Strategic Planning • Capacity Approach
Look at what is right and not at what is wrong.

A simple capacity process includes:
• Looking at your dreams and desired conditions for the future—where you want to end up
• Look at where you are now in relation to where you want to be
• How to get from here to there?
• What is good that needs to be kept?
• What local resources do you have to do this?

This simple planning process can address your planning needs in a way that builds on what is good, not on what is wrong.

Strategic Planning Sample Community Process
• Favorites Exercise – to look at what you need to preserve
  – Favorite things to do
  – Favorite places to go
  – Favorite reasons you live here
• Visioning – 5 years in the future you have become the ideal community – to set your vision for the future
  – What are its characteristics
  – What does it look like (draw a picture of it)
  – Organize into common categories
• Values Exercise – What are the core values of our community?
• Transitioning to Action – moving from the desired condition to the real
  – What needs to happen in the next year to start making this real?
  – What issues need to be addressed to make this happen?
• Action Planning
  – Prioritization Exercise
    • Dots/Curley’s One Thing – What is one thing you will do to make this happen right now?
    • Organize into priority categories –coordinate with vision categories
  – Organization
    • Select 2-4 priority areas to work on the next year
    • Choose with feet/assigned to area?
  – Action Planning Sheets – Each area fill out
• Environmental Scanning
  – Helping/Hindering Exercise
  – SWOT Analysis
• Implementation
  – Task Analysis
  – Resource Development Plan
  – Recruit Community Members
– Monthly Meetings
– Celebrations of Success
– What Next?

Revisiting and Reinvigorating the Vision (generally 1 year later)

• Revisit the Vision
  – What have we done on achieving our vision?
  – Is it still valid?
  – Does it need updating/changing

• Changes
  – What has changed over the last year that affects what we do?
  – What do we know now that we did not know then?
  – What do we need to do to adapt to the changes?

• Revisiting and Reinvigorating the Vision continued

• Reprioritizing
  – Have we addressed all our priority items?
  – What priorities have not been accomplished or addressed
  – What are our new priorities to work on?

• Action Planning
  – Select priorities
  – People choose to work on them - organize
  – Action planning sheets

• What Next?
  – Next meetings
  – Tasks
  – Assignments

Strategic Planning Considerations

• It is a forever process – always needing changes
• It is organic – adapting to new conditions
• It is doable
• The plan does not sit on a shelf – it is a living working document
• It is inclusive and participatory – all the who’s
• The community has ownership for it
• It creates action, passion and celebration
• Small successes are built into it.

You can use this as a whole community exercise or adapt it just for tourism planning - just change the questions to focus on heritage tourism and not the whole community.

Process Design Process

Another useful tool to help you design or adapt process is the “process design process. It includes asking and answering the following questions:

Step 1
1. What do you want to do?
2. Why do you want to do this?
3. What do you expect will happen by doing this? What are your expectations for this?
4. What specific outcomes do you want from doing this?
5. Who needs to be involved and in what role?
a. Stakeholders
b. Interested parties
c. Those most effected

6. What special considerations need to be taken into account to do this?

Step 2
1. From the above – what are the ingredients for your program?
2. Put the ingredients into a “recipe” – create a process/program that fits your needs

Step 3
1. What needs to be done to make the program real?
2. Action planning
3. Review/ What next?

References

Dickerson, Adams, Flora, Gulick, Jeanetta, Nakazawa Building A Strong Community; University of Alaska Fairbanks Cooperative Extension, Forthcoming Fall 2013.