

Aligned with Regional Vision and Goals: Consistent and Connected

Broadly Supported: Persuasive

Module 5

Introduction

Developing a vision and related goals is not a one shot effort, but is instead an process that benefits from multiple revisions and broad input. With an effort like SET that aims to bring together a grouping of regional counties, it is even more critical to understand that the vision and goals are expected to mature through the planning process, growing in depth as the later modules are completed and the knowledge base of participants expanded.

the region provided a diverse set of communication strategies to access public input, strengthen buy-in, and expand participation. This file builds on module 3, because the level of input and participation received during the planning process becomes a critical component in drafting a logical and persuasive vision and goals. This document explores the application of the HQP attributes evidence based, logical, and persuasive that were featured in the module 4 session and strongly intertwine with the vision and goal development. The following sections explore how the vision and goals were developed in the Southern Tier region.

Building a Vision for the Future

Southern Tier planners wisely set their planning assumptions and vision in place at the beginning (see page 9, Philosophy and Approach). A well framed vision provides focus not only in planning but also in identifying and engaging appropriate partners. The vision should guide everything else that goes into the planning process and decision-making. Goals and strategies that are explored should be well connected to this guidepost. (This will be discussed further in Module 8). So, the first step in having a plan that is **consistent** and **connected** is to write a clear vision statement to which the subsequent plan can flow. Additionally, a well-stated vision statement becomes a communication tool to help foster broad support. A vision statement that describes a clear positive future direction will lay the groundwork for a **persuasive** plan. An added plus in Southern Tier's vision was their short motto: "Catalytic, Collaborative,

Comprehensive and Competitive.” This short four-concept phrase speaks volumes toward how the regional planners hope to operate can be used as a *persuasive* tool to capture interest.

Ultimately, the real test of the attributes within the category “*aligned with regional vision and goals,*” is yet to come as the region must now build upon this vision in a *consistent* and *connected* manner to achieve success in these High Quality Plan elements.

Southern Tier’s Vision

“Building on a strong foundation of existing businesses and higher education institutions, the Southern Tier region uses a collaborative approach to leverage its globally competitive advantages to attract talent and investment for the development of industry clusters. Our focus will be on increasing the size and prosperity of the region’s workforce through new business creation based on high-technology discoveries and other entrepreneurship activities, while ensuring healthy communities and protecting the natural beauty and resources of the region.”

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As worded in their plan, the Southern Tier strategies are:

1. The Southern Tier. . .New York’s Leader in Energy Efficiency and Renewable Energy Technology
2. Southern Tier Transportation Alliance. . .Building Next Generation Transportation Technology and Manufacturing
3. Health Care 2020. . .Integrating Health Care Providers, Higher Education and Cutting-Edge Technology
4. Revitalizing the Rural Farm- and Forest-Based Economy of the Southern Tier
5. Strengthening The Southern Tier’s Economic Development Backbone

Southern Tier organized their plan under five major topics, which they call strategies. Four of the five are directly related to one of the identified industrial clusters in the region. While these strategies lack the clarity of being S.M.A.R.T., a clear tie to the related cluster is still evident. For example, Southern Tier’s first strategy builds off the cluster analysis on clean energy industries in which the Southern Tier and a neighboring region both showed significant interest and growth. Southern Tier’s second strategy connects with the transportation and advanced manufacturing clusters from the region’s cluster analysis. Transportation investments were found to have a high multiplier effect due to their ability to increase development options for component manufacturers and suppliers, thus strengthening the emerging advanced manufacturing cluster. The third strategy

Specific
Measurable
Attainable
Relevant
Time framed

is directly tied to the healthcare industry, another of the region's strong clusters, which also has direct potential to help address two of the biggest perceived challenges to economic growth in the region. The fourth strategy shows the value the region expressed in supporting its agriculture base. The final strategy transcends the particular industry clusters to take a more broad-stroked look at the overarching infrastructure needs of the region. Including such items as broadband access and new business development sites, this strategy acknowledges, similar to Porter's Diamond Theory, that competitive advantage involves being business-friendly across a number of realms.

The Southern Tier begins with a vision of collaboration focused on industrial clusters, then moves to identifying the particular clusters that are important economic drivers in the region. Once identified, these clusters become the focus of the five strategies. Even though the strategies (which correspond to the SET Goals) are lacking in clarity, the connections are still clear and show consistency with the overarching vision.

Your Plan: What to Do in Module Four:

During module 4, you were introduced the five features of a strong vision statement and the step-by-step approach to building a shared vision, which both emphasize the importance of identifying forward focused themes that embrace the region as a whole and incorporate the views and hopes of the residents. Give careful consideration to how you frame this vision as it will become the end focus as you set all regional goals. The vision should be:

1. Be relevant for many years
2. Focus on the future
3. Give shape and direction to the future
4. Highlight its purpose and values
5. Inspire people, groups and communities

Additionally, invest the time to craft S.M.A.R.T. goals that connect well to the vision and to the regional evidence base explored up to this point.

Insert your vision statement into the template where indicated. You may be ready to draft the regional description at this point.

Refine your regional goals into S.M.A.R.T. goals that will guide the remaining planning work.

Continue building this section as you explore Module 7: Planning for Success.