



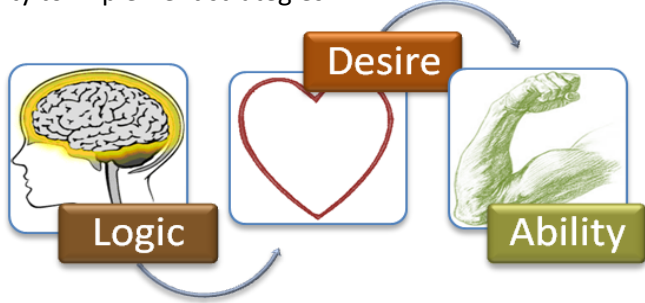
Picking Strategies

Deciding Where to Place the Community's Focus

By the time a community chooses the specific strategies on which to base its future development, three important factors need to be addressed and in place: 1) **logic**—weighing strategic options based on the likelihood of successful implementation, 2) **desire**—emphasizing strategies that are found desirable by the community, and 3) **ability**—assessing and factoring in the capacity of the community to implement strategies.

Each of these three factors or measures will inevitably generate different—and perhaps competing—strategic options.

Logic. The logical approach—use of the Strategy Selector tool—might bring forward three strategies that score 85 or higher, and another four strategies that score between 70 and 84. Most communities would therefore advance as many as seven strategies.



Desire. From a desirability standpoint, the Town Meeting and other sources of input may bring forward 20 of the 25 strategies. Many communities will have constituencies, for example, that want to see certain value-added strategies adopted. Other communities may have a prominent (but perhaps ineffective) downtown development advocacy group. Still others may have an unrealistic desire to see Google and Facebook recruited to their new business park.

Ability. Finally, a community may simply suffer from a lack of capacity—human, financial, and technical—to do much of anything at all. Juggling three strategies simultaneously may be all the community can handle. Such a community may have scored very low on the Community Organizer tool.

Logic	Desire	Ability

While use of the **Strategy Selector** and **Community Organizer** tools helps strategic planning be more of a science, there is still some artwork to be considered. For example, strategies that score under 70 points may still be viable if there is a strong advocacy group in the community—and the low scoring Key Success Factors can be effectively addressed. Likewise, low current capacity may be quickly enhanced through investments in staffing and needed training.

In the example above, it may be that six of the seven “logical” strategies are chosen and two of the desired strategies that scored under 70 points are added. Furthermore, the planning process may have helped to focus the community on adding capacity so that all eight strategies can be successfully implemented.