Involvement of unemployed people in community initiatives.
- A youth initiative for environmental protection.

How to achieve prioritisation?

Often municipalities have so many development needs that it is difficult to decide what to tackle first. At the same time, if there is no clear prioritisation, it is likely that nothing gets done at all. The following tool might help a municipality in deciding how to prioritise.

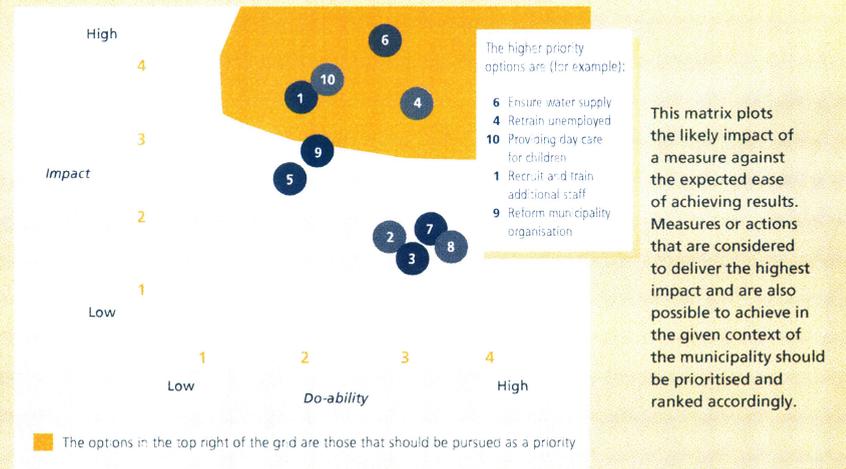


Figure 3: Prioritisation matrix

Step 3 | Develop indicators of achievement

In order to be able to measure the success and the impact of individual priorities, these need to be quantified. This will include defining appropriate and quantified targets, and whenever possible, a baseline. Indicators should be: Specific, measurable, achievable, realistic and time-bound (SMART).

Keep indicators simple, and focus on things that you can control. If you design an indicator, such as economic growth or reduction in unemployment, then you have to ask yourself to what extent the strategy was actually able to influence any change. It is better to have practical indicators, such as 'number of people that were employed after re-skilling' or 'number of active businesses in the incubator after three years'. Link the indicators closely to your actions, rather than the wider economy.

Step 4 | Create a budget

For each priority of intervention, and for the whole strategy, a detailed multi-year budget has to be prepared. The indicative financial plan should be in line with the financial perspectives, i.e. the distribution of the amounts over the years covered by the strategy (e.g. in % terms). The financial plan will clearly indicate the expected financial contribution from donors as well as from other national and local financial sources (including regional, municipal and community funds). The financial plan has to be effectively linked to the *municipal budgeting process*. The box below shows how for each priority, a list of possible sources of funding can be set up to calculate the expected budget available.

	Possible Sources of Funding			
	Municipal Budget	National Sources	Donor 1,2,3	Loans
Priority 1				
Priority 2				
Priority n				

Box 10: Budget per priority

What to do when there is little money?

Funding is often a serious constraint to achieving strategy objectives. However, a lack of funds is all too often used as an excuse for lack of progress. Successful municipalities today are those that have stronger capacity and manage to engage their citizens in constructive ways. There are a number of things one can do, even with little money.

Proactively seek funding opportunities	A proactive fund-raising attitude can make a real difference. You need to study the funding possibilities and requirements of various donors active in your area. Often, the problem is not the lack of money, but a lack of ready-to-go projects. Therefore, make sure you have a good pipeline of projects that meets the preparation format of the respective donor. Some projects might also be bankable. Learn to draw up good business plans and do feasibility studies.
Improve efficiency	The strategy should encourage assessment of public utility companies and municipal service companies in order to improve their work. The strategy should also show that much can be achieved through better organisation and coordination, and should not only rely on investment projects alone. For example, improvements in energy efficiency might save money in the medium term.
Community initiatives	The aim of the strategy is also to increase capacity among people in the community to become local community activists. The strategy facilitates a process of mobilizing the community through citizen actions, which can be achieved even without external funds. For example, you might mobilise youth groups to clean up the bank of a river, and award the group which collected the most waste. Or you might organise elderly citizens to look after children.
Participate in projects as a partner	Many European programmes might not target your municipality directly, but you might still be allowed to participate as a partner or associate. That kind of partnership could be cost free for the municipality. It is possible to either get some experience or to provide the own experience to other municipalities. For example, the Serbian city of Niš near the Bulgarian border, participates as a partner in an EU programme for cross-border cooperation targeting the Serbian – Bosnian border region. This is allowed, even though Niš is actually not located in the target area.

Box 11: Ways to increase capacity

The partnership based approach implies active engagement of citizens and organised interests. The municipality should act as motivator, initiator and facilitator, but then it is good to let the beneficiaries actively engage and even take over, as in the example below:

EXAMPLE: MUNICIPAL STRATEGY AS APPROACH TO SOCIAL INCLUSION IN CENTAR (BOSNIA AND HERZEGOVINA)

An outstanding example of an approach to the solution of the problem of social exclusion of demobilized soldiers was recorded in the municipality of Centar. They encouraged and assisted a veterans organisation to start a company for the purpose of building apartments for demobilized soldiers, and later on, for other categories of the population. Here are the words of the then-mayor (from 2000 to 2004) regarding the impact of this solution, 'From threats of holding rallies, as threatened by veterans when we started to introduce some principles, we came to the position where the municipality provided the initial 10,000 KM of capital for the establishment of the company of war veterans. Now, that same company is the largest investor in the Municipality of Centar, investing around 20 million KM and employing 80 people. This is what I consider the greatest achievement; from distrust we came to a situation where people today live a good life.'

Step 5 | Describe delivery mechanism

In order to ensure that the strategy will be implemented you need to allocate clear roles and responsibilities. The organisation of the delivery is likely to be similar to the organisation of the strategy elaboration, as outlined in stage one. One clearly identifiable person should be responsible for the implementation of the overall strategy.

Define structure	An implementation plan can take a number of different forms. The product may depend to a significant extent on what other stakeholders need or want. The more specific a plan can be, the better. As a minimum, an implementation plan should be clear about who is responsible for delivering what by when.
Define the outputs / recommendations and the tasks required for implementation	Clarify what is required and break this down into specific actions. For example, any single conclusion from a project may lead to a range of outcomes, a number of specified outputs, and many clear activities and deliverables. The aim should be to define specific, measurable, achievable, realistic and timed (SMART) tasks.
Define the milestones	Be clear about the critical outputs and outcomes, and the key milestones to achieving them.
Define the sequence	Some tasks and outputs may be inter-dependent. It is important to map out the inter-dependencies and ensure that tasks and events are properly sequenced.
Clarify and agree responsibilities	The process of designing and agreeing an implementation plan can form a key component of the overall objective of securing stakeholder buy-in to a project's conclusions. Ultimately the responsibilities for delivering tasks should be clear and agreed upon by all key stakeholders.
Identify potential risks to delivery	There are likely to be risks to the delivery of the strategy. By conducting a risk mapping exercise, to identify the likelihood and impact of potential risks, plans can be put in place to mitigate any high probability, high impact risks.
Be clear about the monitoring and evaluation arrangements	Part of the implementation planning process should consider what success might look like. A plan might specify success criteria and key issues and mechanisms for monitoring and measuring progress. Alternatively, a plan could be clear about the need for the lead department to design a monitoring and evaluation framework within a specified timetable.
Document agreements	The process of putting together an implementation plan and securing agreement from key stakeholders, will be critical in ensuring that conclusions are put into practice. The outcome of this process should be written up and shared with stakeholders as a document through which further progress can be monitored and chased.

Box 12: Delivery mechanism

Step 6 | Draw up the strategy

Now you have all the elements of the strategy in place, you just need to bring them together into a coherent document. We suggest a table of contents similar to the following:

Note from the mayor	Introducing the Municipal Development Process
Strategy purpose	Explaining the role of the strategy
The partnership	An overview of the partners involved and their contribution to the strategy development
Achievements	An account of what the municipality has already achieved in the past
Vision	A detailed description of the municipality's vision
Key issues & SWOT analysis	Socio-economic analysis and description of the strengths, weaknesses, opportunities, and threats
The strategy	An account on the objectives, development themes (priorities), and a description of 'what will change' through the delivery of the strategy
Cross-cutting issues	An explanation on how cross-cutting issues will be incorporated into the strategy delivery. Equal Opportunities, Information Technologies and Environment are three aspects of the analysis considered to be very important by the EU, and must be reflected in the strategy. These are horizontal issues to be considered right across the strategy. One of the most important goals of sustainable development is reducing poverty and unemployment level, reducing gender and other inequalities, facilitation of employment of youth, inclusion of marginalized communities and individuals with special needs
Coordination with other policies & initiatives	An account of how the strategy coordinates with prevailing national policies, on-going national level development programmes with relevance to your municipality, and on-going development programmes and projects in your Municipality (funded by the national government, the EU and/or other donors, and the like). Your strategy should complement and enhance ongoing programmes and projects; the strategy most certainly should not duplicate ongoing actions, or compromise or ignore such actions. The strategy has to be justified in terms of relevance, pertinence and coherence
Inter-municipal cooperation	Describe how you will cooperate with other municipalities in order to better achieve (some of) the objectives of the strategy
Municipal capacity building	The more effective the municipal organisation, and the more skilled and experienced municipal staff, the more likely the strategy will become a success. On the basis of the organisational audit (during analysis stage), design an organisational capacity building programme as part of the strategy. Start participating regularly in 'good governance' benchmarking exercises and publish the results (see stage 2, step 4)
Financial plan	Overview of the budget and funding
Delivering the strategy	An account of the implementation and monitoring arrangements, with a clear description of who is responsible for what by when
Appendices	Detailed situation analysis, implementation arrangement, action plan for 1-3 years, risks & mitigation measures, copy of any business survey/questionnaire used

Box 13: Municipal development strategy – indicative table of contents

Step 7 | Endorse strategy

Finally, the draft strategy should be subject to public consultation once more. Once it is agreed with all stakeholders, the mayor presents the strategy to the municipal assembly for official endorsement. Once the strategy is endorsed, we recommend to publish and distribute it widely.

Stage three | Common difficulties and how to avoid them

The following table shows common difficulties you may encounter at stage three, and gives suggestions how to avoid them.

Common difficulties	Suggested ways forward
Unrealistic vision – The municipal vision is too generic and unrealistic because it is not really based on existing identities and potentials.	<i>Focus on the real identity of your municipality. What are people proud of? What are you good at? Involve the public in the process as much as possible.</i>
Too general – The strategy wants to please everyone and thus has too many and too general objectives and priorities. It is more of a wish list than a strategy.	<i>Set clear priorities using the suggested analysis. Ask yourself, if you only had a limited amount of money, or if you could only change one thing, what would that be?</i>
Too ambitious – The strategy is not realistic in the sense that it includes ambitions that go beyond the mandate of the municipality.	<i>Make clear what the responsibilities are. Identify who is responsible for policies outside your mandate and offer cooperation. Network with other municipalities in order to create a stronger lobby.</i>
Difficult to evaluate – The strategy provides no indicators of achievement, so the benefit of the strategy is difficult to assess.	<i>Ask yourself for every objective, priority and measure of the strategy: How do I know if I have improved? What will things be like /look like if I have achieved the objective? Develop the indicator on that basis.</i>
Lack of implementation arrangements – The strategy does not provide any implementation and monitoring arrangements.	<i>Describe clearly who is responsible for delivering the strategy and in which timeframe. Promote the strategy widely, and tell partners and citizens to hold you accountable for the delivery.</i>
Too expensive – The strategy is overambitious, with no realistic means of financing.	<i>Keep the strategy simple. It is better to have only a few measures that get implemented, rather than many planned actions that never happen at all.</i>

Box 14: Strategy formulation – common difficulties and how to avoid them

7 Stage Four Implement Strategy

Step 1 | Identify and select priority projects

The Municipal Strategy is implemented through projects. Once the key priorities have been defined, the strategy will generate project ideas to achieve the above priorities. Therefore, projects should logically flow from their respective priorities. Projects have to integrate logically into the strategy and the framework of priorities.

Project ideas can be generated through group exercises by the partnership (both the working group and a wider forum of stakeholders). Alternatively, you can launch an open call for project ideas. In any case, in order to get selected, all projects should meet the following criteria:

- The project clearly meets the strategy priorities and contributes to achieving the objectives.
- The project is fully prepared, or can be prepared in a reasonable timeframe (including an assessment of feasibility).
- The project is acceptable (the majority of the partners agrees to it).
- The project can be financed (sufficient funds are available).

Beware that a project needs to be prepared according to its expected source of funding. A project for funding by the European Union might need different documentation than a project funded by national sources.

This project identification sheet will provide the information you need to assess projects:

Project proposed by	Local Agricultural Association
1 Strategy	Local Sustainable Development Strategy – One Municipality
2 Objective: 1	Competitive Restructuring of Key Economic Sectors
3 Priority: 3	Restructuring Agriculture
4 Project: 8	Support demand based agricultural training and instruction
5 Rationale	Education and training will play a major role in the Municipality agriculture sector responding to new market demands. Education and training support is required at all levels of the agricultural cycle.

6 Activities	Identify and assess education and training demands of agriculture sector based on market demand; develop training partnerships between Agricultural stakeholders and educational/training institutions; develop appropriate educational and training modules; supply new training equipment; upgrade education/training institutions.			
7 Type of support	Services, Supply, Works			
8 Final Beneficiaries	Agricultural Cooperatives/producers, Municipalities, SMEs, Retailers, Chambers of Commerce and Crafts			
9 Ultimate Beneficiaries	Agricultural producers, farmers, farming communities, agricultural cooperatives			
10 Financial plan 2009 -2012	EU (M€)	National/Local (M€)	Other (M€)	Total (M€)
11 Monitoring & evaluation indicators				
Intervention Level	Indicator	Source of data	Study baseline	Target
Output (Monitoring)	Evidence of Training Demand	PMU, Agricultural associations, Chambers of Crafts and Commerce, Municipalities	2007 statistics of agricultural training provision	% increase in number of sector personnel receiving training
Result (Monitoring)	Agricultural sector personnel receiving training	PMU, Agricultural associations, Chambers of Crafts and Commerce Municipalities	2004 statistics of agricultural training provision	% increase in employment and agricultural market share by training participants
Impact (evaluation)	Increase in contribution by agricultural sector to economy	PMU, Agricultural associations, Chambers of Crafts and Commerce Municipalities	2012 agricultural production and domestic/export sales statistics, employment	Expansion of agriculture sector, increase in employment and income
12 Horizontal Themes				
Partnerships	Municipality, agricultural associations/cooperatives, Chambers of Crafts and Commerce, retailers, agricultural producers			
Equal Opportunities	Agricultural Producers, processors and retailers in peripheral rural communities, female or ethnic groups have equal access to training			
Information Society	ICT used for training and to support competitiveness in the sector			
13 Readiness				
Level of preparation	<input type="checkbox"/> Project idea <input type="checkbox"/> Pre-feasibility stage <input type="checkbox"/> Feasibility stage <input type="checkbox"/> Feasibility study completed <input type="checkbox"/> All project documentation complete			

In real life, it often happens that there are many ideas, but only few are well thought through and prepared. So, readiness of a project is an important factor to help selection. Once the project is selected and funding is assured, it usually will need to be tendered. Ensure that you follow the appropriate procurement procedures, either national or EU procedures.

Step 2 | Focussing and sequencing

It is more than likely that the demand for projects defined via the strategy process will exceed the available financial resources (from all sources including the EU, the municipality, the national government and other donors). Besides, it is likely that the municipality is characterised by limited technical capability and absorption capacity. Hence, it is important to *prioritise* and *sequence* the projects.

The strategy is like a menu of priorities and projects that the municipality would like to implement in the next five or more years; but it is imperative to decide *what to do first* and *by when*: In other words, to focus and plan time wise. The partnership committee and the municipality authorities should decide together on these issues.

Focusing can be done in two ways: (a) By sector or sub-sector (for example SME related priorities and infrastructure) or (b) geographically (development of a river basin with different kind of interlinked projects: Agriculture, environment, water management, rural tourism, basic infrastructure). Sequencing will be done by time (year); the sequencing plan will indicate which projects are to be implemented during which months / years(s).

Step 3 | Create a pipeline of projects

We recommend creating a database of project ideas and to invite stakeholders to provide new project ideas or to update existing ones on a regular basis. Each project idea that has been previously identified can be translated into one or more concrete project proposals. The objective is here to prepare *ready to implement projects* for sustainable economic and social development. Three steps have to be followed:

- 1 *Development of project selection criteria* – For all the respective municipal development strategy priorities. On which basis shall a project be selected and be given priority?
- 2 *Identification of priority development projects* – The teams will identify an appropriate number or mix of priority projects (e.g. for EU or national funding) through a process of wide consultation with all stakeholders, and under strict consideration of the selection criteria mentioned above.
- 3 *Preparation of a full Project Pipeline of mature projects* – Possible technical assistance will need to assist the municipality authorities in the preparation of priority projects, which were identified as indicated above.

Step 5 | Monitor progress

Set up a monitoring committee

In order to follow up progress with project implementation in a transparent way, there should be regular monitoring activities. The previously established development partnership can now fulfil the function of a monitoring committee.

During the monitoring committee meetings, the strategy coordinator presents any progress on implementation focussing on whether the implementation so far has been efficient, effective and sustainable. Problems and suggested solutions or adjustments to the implementation plan are discussed and documented. We suggest that the monitoring committee meets every three to six months, and that all meeting documentation is published on the municipal strategy website.

Collect monitoring data

In order to be able to monitor effectively, the strategy coordinator needs to establish good relations with any ongoing projects and needs to request data and information about progress of projects. (S)he should ask projects to submit regular progress reports, a summary of which will be presented to the monitoring committee.

Report progress

We recommend reporting on progress of strategy delivery on an annual basis. The reporting should happen on the basis of indicators, as outlined under stage 3, step 2. We suggest a simple template like the following for the annual progress report. Moreover, any problems, and suggested solutions should be reported.

Indicators		2010	2011	2012	2013	Total
Indicator 1: Number of unemployed in education programmes	Achievement	57				
	Target	60	80	100		
	Baseline	20	57			
Indicator n: Households connected to water supply	Achievement	66%				
	Target	65%	75%	85%		
	Baseline	60%	66%			

Box 16: Annual progress report (this year's achievement becomes next year's baseline)

EXAMPLE: FORMULATION AND MONITORING OF THE CITY DEVELOPMENT STRATEGY IN FIER (ALBANIA)

Since its adoption in 2006, the City Development Strategy has been linked to the annual budgeting process, according to the strategic priorities articulated in the Strategy. It soon became apparent that a monitoring and evaluation system was needed to measure the effectiveness of activities designed and budgeted to achieve the stated objectives.

Fier therefore designed and started applying a monitoring plan for the strategy. A monitoring team was designated and made use of the institutional structure established during strategy formulation, for revitalizing the stakeholder groups during the monitoring phase as well. As a result, the definition of the indicators measuring the successful implementation of the strategy was made through participation, thus ensuring transparency, a high degree of credibility, and the continuity of the Municipality's accountability.

Step 6 | Proactive implementation management

Having some projects running does not mean you can lean back. Successful strategy implementation needs moreover an active coordinator, who engages in the following on a daily basis:

Public relations & lobbying

Be the ambassador of your strategy. Inform people within and outside your municipality about the progress you are making, and that it is worth working with or investing in your municipality. Be pro-active in your communication with donors or national institutions. Ask for help and assistance. Prepare information material, and show off good practice.

Scan funding opportunities

There are normally many funding opportunities for a municipality. There might be calls for proposals, or other competitions, regional or international projects that you can participate in. Participate in as many funding competitions as possible. This will also give you experience with project preparation.

Useful tip: When you don't have enough internal capacity for funding preparations, you may engage some external people that you pay on a success basis, or you hire them as project managers, paid from the (donor) funded project.

Networking

Build, maintain or extend your collaborative network and compare notes with other municipalities in order to learn from each other's experience. Explore future cooperation opportunities on a regular basis.

EXAMPLE: EFFECTIVE STRATEGY IMPLEMENTATION IN INDIJJA (SERBIA)

One of the main priorities in the development strategy of Indjija was the improvement of the business related infrastructure. 'Development of a technology park' was identified as a key project. The Municipality commenced the implementation of that project by determining the location of the park and by providing the services to the location - adequate water, sewage system and electricity connections. Through its proactive, service oriented and business friendly attitude (and maybe its appropriate name), the Municipality of Indjija managed to attract and sign a contract with the Indian company 'Embassy group' in 2008, to invest 600 mil Euro over a period of five years, in the construction of the Technology Park. The construction is expected to attract a number of investors from around the world. This project has significance not just for Indjija Municipality, but for the wider area, as it is estimated to lead to the creation of several thousands of jobs.

Step 7 | Review the strategy

At the beginning of this toolkit, we explained that a strategy is different from a plan in that it is more flexible, and that it can be more readily adjusted to changing circumstances. The strategic objectives, which are probably related to enhancing the quality of life and creating business opportunities, are likely to remain quite stable. But the means of achieving them might change. Changes are most likely going to occur in the SWOT environment. For example, a financial or political crisis creates new threats that you need to react to, or a new law on decentralisation creates an opportunity. Other occasions when the strategy needs to be reviewed is if the strategy does not seem to work, or indeed when you have already achieved your goals. Then you can move to the next level. We recommend that you include a strategy review as part of your annual implementation report, and in addition call on the partnership for an ad hoc review, whenever the strategic context changes.

How can we test the quality of our municipal development strategy?

In order to assess the quality of your current municipal development strategy, you can use the checklist below. Assess the Municipal Development Strategy in relation to each question, and provide examples for evidence of your findings. You can use this tool to reflect on your strategy, and improve as required, at every stage of the process.

Analysis	<i>Organisation</i>	Is there a clear allocation of responsibilities, cross-departmental cooperation, capacity and resources?
	<i>Background analysis</i>	Does the analysis focus on key issues, or does it widely cover less relevant areas? Does the analysis consider a wider context (e.g. inter municipal cooperation or the effect of national policies)? Does it consider capacity issues? Does the analysis provide comparative data + a real evidence base (e.g. company surveys in the area)?
	<i>SWOT</i>	Is the SWOT well focused and does it highlight dominant factors? Does the SWOT have a clear consistency with issues and evidence in the background analysis?
Objectives and Priorities	<i>Objectives</i> <i>Rationale</i> <i>Targeting</i> <i>Realistic</i>	Does the strategy (objectives, priorities) form a logical strategic framework in relation to the analysis? Are the priorities clear, narrowly focused and specific? Are the measures (projects) clearly targeted in order to achieve the priorities?
Estimated results and impact	<i>Set the monitoring indicators</i>	Is there a set of indicators which is SMART? Are cross cutting issues (e.g. gender, environment, impact) being considered?
Management	<i>Consultation</i>	Is there an account of the level of participation and how the community was informed about the plan?
	<i>Partnership</i>	Is there a description of the partnership set up and process (was there a stakeholder analysis)?
Implementation	<i>Monitoring & Evaluation mechanism</i>	Is there a clear account of the implementation mechanism, including the arrangements for monitoring & evaluation? Are there regular monitoring reports that were discussed and agreed with the partnership?
	<i>Budget</i>	Is there a budget and is it realistic in terms of: - Strategy delivery (is the budget sufficient to implement the measures)? - Available financial resources?
Publicity		Is there a publicity plan? Are publicity activities implemented? Does the strategy have an inter-active website, where feedback can be received, published and acted upon?

Box 17: Review of the municipal development strategy

Stage four | Common difficulties and how to avoid them

The following table shows common difficulties you may encounter at stage four, and gives suggestions how to avoid them.

Common difficulties	Suggested ways forward
Unimplemented strategy – Often, the strategy is not being implemented at all. This happens on occasions when a municipality received free technical assistance, which ends with the drafting of the strategy, but does not support implementation.	Ask technical assistance providers to also coach you during implementation. <i>Build up</i> pressure for implementation from below, by working in a transparent manner, and commit to regular progress reporting.
Lack of monitoring – There is no regular monitoring of the strategy, and the partnership is not maintained.	<i>Inform</i> partners early on in the strategy process that strategy formulation is only a tool, and that the real action happens during implementation. The partnership is set up for the long term and the entire strategy cycle, not just preparation.
Lack of capacity – For project development, and lack of project pipeline.	This is often a real problem, and capacity building might take a long time. We suggest to request technical assistance, and to invest in training staff regarding project preparation. If you engage in city partnerships, your twin might be able to provide some expertise. Also, for donor funded activities, you might be able to hire someone for project preparation, who you will pay on the basis of having successfully obtained funding.

Box 18: *Implement strategy – common difficulties and how to avoid them*

Conclusion

Quality strategic planning & strategy delivery is ever increasing in importance as a process and set of tools that guide the development of a municipality. This toolkit leads municipalities through the four main stages of the strategic planning cycle in a practical way.

In stage one, *getting organised* means setting up effective structures for managing the strategy process. These structures should be based on a partnership with relevant stakeholders, and at the same time achieve a high level of political support. In stage two, preparing a good *strategic analysis*, involves gathering and analyzing relevant data, but also requires surveys and consultations with all stakeholders. People's views usually give more insight into the key issues facing a municipality than statistics alone can provide. For stage three, *strategy formulation* should be based on a broad consensus of what stakeholders consider as priorities, and should be both realistic and opportunistic in terms of what be achieved within existing funding limits. Finally, stage four highlighted the importance of emphasizing *strategy implementation*. Only when viable priority projects are identified, prepared, selected, implemented and monitored in a transparent, efficient and effective manner is the strategy likely to deliver the expected results, and contribute to the improved quality of life of citizens.

Partnership is a crucial cross-cutting theme throughout these four stages of the strategy cycle. Partnership means building effective networks and trust among different interest groups within the municipality. But it also means seeking allies, such as other municipalities, ministries and agencies outside the municipality. Such networks are the essential 'software' for the future success and prosperity of your municipality. Optimizing resource use and service provision is likely to depend on the quality of cooperation with, and good ideas of your partners in the future.

Strategic planning is not hard science. This toolkit provides a method that has been tested in practice, but it should not be seen as too prescriptive. The practitioner has to explore and test the best way of doing things in his/her specific context. Strategic management is essentially a learning process. Just like you cannot become a good tennis player by reading a book about the game, you will not become a seasoned strategic planning expert just by reading a toolkit. Only by regular practice and application of the process will you develop the necessary experience and expertise. However, you will find this little toolkit useful on your journey.

VNG International supports decentralisation processes and facilitates decentralised cooperation. The organisation strengthens local governments, their associations, training institutes and decentralisation task forces both in developing countries and in countries in transition. In addition, our Service Bureau Europe assists municipalities from the Netherlands and other EU countries in accessing European subsidies and in creating knowledge networks.

Our home office employs some 50 staff and there are project offices in various countries. VNG International works with a large group of local government experts with broad international experience. In close cooperation with the national associations of municipalities in these countries four daughter companies have been established in the Czech Republic, South Africa, Ukraine and Mexico.

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Charting a Future Course for Your County or City

November 12, 2014 by [Stan Finkelstein](#)

Category: [Management](#) , [Council-Commission Advisor](#)

Strategic Planning: Mission/Vision-Goals-Objectives

November 2014

By Stan Finkelstein, Chair, Washington State Public Works Board

Note to Readers: This is the first of a two-part discussion. This article will address why strategic planning is important; what it is and how it differs from traditional policy making, and how to initiate the process. In a subsequent article the process will be described and how counties and cities of varying size can undertake to successfully develop a long-range strategic plan.

Introduction

The reality is that in this day and age the citizenry, for the most part, desires dynamic local governments. They abhor lethargy and they want to see positive change. They want their elected officials to position their jurisdictions to anticipate future needs. For the past 6 years most Washington counties and cities have been “treading water” as they've struggled to sustain vital services; address critical capital needs; and respond to evolving citizen demands in an environment characterized by shrinking resources, inordinately high unemployment rates and increased levels of citizen unrest. Most local governments have had to focus on addressing current needs without the luxury of being able to engage in any form of meaningful long-range planning.

Current evidence indicates that the national economy is on the upswing. National unemployment rates have fallen below 6 percent; inflation is under control and the national budget deficit is less than half of the level of just 5 years ago. At the state level, there has been a significant uptick in sales tax receipts, an increase in population growth and in housing starts and in economic activity. While not all jurisdictions have benefited from the turnaround in the state's economy, the state is clearly coming out of the Great Recession and many of our local governments are experiencing a fiscal recovery.

With the return to a more stabilized economy, our county and city officials are now able to turn their attention to their jurisdiction's future. They can focus on what they want their county or city to be like in 10, 15, or 20 years; and how they can position the county or city to achieve those visions. This is what constitutes strategic planning; anticipating the jurisdiction's future needs; positioning the jurisdiction to address those needs and developing a vision for what they want that future to be.

Why Engage in Strategic Planning?

Our local governments do not exist in a static world! Demographics, citizen expectations, and economic conditions change. Additionally, local governments encounter changing state/local relations as well as inter-jurisdictional issues. Many elected officials recognize that the geopolitical environment is rapidly changing and it is critical that general purpose units of local government, counties and cities, position themselves to be able to define their future in a manner that best reflects the desires of the citizenry.

What then is “strategic planning”? Strategic planning is the process whereby elected officials step back, examine the current situation of their jurisdiction and then develop a vision of what they would like that jurisdiction to be like in 10, 15, or 20 years, based on forecasted needs and conditions. It is the ability to engage the citizenry and key stakeholders in a visioning process whereby the elected officials are able to determine what those parties would like their jurisdiction to be like in the future. It is the ability to define goals for that county or city and objectives to achieve those goals. It is also the ability to periodically redirect and modify the

“plan” as conditions warrant. Most important to achievement of the strategic plan is how on an ongoing basis the jurisdiction's resources can be deployed to achieve the plan's goals. As an example, let us assume that you're the mayor of city of 80,000 residents characterized by a heavy concentration of industrial activity; inadequate park and library services and facilities, stifling roadway congestion during peak periods, rising housing costs, the absence of “affordable” housing, and a public desirous of improved public safety and other services. Looking to the future, you recognize that the city will continue to grow. It has also been predicted that the city's population growth will be of primarily younger families. Those are the characteristics of the community; the question is what the community's future should look like? Strategic planning is the process whereby you consider those conditions and position the city over time to address those needs.

What is the Difference between Ongoing Policy Making and Strategic Planning?

County and city legislative bodies make public policy! They adopt annual or biennial budgets; they approve land-use variances; they set utility rates, approve conditional use ordinances, and adopt annual property tax rates. These are among the many ongoing and recurring responsibilities of legislative bodies. They address the current needs of the jurisdiction, and those are subject to review and change on an ongoing basis. They are not cast in concrete and few, if any of these policies have long-term implications for the county or the city.

Strategic planning, on the other hand, is an array of actions that can have significant long-term impacts. Adoption of a comprehensive land-use or capital improvement plan; extension of utility lines into formerly undeveloped areas; establishment of an increase in the jurisdiction's minimum wage, or even the decision to partner with the school district to help finance pre-school education, are all elements of a strategic plan to in one way or another shape the jurisdiction's future. As distinct from general short-term policy making, many of the aforementioned actions are the result of a longer, more deliberative process.

Charting Your Jurisdiction's Future: Getting Started

Initiating the process that leads to adoption of a strategic plan requires a well thought out set of procedures. Following is a brief identification of the eight steps in developing a strategic plan for a county or a city.

1. Secure a consensus amongst the members of the county or city's legislative body that a strategic plan for the jurisdiction should be developed.
2. Select a facilitator to guide the development of the strategic plan.
3. With the guidance of the facilitator, assess present conditions, including an evaluation of your county or city's strengths and weaknesses; the nature of the community and what you think the citizenry's expectations for their jurisdiction's future is.
4. With the assistance of the facilitator agree on a process for the development of the plan (e.g. retreat, subject matter committees, and ongoing committee of the whole).
5. Determine a means of obtaining citizen and stakeholder input in the development of the plan (e.g. citizen advisory committee, town hall meetings, surveys).
6. Determine the duration which the strategic plan will cover (e.g. 5, 10, 15, or 20 years).
7. Determine how frequently the plan will be reviewed and updated.
8. Initiate the process!

Development of the strategic plan could take 4-8 months depending on the size and complexity of the jurisdiction and the breadth of issues to be addressed. As mentioned above, a subsequent article will describe in detail the above abbreviated process and provide guidance for those counties and cities undertaking the development of a strategic plan.

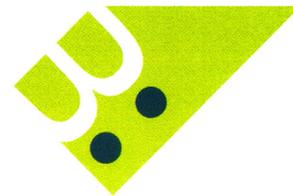
In closing, it should be noted that in a democracy, government is a composite of the priorities of its citizenry. The citizenry tends to support the efforts of its elected officials when they have a sense that their governments are proactive; identifying current and future needs, and adopting a process that engages the citizenry in identification needs and development of solutions. The adoption of the strategic plan is the culmination of that process.



Strategic Planning for Municipalities

10 Questions that Councillors Might Ask About Strategic Planning

UNSM
November 6 2013



“If you don't know where you are going, you'll end up someplace else.” (Yogi Berra)



Ten Questions

1. Why should a municipality develop a strategic plan?
2. What is the real value of a strategic plan to a municipal council?
3. What is the Council's role in relation to strategic planning?
4. How does strategic planning “fit” with other types of planning?
5. What is a good process for developing a strategic plan?



Ten Questions

6. What does a good strategic plan look like?
7. How does a strategic plan get “traction” within the organization of the municipality?
8. How is progress in relation to the strategic plan measured and monitored?
9. What does progress reporting to Council look like?
10. How does Council report on the municipality's progress to its citizens and other stakeholders?



Key Definitions

- **Integrated community sustainability plan** - mandatory under Municipal Funding Agreement; identification of 20-30 year Vision and infrastructure requirements for sustainable future focused on 1) natural environment, 2) social elements, 3) local and regional economy and 4) culture and heritage
- **Regional/municipal plan** - 25-year plan that guides land-use policy development by municipalities; can be comprehensive or single issue; optional



Key Definitions

- **“Strategic”** - highly important or essential to an intended objective (versus business as usual)
- **Strategic plan** - 3 to 5 year plan that identifies the critical priorities and outcomes to be achieved by the municipality over that time
- **Annual business plan** - 12-month plan for the organization; includes a budget component; sometimes also referred to as a corporate plan
- **Outcome** - what success looks like; end result vs. activity
- **Strategy** - how you get to where you want to go

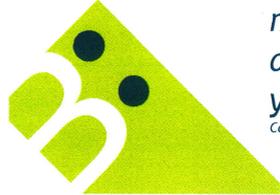


1. Why have a strategic plan?

- Big rocks vs. gravel and sand
- Municipal councils elected for four-year terms - 1460 days
- What do you, collectively, hope to accomplish as a council in that time?
- What do you want your legacy to be?
- Strategic plan - medium term plan for progress towards a longer-term vision
- Direction-setting; priorities/choices



“ *Developing and overseeing implementation of our strategic plan is the most important thing a municipal council accomplishes over its three year term.* ” (Ian Duncan, Mayor, Hinton Town Council)

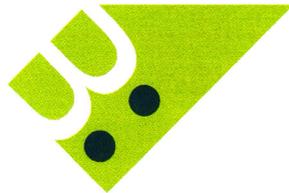
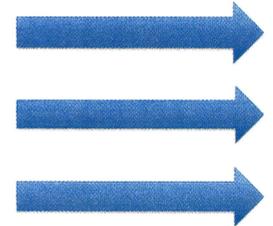
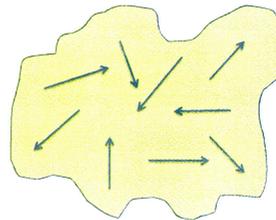


2. What is the real value of a strategic plan?

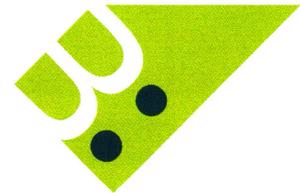
- Focus
- Alignment with longer term plans
- Council and Administration on the same page
- Direction for departmental plans/budgets
- Key component of accountability relationship between CAO and Council



A Framework For Action



“ *This unity of vision brings unity of purpose to all of the City’s activities, and sets measurable objectives to ensure that we deliver.* ” (Stephen Mandel, Mayor, City of Edmonton)



“ *The Strategic Plan provides Council and Staff with a common focus, priorities, outcomes and strategies to be pursued over the term of the plan.* ” (Al Kenning, City Manager, City of Nanaimo)





3. What is Council's role in strategic planning?

- Approve the process including the “touch points” with Council during the process
- Participate in the early stages - environmental scanning and identification of strategic themes/outcomes
- Review and assess the reasonableness of the proposed strategic plan
- Approve the strategic plan
- Monitor and report on the municipality's progress



3. What is Council's role in strategic planning?

- Senior Administration's role is to:
 - Develop a suggested process
 - Design and lead all aspects of the strategic planning process
 - Lead/conduct all research and analysis required
 - Prepare the draft strategic plan
 - Present and explain the draft plan



3. What is Council's role in strategic planning?

- Senior Administration's role is to:
 - Implement the strategic plan
 - Design and implement a progress tracking and reporting system to Council



4. How does strategic planning “fit” with other types of planning?

- Bridges the gap between really long-term plans and annual plans/budgets
- In sync with term of Council's mandate
- Focused on the work of the entire organization, not just land-use/infrastructure issues



4. How does strategic planning “fit” with other types of planning?

- Where are investments of time, energy and \$ required to advance the municipality towards its longer-term vision?
- Considers multiple dimensions of the organization's priorities - e.g. programs, services, reputation, organizational excellence, infrastructure, HR, governance, etc.



5. What is a good process for strategic planning?

- a) Initial research to set a solid foundation for planning
 - Global trends
 - Local/regional trends
 - Municipal government trends in Canada
 - Your municipality-specific trends
 - Trends include demographic, economic, environmental, social, technological, etc.



5. What is a good process for strategic planning?

- b) Sharing of research via “primer” or discussion paper
- c) Identification of consultation questions
- d) Consultation sessions with key constituencies - e.g. Council, Administration, staff, agencies, citizens, etc.
- e) Analysis of feedback and development of a draft strategic plan



5. What is a good process for strategic planning?

- f) Allow Council to “chew on” the draft strategic plan
- g) Consider the merits of another round of broad consultation on the draft plan
- h) Revise and finalize the draft plan based on input from Council and others
- i) Strategic plan is then presented to Council for approval
- j) Clear identification of process for progress monitoring and reporting



Public Consultation Process

Broad Participatory Approaches

- Public information meetings
- Open houses
- Focus groups
- Surveys
- Workbooks
- Communication tools such as newsletters, website, public displays and other communication initiatives

Smaller Informal Initiatives

- One-on-one meetings
- Local community meetings
- Fairs/events
- Meetings with various community groups - allows targeted engagement of those who might not otherwise participate



6. What does a good strategic plan look like?

- Brief and easy to read
- Mission and values
- Vision - what the municipality aspires to be like in 10 years or longer
- Planning context - a summary of the key trends and their implications



6. What does a good strategic plan look like?

- Identified priority areas/strategic themes (aka “big rocks”) for the next 3 years (max of 3-5 themes)
- Clear outcomes - we will know we have been successful if X, Y or Z
 - Realistic given resource constraints
- Specific discussion of progress monitoring and reporting process



6. What does a good strategic plan look like?

- Does NOT include:
 - Details regarding HOW the outcomes will be achieved - these fall to management implementation plans



7. How does a strategic plan get “traction”?

- CAO is responsible for implementation
- 1. Clear and broad communication of the strategic plan across the organization - variety of channels - e.g. Town Halls, staff meetings, electronic means, etc.
- 2. Development of measurable targets and key performance indicators



7. How does a strategic plan get “traction”?

3. Development of annual business plans that support the strategic plan (“12-month chunks)
4. Development of departmental/unit annual plans
5. Development of individual performance goals/objectives



8. How is progress measured and monitored?

- In a variety of ways:
 - Qualitative
 - Individual performance reviews
 - Departmental/unit staff meetings/reports
 - Senior management team meetings/reports
 - Quarterly updates on progress from CAO to Council



8. How is progress measured and monitored?

- In a variety of ways:
 - Quantitative
 - Key performance indicators re progress towards target
 - Financial performance in relation to approved budget - with variance analysis
 - Important to focus on progress towards outcomes vs. busyness of activity levels



9. What does progress reporting look like?

- It typically includes:
 - Quarterly updates from CAO on progress towards annual business plan outcomes
 - Quarterly updates on key performance indicators and financial performance
 - Annual critical evaluation of progress in relation to strategic plan outcomes by CAO (as a foundation for mid-course adjustments and the development of next year’s annual business plan)



9. What does progress reporting look like?

- Important to focus on progress towards outcomes vs. busyness of activity levels



10. How does Council report on progress to its stakeholders?

- Typically through annual reports
 - Formats vary
- Content should be balanced - accomplishments and challenges
- Identify any mid-course adjustments to the strategic plan and why



Q&A

- Questions?



Guiding Principles of Leadership

We measure success by the way we touch the lives of people.

A clear and compelling vision, embodied within a sustainable business model, which fosters personal growth

Leadership creates a dynamic environment that:

- Is based on **trust**
- Brings out and **celebrates** the best in each individual
- Allows for teams and individuals to have a **meaningful** role
- Inspires a sense of **pride**
- **Challenges** individuals and teams
- **Liberates** everyone to realize “true success”

Positive, insightful communication empowers individuals and teams along the journey.

Measurables allow individuals and teams to relate their contribution to the realization of the vision.

Treat people **superbly** and compensate them fairly.

Leaders are called to be visionaries, coaches, mentors, teachers, and students.

As your sphere of influence grows, so grows your responsibility for **stewardship** of the Guiding Principles.

We are committed to our employees' personal growth.



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Core Values

Core Values





City of Oberlin Core Values



Open and Honest Communication



Being Innovative



Excellent and Effective Services



Respect for Diversity



Leading by Example



Integrity in the Stewardship of Oberlin's Resources



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Minutes & Agendas (<http://www.cityofoberlin.com/minutes-agendas/>)

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