

# 2018

## STRATEGIC PLAN



CITY OF  
**BEDFORD**

## *Components of the Plan*

The City of Bedford Strategic Plan is a disciplined effort to produce fundamental decisions and actions that shape and guide what the community is, what it does, and why. The plan identifies City Council's key strategic focus areas, policy goals, specific actions, and measures of performance.



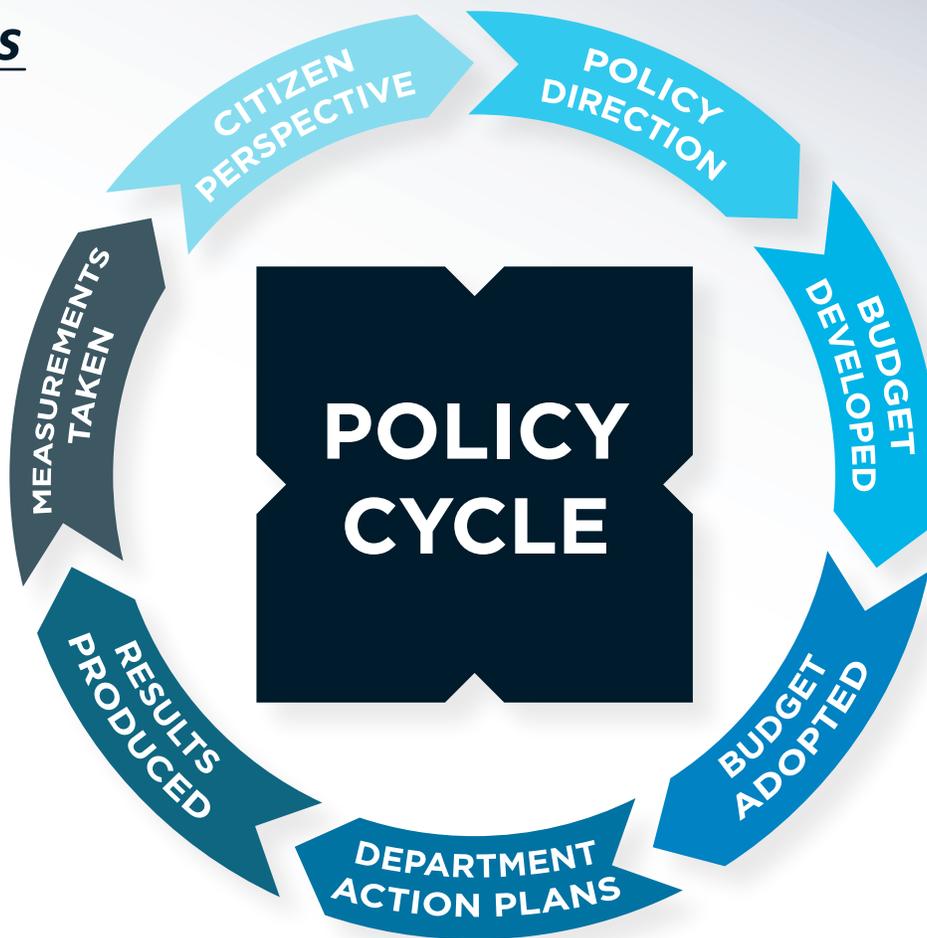
**Vision** is a roadmap to our desired future and what we strive to accomplish as a community. It provides us with a platform to maintain focus and set goals.

**Strategic Focus Areas** are the City's items of extreme importance that will ultimately determine the nature and quality of the future of Bedford - they define where our resources should be spent to attain our vision.

**Strategic Initiatives** are multi-year, measurable goals set for each Strategic Focus Area. These initiatives reflect leadership priorities and direction that will aid us in setting policy, generating revenue, and allocating resources.



# The Process



## **Policy Direction**

**February**

Citizen survey

City council strategic planning session

## **Budget Developed**

**March**

Staff strategic planning process

Budget process begins

**May**

Produce department budget

City Manager reviews budget with departments

**June**

Staff finalizes the proposed budget

## **Budget Adopted**

**July**

Senior staff budget workshop

**August**

City Council budget workshop

Public hearing on budget and tax rate

**September**

Public hearing on budget and tax rate

City Council consideration of budget and tax rate

## **Department Action Plans/Results Produced**

**October**

New fiscal year begins



# *Vision for the City of Bedford*

Bedford is a vibrant, transformational community. We achieve this through our pursuit of economic vitality, fostering sustainable neighborhoods and commercial areas and providing excellent customer service to our residents.



STRATEGIC FOCUS AREA 1  
**REVITALIZATION**



STRATEGIC FOCUS AREA 2  
**ECONOMIC VITALITY**



STRATEGIC FOCUS AREA 3  
**TRANSFORMATION**



STRATEGIC FOCUS AREA 4  
**ORGANIZATIONAL EXCELLENCE**



STRATEGIC FOCUS AREA 5  
**COMMUNICATE AND ENGAGE WITH CITIZENS**



# Strategic Focus Areas



## **Strategic Focus Area 1 – Revitalization**

Revitalized storefronts, streets, and neighborhoods attract future residents and businesses to the community. Thriving commercial centers enhance Bedford's image and should be reflective of the city's collective social and economic aspirations. Attracting unique businesses will demonstrate how Bedford is distinct from other communities.

### **Strategic Initiatives**

- Promote underutilized property, transforming key commercial nodes into unique destinations.
- Develop a neighborhood reinvestment strategy.
- Align policies and codes with a redevelopment strategy.
- Change/Improve the aesthetics of the City.

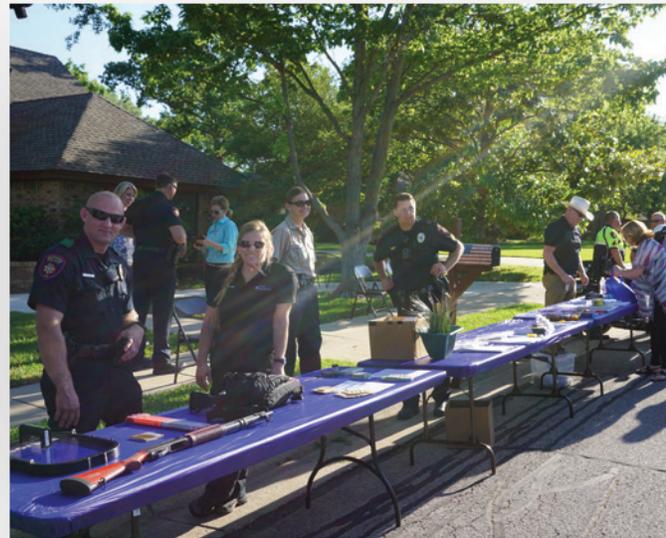


## **Strategic Focus Area 2 – Economic Vitality**

The promotion of high-quality economic growth and business development that expands and diversifies the tax base and will enhance the quality of life for Bedford residents.

### **Strategic Initiatives**

- Diversify the city's economic base.
- Support the retention and expansion of Bedford employers.
- Capitalize on Bedford's reputation for exceptional community events.





### **Strategic Focus Area 3 – Transformation**

Bedford is committed to cultivating vibrant, unique spaces that enhance the community and attract and benefit residents, businesses, and visitors.

#### **Strategic Initiatives**

- Establish a strategic vision and plan that create a distinct destination through catalyst projects.
- Develop a system for sustainable infrastructure.
- Enhance public safety in the community.
- Transform fiscal practices to create a sustainable financial future.



### **Strategic Focus Area 4 – Organizational Excellence**

Excellent performance requires aligning efforts that drive internal effectiveness with those that create external impact. Bedford is committed to becoming a High(er) Performing Organization that delivers exceptional service to customers.

#### **Strategic Initiatives**

- Ensure high-quality, responsive service is provided through efficient and effective processes.
- Invest in staff and create a high performing organization.
- Set the example for regional leadership and collaboration.
- Leverage the use of technology to enhance efficiency and productivity.



### **Strategic Focus Area 5 – Communicate and Engage with Citizens**

Communities function best when supported by a committed and involved citizenry working in tandem with a responsive and transparent local government. Bedford engages the community in City government by providing timely and accurate information in numerous formats about services, actions, and decisions.

#### **Strategic Initiatives**

- Promote confidence in the expenditure of public funds by informing, educating, and involving citizens in their local government.
- Promote understanding of city government through education and public participation.
- Develop and implement a coordinated communication and engagement plan that will better allow the City to share information about its work, as well as obtain feedback from those the City serves about community priorities and public services.

