

Strategic Planning for LED

Strategy Making

Strategy Making

- **Creating a Vision**
- **Developing Goals:** Point specifically to where you want to be
- **Developing Objectives:** Even more specific; should be time bound and measurable
- **Developing Programs:** Normally groups of projects that collectively address the same objective
- **Selecting Projects:** Specific initiatives to effect the the program

Strategy Making

Step 1

Vision

Step 2

Goal 1

Step 3

Objective 1

Objective 2

Step 4

Program 1

Program 2

Program 1

Program 2

Step 5

Project 1.1

Project 2.1

Project 1.1

Project 2.1

Project 1.2

Project 2.2

Project 1.2

Project 2.2

Project 1.3

Project 2.3

Project 1.3

Project 2.3

Strategy Making

- **Creating a Vision**
 - A vision should be agreed by all stakeholders
 - It should be a description of the stakeholders' preferred economic future of the city
 - It is not always fully achievable but it does give your community a clear sense of what it is aiming to achieve

Strategy Making

- **Creating a Vision (an example)**
 - “By 2010, this city will have a dynamic, business-oriented government and be characterized by an attractive business enabling environment that provides the basis for a wide range of entrepreneurial and employment opportunities. The city will be home to a diverse and growing range of businesses that provide a broad range of employment opportunities in the service, agricultural and manufacturing sectors”

Strategy Making

- **Developing Goals**
 - Goals are much more descriptive and concrete than a vision statement
 - They should be based on the local economy assessment undertaken to date
 - Goals point more specifically to where you want to be

Strategy Making

- **Developing Goals (an example)**
 - **Goal 1:** To transform the local government so that it is responsive to business customer needs
 - **Goal 2:** To ensure appropriate provision of business services and conditions to support the development and expansion of new and expanding businesses

Strategy Making

- **Developing Goals (an example)**
 - **Goal 3:** To develop the built and human infrastructure capacity needed for business growth
 - **Goal 4:** To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community

Strategy Making

- **Developing Objectives**
 - Objectives are even more specific and should be time bound and measurable
 - They should seek to overcome weaknesses, exploit opportunities and deal with threats identified in the local economy assessment

Strategy Making

- **Step 3: Goals to Objectives (an example)**
 - **Goal 1:** To transform the local government so that it is responsive to business customer needs
 - **Objective 1:** By 2006, to improve business processes, liaison and services so that business surveys indicate a 90% satisfaction rating for all interactions with the municipality

Strategy Making

- **Goals to Objectives (an example)**
- **Goal 2:** To ensure appropriate provision of business services and conditions to support the development of new, and the expansion of established, businesses
- **Objective 1:** By 2006, to ensure, through the use of business attitude surveys, that the local business enabling environment is considered greatly improved by 80% of businesses

Strategy Making

- **Goals to Objectives (an example)**
 - **Goal 3:** To stimulate and improve the built and human infrastructure needed for business growth
 - **Objective 1:** By 2010, to ensure that appropriate investments and programs are in place to have eliminated, or reduced considerably, 10 of the highest priority business infrastructure constraints identified by the business survey

Strategy Making

- **Goals to Objectives (an example)**
- **Goal 4:** To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community
- **Objective 1:** To increase the amount of investment in the city from all sectors to 10% higher than the national average by 2006

Are the Objectives SMART?

- **Specific:** Does the specific state precisely what is to be achieved?
- **Measurable:** Is it defined in terms that can be measured?
- **Appropriate:** Does it fall within the vision?
- **Realistic:** Given resources and constraints, is it achievable?
- **Time Dated:** Can a time limit be set for achieving the objective, by date or duration?

Strategy Making

- **Improving the Local Business Investment Climate**
Key Issues for Consideration
 - Laws, framework and enforcement
 - Regulations, transparency, predictability, cost, time
 - Taxation, local and national
 - Corporate governance
 - Property rights and ownership
 - Licenses and business registration

Strategy Making

- **Improving the Local Business Investment Climate**
 - Land, Property and Development Planning
 - Infrastructure Provision and Maintenance
 - Business Registration and Licensing
 - Encouraging Local Business Standards
 - Internal Operations and Procedures
 - Investment Promotion and Marketing

Strategy Making

- **Investment in Hard Strategic Infrastructure**
 - Building or improving key access roads
 - Developing, improving or expanding the local port, airport, passenger and freight rail facilities
 - Developing, improving or expanding industrial sites and buildings
 - Increasing the availability of industrial and potable water; expanding the sewerage disposal system
 - Improving and expanding the telecommunications or

.....1.....

Strategy Making

- **Investment in Sites and Premises for Business**
 - Derelict site reclamation
 - Adaptation of disused buildings
 - Industrial and commercial site preparation
 - Upgrading out-of-date or abandoned industrial premises
 - Developing industrial estates, business parks or science parks

Strategy Making

- **Investment in Soft Infrastructure**
 - Enabling or providing skills training
 - Supporting research and development
 - Providing business advisory services
 - Initiating access to capital and finance
 - Social inclusion strategies
 - Improving delivery of municipal services to businesses
 - Supporting the development of business and trade associations

Strategy Making

- **Investment in Soft Infrastructure: *Project Ideas:***
Business Stakeholders Liaison
 - Develop/institutionalize a business stakeholders group
 - Initiate and institutionalize a business attitude survey with stakeholders
 - Develop a database of key businesses with growth potential and list of dynamic leaders
 - Develop a business liaison program for the Mayor with major investors in the community

Strategy Making

- **Investment in Soft Infrastructure: *Project Ideas: Business Association Development***
 - Share information
 - Share supplying and purchasing opportunities
 - Share technical information
 - Business mentors
 - Marketing programs
 - Technical support and training programs

Strategy Making

- **Encouraging Local Business Growth**
 - Technical assistance to business
 - Financial advice and assistance
 - Public procurement policies and ‘buy local’ campaigns
 - Business retention visits and surveys
 - Provision of sites and premises
 - Export Clubs

Strategy Making

- **Encouraging New Enterprise**
 - Provision of finance for new businesses
 - Provision of micro and managed workspace
 - Providing technical advice on business management
 - Supporting the establishment and implementation of formal and informal business networks
 - Initiate business mentoring programs

Strategy Making

- **Encouraging New Enterprise: *Project Ideas***
 - Comprehensive business advisory services via ‘One-stop shops’ (diagnosis, training, advice)
 - Enabling business networking by sector
 - Provision of basic managed workspace, usually refurbished property
 - Encourage supplier chains and ‘friendly’ procurement procedures
 - Provision of seed and venture capital by sectors

Strategy Making

- **Encouraging New Enterprise: *Project Ideas:***
Basic Manufacturing Workspace
 - Use a redundant building
 - Divide into small spaces
 - Provide minimal facilities
 - Give easy-in, easy-out leases
 - Encourage ‘business to business’ collaborations

Strategy Making

- **Encouraging New Enterprise: *Project Ideas:***
Local Purchasing Initiative
 - Ensure that supply contracts are advertised locally
 - Ensure that contract sizes are appropriate, fair and transparent for local traders and businesses
 - Encourage self-employed traders to tender with others for larger contracts
 - Have 'Buy Local' trade exhibitions to advertise what the City Hall authority needs to buy

Strategy Making

- **Promoting Inward Investment**
 - Research the locality's feasibility for investment
 - Identify geographic and sectoral targets, and consider competitor positioning
 - Develop marketing strategy and materials: Web site, 'welcome' package, aftercare program
 - Develop business-friendly capacity
 - Initiate a client tracking system
 - Develop an investor-focused information system

Strategy Making

- **Sector (and business cluster) Development**
 - Developing broker and network agencies
 - Supporting joint research
 - Developing cluster-focused public procurement and local purchasing agreements
 - Providing cluster specific information
 - Developing cluster related marketing efforts
 - Developing demand-led skills and education training programs

Strategy Making

- **Sector (and business cluster) Development**
 - Promote cluster in global markets
 - Form export network
 - Look for opportunities to ‘brand’ the products of clusters
 - Support a cluster-based incubator
 - Promote supporting institutions such as vocational schools, technology curriculum, training institutions

Strategy Making

- **Area Targeting and Regeneration Strategies**
 - Town center enhancement schemes
 - Encouraging investment into growth nodes
 - Encouraging investment into corridors
 - Retraining of redundant workers
 - Job search and employment outreach
 - Entrepreneurship training and SME support programs

Strategy Making

- **Integrating Low Income or Hard-to-Employ Workers**
 - Demand-led job training
 - Targeted outreach to vulnerable groups
 - Basic workplace skills, job readiness training, literacy, remedial education
 - Post placement follow-up support and training
 - Employment support services such as child care
 - Micro-enterprise support and home based employment

Strategy Making

Goal 3: To develop the built and human infrastructure capacity needed for business growth

Objective 1: By 2010, ensure that appropriate investments and programs are in place to have eliminated or reduced considerably 10 of the highest priority business infrastructure constraints, as identified by business survey

Program 1: Industrial Premises Development Program

Program 2: Human Resource Enhancement Program

Strategy Making

Goal 4: To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community

Objective 1: To increase the amount of investment in the city from all sectors to 10% higher than the national average by 2006

Program 1: International Donor Investment Program

Program 2: Investment Attraction Strategy

Strategy Making

Goal 3: To develop the built and human infrastructure capacity needed for business growth

Objective 1: By 2010, ensure that appropriate investments and programs are in place to have eliminated or reduced considerably 10 of the highest priority business infrastructure constraints, as identified by business survey

Program 1: Industrial Premises Development Program

Project 1: Develop industrial and commercial property register

Project 2: Undertake property demand and supply research study

Strategy Making

Goal 3: To develop the built and human infrastructure capacity needed for business growth

Objective 1: By 2010, ensure that appropriate investments and programs are in place to have eliminated or reduced considerably 10 of the highest priority business infrastructure constraints, as identified by business survey

Program 2: Human Resource Enhancement Program

Project 1: Undertake skills needs assessment with employers

Project 2: Enable the provision of basic literacy courses for disadvantaged

Project 3: Review the skills and skills needs of the unemployed

Strategy Making

Goal 4: To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community

Objective 1: To increase the amount of investment in the city from all sectors to 10% higher than the national average by 2006

Program 1: International Donor Investment Program

Project 1: Review and maintain donor program database & contacts

Project 2: Develop donor liaison program

Strategy Making

Goal 4: To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community

Objective 1: To increase the amount of investment in the city from all sectors to 10% higher than the national average by 2006

Program 2: Investment Attraction Strategy

Project 1: Business Location Service in City Hall

Project 2: Develop local business ambassadors program

Strategy Making

Goal 4: To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community

Objective 1: To increase the amount of investment in the city from all sectors to 10% higher than the national average by 2006

Program 2: Investment Attraction Strategy

Project 3: Develop Investment Information Database

Project 4: Develop database and liaison program for international investors in the city

Strategy Making

Goal 4: To attract new and inward investment projects from the private, public and third sectors, maximizing opportunities from the donor community

Objective 1: To increase the amount of investment in the city from all sectors to 10% higher than the national average by 2006

Program 2: Investment Attraction Strategy

Project 5: Develop targeted marketing effort to attract appropriate investment