STRATEGIC AREA GOALS

DESCRIPTION

After identifying the strategic areas your community will be focusing on, this exercise helps your project team set over-arching goals for each of the chosen strategies.

RATIONALE

- Helps to establish the priorities and values of your community
- Acts as a target to work towards
- Helps to track and monitor progress and success

LOGISTICS

Duration: 30-60 minutes

Format: small workshop activity

Key Players: project team (with additional community stakeholders or council as desired)

Resources: flip chart paper, markers, vision statement, Key Facts

OUTPUT

A distinct goal (or "mini vision") for each of the identified strategic areas with an initial sense of how you may go about measuring progress towards these goals.

PROCESS

1. For each strategic area, discuss as a group some key goals you wish to see achieved within the scope of the strategic plan. The goals should be SMART:

   SMART goal-setting is:

   Specific: identifies what will be accomplished

   Measurable: change can be tracked

   Achievable: is supported by the available resources

   Relevant: relates to community needs and overall vision

   Time-bound: should be grounded by the plan's timeframe

2. Brainstorm a series of high-level goals related to each strategic area, and test against the SMART criteria in a group discussion. See Plan on a Page example for reference on how these goals factor into a plan, as well as a list of examples on the following page. Think of them as vision statements for each of the strategic areas.

3. As this will likely be your concluding conversation related to vision and strategic areas, it may be useful to have the project lead create a clean draft document with the vision, strategic areas and respective goals laid out for team review and confirmation via email or during the next meeting.

STRATEGIC PLANNING TOOLKIT

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GOAL EXAMPLES

Strategic Area	Goal
Business Retention & Expansion	To lower the rate of annual business closures in the community
Entrepreneurial development	To support and promote entrepreneurial development in the community
Business Attraction	To attract businesses to the community in the targeted sectors

CASE STUDY

Prince Edward County Community Development Strategic Plan

Vision:

"The County we envisage will continue to have the social and cultural values that have evolved through time; a community spirit, a sense of belonging, a tradition of self-reliance, social responsibility, sharing, neighbourliness and an appreciation of heritage and culture. The special community and lifestyle will have been preserved through new economic opportunities.

Goals[1]:

- To build greater awareness of the County's lifestyle and visitor experience to attract new residents, visitors and investment opportunities.

- To enhance the County's competitive advantage for attracting and retaining business and investment in our traditional and emerging sectors.

- To preserve and enhance our County's community and cultural assets, resources and knowledge to create thriving villages in which to live and visit.

- To take a leadership role in supporting strategic and collaborative community development between Prince Edward Count and our economic development partners.

[1] Note: presented as "Objectives" in original plan.

TIPS

Measuring Success

While often left until the end (or left off entirely!), this is the ideal time to be considering how you will monitor and measure the progress and impact of your activities. By setting SMART goals, you're already in a great position to identify indicators of success. Be sure to also consider as a group at this time how you will measure or assess these goals and activities, and keep the conversation going throughout the rest of the strategic planning process. You may find it helpful to map your plan as you go along, where you can see how your specific activities pave a route to your overall vision.

The **Performance Measurement and Monitoring** section of this toolkit provides more guidance on this, and is linked into the **Performance Measurement Toolkit**, which helps you map your program and choose indicators that you can attribute to your activities.

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