

# VILLAGE OF GRANVILLE OHIO



## Village of Granville Strategic Plan

2021-2025

# Village of Granville Strategic Plan

## Purpose

Strategic planning in the municipal setting prescribes a systematic process that enables Village leadership to understand the numerous future conditions in which the Village will exist, establish consensus about how best to achieve a vision of the future, and develop action plans that with help make that happen – all within the context of available financial and human resources.

A strategic plan can be a complex process involving many months of work and may include community surveys, special committees or work groups, trend and forecast analysis, SWOT analysis, and more. The work required, however, does not diminish the need for elected officials and staff to have a guide to conducting our mission towards our vision.

While much of what is contained herein has existed for years among our archive of historical records, this is the Village of Granville's first strategic plan of record. It comes at a time of increased uncertainty with regard to development impacts from surrounding communities, and some public perception that we are not prepared to address it. The risks this situation poses are palpable – this plan will help all of us improve operational efficiency, accelerate our decision cycle, and better posture us to address challenges moving forward.

This plan begins with identification of our mission, values, and vision, and using them to develop strategic priorities. The priorities arrayed as lines of effort that all work will follow. For this first iteration, these elements were derived from Councilmembers' initial guidance to the new Manager, input from the Village staff, existing planning tools, and Village reference documents regularly in use, including:

- Comprehensive Plans (1989, 1998, 2012, including updates)
- Village Administrative and Fiscal Policies
- Village Charter
- Village Municipal Code
- Village Annual Reports
- Annual Village Council Retreat Minutes (2012, 2014, 2016, 2017, 2019)
- Sustainability Studies (2017, 2018, conducted by Denison University)
- Village Subdivision Regulations (1964)
- Village Zoning Ordinances (1977 and later)

Our strategic plan will help to inform and shape future legislation, plans, policies, and other reference documents (notably, it will contribute to our upcoming revision of the Granville Comprehensive Plan, a document created jointly with Granville Township).

## Mission – Values – Vision

Fundamental to a strategic plan are an organizational mission, a defined set of values, and a descriptive vision for the future. The mission, values, and vision statements guide the behaviors of the people in the organization, and should be designed to mutually support each other.

The **mission statement** describes the purpose of the organization and at a very fundamental level, why it exists. The mission statement is the bedrock of the organization and a critical navigational starting point. Below is our mission statement covering years 2021-2025.

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### MISSION STATEMENT

*The Village of Granville provides the community with premier local government services that meet the needs of its citizens and are delivered in a professional, responsive, and responsible manner.*

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While the mission statement describes what we do, the **values statement** defines who we are and what the organization believes in. It provides the moral direction for the organization. The best statements limit values to a small number that they may be drawn from quickly. Below is our values statement covering years 2021-2025.

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### VALUES STATEMENT

*The Village of Granville is guided by the core values of Service, Integrity, Accountability, Responsiveness, and Innovation.*

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These values help to guide the long-term and day-to-day actions of our elected officials and staff. They are defined as follows:

- **Service.** Providing quality service to the public, being accessible to the community, and striving for professional mastery.
- **Integrity.** Inspiring trust and confidence in our government by maintaining a culture of integrity and ethical decision-making.
- **Accountability.** Operating in an open and transparent manner, and being accountable for our actions.
- **Responsiveness.** Providing timely action and services to the community, through teamwork and dedicated performance of duties.
- **Innovation.** Encouraging innovative ideas and changes that help to achieve our goals in new ways that are both effective and efficient.

A **vision statement** is a statement of an organization’s overarching aspiration of what it hopes to achieve or become. It serves as a beacon toward a desired future state. Below is our vision statement for 2021-2025.

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VISION STATEMENT

*The Village of Granville continues to be a community where people choose to live, work, and do business based upon our high-quality public services, sustainable growth, unique character, rich heritage, and respect for the environment.*

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Taken together, the mission, values, and vision statements chart the course for what we do, who we are, and where we hope to be. Strategic priorities and goals are the mechanisms that will get us there.

### Strategic Priorities

Now having defined what we do (our mission), who we are (our values), and where we wish to be (our vision), we have to organize how to get there. A way to do this is to define a set of strategic priorities that will serve as discrete pathways that contribute to realizing the vision. The following priorities represent a collection of key efforts nested within our historical record. Defining these priorities in general terms allows Council and staff to synchronize subordinate efforts and manage Village operations as efficiently as possible. Our strategic priorities are:

- **Safety and Essential Services.** The safety of and provisioning of services to our residents, workforce, and visitors are the most important and fundamental things we do.
- **Fiscal Responsibility.** Balancing a stable financial position with meeting the legitimate needs of the Community requires sound financial decision making.
- **Community Relationships.** The Village exists to support its residents and a vast network of stakeholder groups – engagement with them is paramount.
- **Informed Development.** Achieving our vision of Granville’s future requires informed economic development through deliberate collaboration with the community and stakeholders.
- **Sustainability.** Addressing the needs of our community without inhibiting future generations’ ability to meet their own needs.

These priorities may be viewed as lanes or lines of effort on which we will overlay our goals. This construct serves three purposes – to synchronize our work and identify friction points quickly; to minimize random activities that do not contribute to realizing our vision; and to give staff a sense of how their work helps us to succeed.

## Goals

Goals represent the specific actions items we wish to complete over a period of time. In the case of this provisional strategic plan, we will focus on near-term goals which normally span a year or less into the future. Later versions of this will include near-term, short-term (1-2 years), and long-term (2-5 years) goals.

As part of periodic goal-setting, goals are organized under each strategic priority to ensure it contributes to our vision and is not in conflict with other goals.

## Strategic Roadmap

A roadmap towards achieving the vision materializes as you align all the strategic elements described above. With the organization’s mission and values as the foundation, and with an eye towards the vision, the strategic priorities serve as parallel pathways on which affiliated goals are organized. The graphic below helps facilitate understanding of the organizational strategy at the lowest level and demonstrates a designed intent to plan for future success.



## Way Ahead

Over the next five years, the Manager and staff will monitor the completion of the goals (near, short, and long-term), providing periodic updates to Council. In the course of doing so, we will continue to stretch the legs of this strategic plan to see where it might need adjusted to address gaps or omissions in any component. We will also regularly consider public and stakeholder input to ensure it is representative of the public environment and discourse.

Ideally, despite minor adjustments, the mission, values, and vision should be considered enduring; the strategic priorities adjusted only as needed; and the goals remaining fluid and adopted as yearly amendments to the base plan.

The technique used to develop this strategic plan is one of many used by public and private organizations around the world. Since the original provisional version was published in 2020, we have found this to be a useful tool for planning and a tangible demonstration that the Village does, in fact, plan for its future.