



# COMMUNITY HEALTH EQUITY AND COMMUNITY DESIGN STRATEGIC PLANNING GUIDANCE AND TEMPLATE

## INTRODUCTION

Strategic planning is a practical planning process used to help community groups and organizations define a vision and develop practical ways to enact change. A strategic plan helps your organization set and achieve short term goals while keeping sight of your long-term vision. Implementing this planning process into your group's efforts supports developing a clear mission, building consensus, and grounding your group's dreams.

## MAKING THE CASE FOR A STRATEGIC PLAN

You may be asking yourself, “when should I use this strategic planning process?” It definitely makes sense for your organization to have the direction and order it gives you. However, there are critical times that it makes sense to use this process. These times may include:

- When you are starting a new organization.
- When your organization is starting a new initiative, large project, campaign, or is going to begin work in a new direction.
- When your group is moving into a new phase of an ongoing effort.
- When you are trying to invigorate an older initiative that has lost its appeal or momentum.
- When you’re applying for funding or to a new funder. This may be one of the most critical times to undergo the strategic planning process. It is important during these times to clarify your vision and mission so that any funding you seek supports what your organization actually stands

for. Without a proper plan, your organizations can take a direction not in keeping with your organization's true purpose or philosophy.

## **STRATEGIC PLANNING IN ACTION**

Many organizations hire expert facilitators to take them through the strategic planning process. Not all organizations have the time or resources to contact with a consultant. There are tools such as the Community Toolbox, that is great resource that takes you through the strategic planning process without the need to hire an expert.

Additionally, an example has been provided below that can assist your organizations in developing a strategic plan on your own. This template can also be used to plan programs, community engagement strategies and more.

# STRATEGIC PLAN EXAMPLE

## ORGANIZATION

Town of Green Mountain

## ISSUE DESCRIPTION AND RATIONALE

According to 2023 crash statistics, surveys, and anecdotal data collected from pedestrians, bicyclists and transit users, Sugar Maple Avenue is one of the top ten most dangerous roadway corridors in the Green Mountain, Vermont. Each year more than a dozen pedestrians and bicyclists are killed and hundreds more are severely injured on the roadway. A significant number of pedestrians and Vermont Equity Transit (VET) users are also victims of physical assault and harassment. A disproportionate number of the victims are low-income and minority residents who live nearby, or those who travel to the corridor for work at one of the local establishments along the corridor. Given the high prevalence of vehicle-pedestrian crashes, distracted driving, speeding and public health and safety concerns, Sugar Maple Avenue has been selected as a candidate for a road diet and its intersection with Freedom Boulevard and Unity Street has been selected as a candidate for a tactical urbanism project.

## ACTION PLAN GOAL #1

Improve the overall safety and mobility of pedestrians, bicyclists, and VET users along Sugar Maple Avenue in the Green Mountain, Vermont.

Objective 1: By 2025, reduce the number of pedestrian fatalities and injuries attributed to vehicle crashes by 20% percent from their 2023 level.

Strategic Action 1: Design and implement a “street mural” as a “tactical urbanism project” or “demonstration project” at the intersection of Freedom Boulevard and Unity Street to reduce speeding, distracted driving, and crashes involving pedestrians, bicyclists, transit users and other motorists.

Lead (Party/Department Responsible):  
Transportation Department

Contributing Partners/Stakeholders: Public Works; Law Enforcement; Boys and Girls Club of Green Mountain; Town of Green Mountain; and Community Residents

Resources Required: Plastic bollards; demonstration paint; “Stop for Pedestrians” road signs; municipal and community volunteers; community survey; and speed monitoring.

Constraints/Barriers: Weather; community distrust of local government; and growing skepticism, particularly among motorists

Success Metric(s): Reductions in vehicle speeding, distracted driving and crashes; reductions in pedestrian fatalities; and reductions in pedestrian injuries.

Timeline/Due Date: August 2023

Lead (Party/Department Responsible): Law Enforcement

Strategic Action 2: Implement a tailored high-visibility enforcement effort to deter aggressive driving and speeding along the corridor.

Contributing Partners/Stakeholders: Town of Green Mountain and Community Residents (should be notified prior to enforcement effort)

Resources Required: Overtime for law enforcement

Constraints/Barriers: Public concerns of entrapment and targeting of low-income and minority residents

Success Metric(s): Reductions in vehicle speeding, distracted driving and crashes;

Timeline/Due Date: July 2024 – December 2024

Lead (Party/Department Responsible): Transportation Department and Brownville Health District

Contributing Partners/Stakeholders: Public Works; Law Enforcement; Boys and Girls Club of Town of Green Mountain; and Community Residents

Resources Required: Safety and educational materials by mode; public awareness and education campaign marketing and outreach implementation plan; potential prizes and incentives for safe behaviors; campaign manager; and language translator

Constraints/Barriers: Financial costs

Success Metric(s): Observed improvements in motorists, pedestrians, bicyclists, and transit users' behaviors along the corridor; and overall community perception of safety along the corridor.

Timeline/Due Date: July 2024 – December 2025

Strategic Action 3: Launch a public awareness and education campaign within the Green Mountain, Vermont, to educate all roadways users of the importance of health and safety along Sugar Maple Boulevard.

Short Term Outcome(s) Measure Description	Baseline Value	Target Value	Data Source
Percentage decrease in the number of pedestrians killed on Sugar Maple Avenue in the Town of Green Mountain	15	12 (20% (#3) decrease)	2022-2023 Crash Statistics by Town of Green Mountain Police Department and Vermont Department of Transportation.
<b>Key Deliverables/Milestones</b>	<ul style="list-style-type: none"> <li>• <b>Strategic Action 1</b> - Street mural at the intersection of Freedom Boulevard and Unity Street.</li> <li>• <b>Strategic Action 2</b> - Deployment of law enforcement at strategic locations throughout the corridor along with a technical memo outlining the effectiveness of the enforcement effort.</li> </ul>		

	<ul style="list-style-type: none"> <li>• <b>Strategic Action 3</b> – Creation and launch of a citywide public outreach and education campaign, along with a technical memo summarizing its effectiveness.</li> </ul>
<b>Setting(s):</b>	Environmental Justice (EJ) Community, Municipal Roadway, Town of Green Mountain
<b>Population of Focus</b>	<b>Details</b>
<b>Age</b>	Adults {20-24}, Adults {25-39}, Adults {40-49}, Adults {50-64}, Adults {65 & Older}
<b>Ethnicity</b>	Hispanic or Latino, Not Hispanic or Latino
<b>Sex</b>	Male, Female and Others
<b>Geography</b>	Northeast Green Mountain, Vermont
<b>Race</b>	African American or Black, American Indian, Asian, Korean, Vietnamese, White
<b>Sexual Identity</b>	Bisexual, Gay, Heterosexual, Lesbian, Questioning
<b>Other Populations</b>	Low Socioeconomic Status, Disability, Uninsured
<b>Mode of transportation</b>	Cars, bikes, pedestrians, buses, e-scooters

# STRATEGIC PLAN TEMPLATE

The template below can be used to develop a variety of strategic efforts. You can make the plan as long as you wish by creating goal with multiple objectives or as many goals and objectives to fit your needs.

<b>ORGANIZATION</b>	
<b>ISSUE DESCRIPTION AND RATIONALE</b>	
<b>ACTION PLAN GOAL #1</b>	
Objective 1:	
Strategic Action 1:	Lead (Party/Department Responsible):
	Contributing Partners/Stakeholders:
	Resources Required:
	Constraints/Barriers:
	Success Metric(s):
	Timeline/Due Date:
Strategic Action 2:	Lead (Party/Department Responsible):
	Contributing Partners/Stakeholders:
	Resources Required:
	Constraints/Barriers:
	Success Metric(s):
	Timeline/Due Date:
Strategic Action 3:	Lead (Party/Department Responsible):
	Contributing Partners/Stakeholders:
	Resources Required:

			Constraints/Barriers:
			Success Metric(s):
			Timeline/Due Date:
Short Term Outcome(s) Measure Description	Baseline Value	Target Value	Data Source
Key Deliverables/Milestones	<ul style="list-style-type: none"> <li>• Strategic Action 1</li> <li>• Strategic Action 2</li> <li>• Strategic Action 3</li> </ul>		
Setting(s):			
Population of Focus	Details		
Age			
Ethnicity			
Sex			
Geography			
Race			
Sexual Identity			
Other Populations			
Mode of transportation			

*This program is funded in part by the Vermont Department of Health, the Vermont Department of Housing & Community Development, and the Centers for Disease Control and Prevention. This resource was developed by Equitable Cities LLC to support and sustain efforts for Vermont communities seeking to improve health equity through community design and placemaking.*