STRATEGIC PLAN INSTRUCTIONS

Before you can create your strategic plan, you need to know where you want to end up. The result the strategic plan is designed to produce is your **mission**. And the **impact** your mission will cause in the environment is your **vision** that drives your work.

**VISION**

The vision communicates what you believe are the ideal conditions for your environment. It is a “desired end-state”, a one-sentence statement describing the clear and inspirational long-term desired change resulting from your program’s work.

Vision statements should be specific enough to be used to make decisions, but broad enough to cover a variety of perspectives, and to allow flexibility in what you choose to do.

The most important characteristic in a vision is that everyone involved in your effort must share it. This means stakeholder involvement.

Finally, the vision statement should be concise and easy to communicate. As an example, we will use in these guidelines the iWater project vision:

“A high quality, clean and safe urban environment”

**MISSION**

Mission statements are more concrete and "action-oriented" than vision statements. Although not as short as the vision statement, a mission statement should still get its point across in one sentence.

A mission statement describes what you are going to do, and why you are going to do that.

Mission statements explain very broadly the overarching outcomes your organization is working to achieve to avoid limiting the solutions and sectors of the community that may become involved in the project.

We will use as an example the following mission statement from the iWater project:

“Creating a more resilient and sustainable city through stormwater management that protects, restores or mimics the natural water cycle.”
VALUES AND PRINCIPLES

The 6.5 Vision workshop that we used in the iWater project produced many ideas that we clustered and blended in the following eight statements:

1. Everybody has equal right of access to open space.
2. Clean air is healthy but it should also smell well.
3. Everybody needs to feel as safe and comfortable outside in open spaces, as they feel at home.
4. It is a human right to have the possibility to free our mind from the stress that urban environment cause.
5. Human beings have the basic need for mental health.
6. Silence is a natural quality you expect from nature.
7. We need to get amused, to get a kick, be entertained.
8. We need to be part of a collective/context.

While vision and mission statements themselves should be short, you may want to keep some or all of the above ideas. You may also want to include your organisation’s beliefs or policy, to better define your work and the organisation itself. One way to do this without sacrificing the directness of the vision and mission statements is to include guiding values and principles as an addition to the statements. These can lay out the beliefs of the organisation while keeping its vision and mission statements short and to the point.

If you want to keep the ideas that came from the vision workshop you can transform them into values and principles. For that you just need to express them in a more abstract way. For example, the following is a list of values and principles coming from the previous statements:

- Accessibility
- Aesthetic value
- Comfortability, relax, silence
- Human health promotion
- Entertainment, amusement, promote social connections

Does your city have a strategic plan or city strategy? There you can find your city’s policy. Your iSWM programme/plan goals should be aligned with at least one of your city’s strategic objectives. As an example, we use the goals and objectives in Turku Strategy that Turku’s ISWM programme tries to meet to complete the values and principles list:

- Accessibility
- Aesthetic value, and water “attraction”
- Comfortability, Safety, relax, silence
- Human health promotion
- Entertainment, amusement, promote social connections, vitality
- Diverse public urban spaces
- Cleanness
- Green-building
- Natural environmental values preservation
- Participation, collaboration, equity and accountability
OBJECTIVES

Strategic objectives are clear statements of what the organization needs to achieve in order to get the vision through the mission. Strategic objectives are like mini vision statements that set the framework for the rest of the strategic plan. They should be few in number, 3 to 5 focus areas, and address different values and principles.

For example:

1. Flood prevention
2. Waterway health protection

USE OF THE VISION, MISSION AND OBJECTIVES

When looking for solutions, make sure that the impacts those solutions will cause are aligned with your vision and objectives; while the solution itself should be aligned with mission and your values and principles list.