



**Slideshow:
3 Examples of Bad Planning**

AYER STRATEGIC CONSULTING

Growth Strategy



LOADING...

Bad Example #1 The “Action” Plan

Economic Development “Action” Plan

- 82-page plan plus 100-page technical appendix
- Price tag: \$98,000
- Implementation not addressed until pages 81 and 82 of the plan
- Only one half of one page devoted to business retention and expansion (BRE) strategy



Bad Example #2 The Plan for Planning

Comprehensive Plan

- Over 560 pages long
- Cost = \$hundreds of thousands
- Broken into 11 Chapters
- Economic Development is Chapter 7 of 11 and is 8 pages long
- Strategies are called objectives or policies, not real action steps
- 30% (6 out of 20) objectives (strategies) call for MORE plans

VII. Implementation

A. Market and Promotion

As the previous report on economic development pointed out, the City can choose to be passive in its attitude about development. Indeed, that is the usual stance that local governments take. However, this means that the transformation of an area will take longer, along with its concomitant benefits of increased tax revenues. In recent years, many communities have accelerated the pace of change by actively promoting themselves and reaching out to developers, companies and real estate professionals with a deliberate marketing approach. The City should prepare a plan to identify individuals and groups who could take on this role. The subarea could see development much earlier using the more assertive method.

Bad Example #3 What Implementation?

Subarea Plan

- Over 50 pages long
 - Table of contents: 3 pages
 - Maps: 3 pages
 - Renderings: 5 pages (est.)
- Cost: six figures (estimated)
- Goals and Objectives provided but neither are measurable
- Use of “policy” as a replacement for strategic actions
- Implementation (<1 page) featured a paragraph each for
 - Market and Promotion
 - Partnerships
 - Gateways & Wayfinding