SETTING GOALS & OBJECTIVES

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Summary

This fact sheet explains how goals and objectives are used in Indigenous community planning. Goals and objectives are an important part of a plan because they connect a community's overall vision with smaller action items.

Keywords: community engagment, communication tools, reporting back, collecting data, managing the process, direction setting, Elders / knowledge keepers, youth, planning team

What are Goals and Objectives?

Goals and objectives state what your community wants for its future. Both goals and objectives help you work toward your community vision, but they have important differences too. For more information about community visions, see *Developing the Vision Statement*. Your vision statement is the large long-term picture for your community's future. Goals are general statements that can be achieved in a medium amount of time. Each goal flows from your community vision and can focus on a topic like education, culture, or health. Objectives are more specific statements that work toward a goal in a shorter amount of time.[1]

Objectives break goals into smaller steps that have a clear, measurable purpose. Good objectives should be SMART:[2]

Specific:	they state exactly what you will do
Measurable:	you can show progress using evidence
Attainable:	they make sense for your community
Realistic:	they consider your community's ability
Time:	they have a specific deadline

To put it another way, "a goal is larger, bigger, and takes longer to reach. An objective is simply smaller goals," as shown in Figure 1.[3]

For example, if your community vision is to reconnect with your culture, one of your goals might be to revive your traditional language. Your objectives might be to find people who can teach the language in the next two months, create a teaching materials in the next four months, and advertise the class for six weeks. In this example, there is a broad long-range vision, a general medium-range goal, and three specific short-range objectives. The objectives follow the SMART

system. They are specific because you know exactly what needs to be done. You can show that you accomplished each of them using evidence. These objectives are attainable and realistic if your community has the right people in place. They have specific times when they need to be finished.
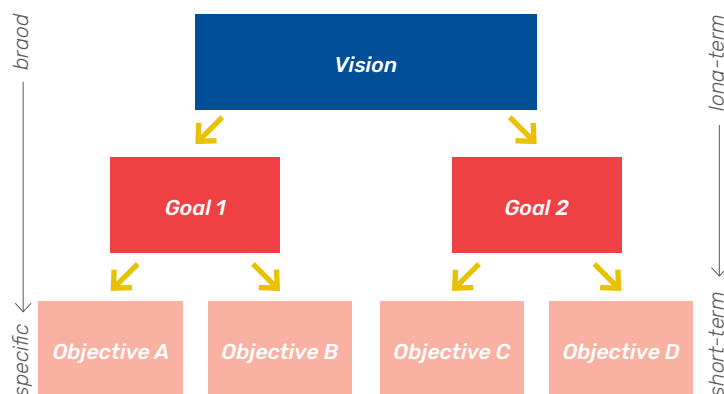

Figure 1 | *Heirarchy of direction setting.*

Why are Goals and Objectives Important?

Goals and objectives help community members and leaders who are often busy with day-to-day life to think long-term.[4] They set your community's path and connect your broad vision to smaller tasks.[5] Goals and objectives help your community:

1. Understand where you are today;
2. Decide which issues should be addressed; and
3. Guide decision-making.[6]

Goals and objectives structure your planning process by acting like a roadmap of where your community wants to go. When goals and objectives are decided on as a community, all members have a say. Community leaders have a duty to prioritize projects and issues that community members agreed upon.[7] Once your plan's goals and objectives are reached, you can use them to reflect on the plan's successes and challenges.[8]

Who Sets Goals and Objectives?

Your community members set goals and objectives.[9] Try to include Elders, youth, men, women, leaders, family representatives, on-reserve members, and off-reserve members to get the full picture of what your community wants. You may want to engage with different people in different ways and at different times. Once you have gathered information from your community, your planning team can organize it and look for common themes.[10] Depending on your community, your planning team may want to discuss these themes with the community before finalizing goals and objectives. This way, your community has a strong voice and your planning team makes sure the process stays on track.

How are Goals and Objectives Created?

Think about what you want to do in the next 5 to 25 years in different areas as shown in Figure 2.[12] There are many ways to approach goal-setting. You can start by thinking about your community's vision, values, planning areas, opportunities, trends, and issues. A few popular approaches are listed below:
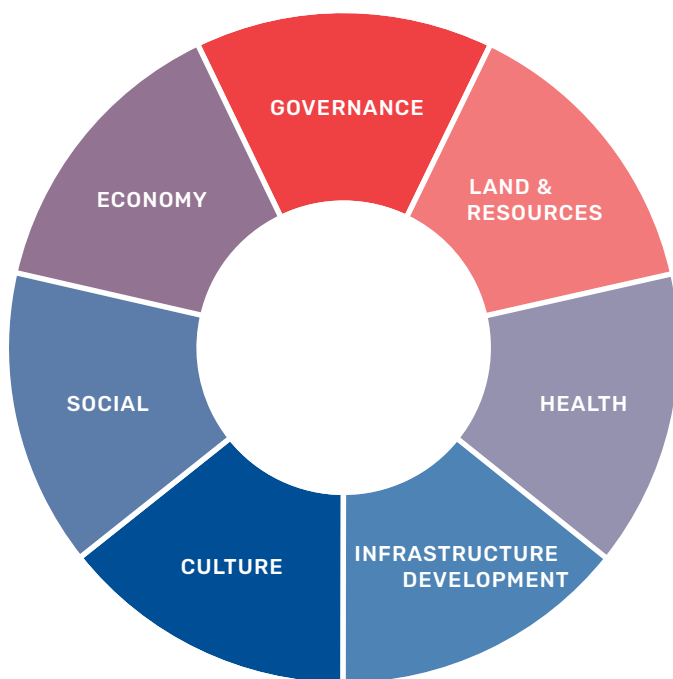
Figure 2 | Planning Areas Wheel.
Adapted from (Indigenous and Northern Affairs Canada / Indigenous Services Canada. "CCP Handbook: Comprehensive Community Planning for First Nations in BC." Digital image. 2013. Accessed October 24, 2017. http://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/ccphb2013_1378922610124_eng.pdf. p. 2.) *Used with permission.*

Vision and Values Approach

This approach is based off your vision statement or traditional values. Cultural values like respect and wisdom might lead to a goal to be a community that cares for Elders' needs. An objective that works toward this might be building an Elders' lodge in the next five years.[13]

Planning Areas Approach

The CCP Handbook has seven key planning areas (Figure 3) that many Indigenous communities plan for. You can set a goal for any area that makes sense for your community. For example, a goal related to the economy might be to provide a variety of jobs for the community. An objective might be to set aside 5 acres of land for economic use by next year.[14]

Opportunities Approach

Your community can approach goal-setting by thinking about how to build on current or upcoming opportunities. For example, if your community is in the Treaty Land Entitlement process, you can set a goal to create an urban reserve. Objectives might include finding three possible sites in the next three months and brainstorming potential uses for each of them.[15]

Trends Approach

The trends approach uses current population and land use trends to think about what path the community is on. For example, if your community has a high population of children and the trend continues, your community's goal may be to build a new school. Because trends can change and this approach does not need much input from community members, it is best to use it sparingly.[16]

Issues Approach

The issues approach turns problems into positives. If community members often discuss their crowded living conditions, your goal might be to build more houses. Your objectives might include setting 40 acres of land aside for housing and teach construction skills to community members.[17]

> For more information about involving young people in the planning process, see *Engaging Youth*. For more information about how to use traditional knowledge and teachings, see *Using Oral History*.

Once your community agrees on its goals, you can create objectives that work toward them. You may also choose to use any of these approaches together to create goals and objectives.[18]

It is important to make sure the process includes community members' ideas as much as possible. You can engage with community members in a variety of ways including open houses, workshops, surveys, or one-on-one meetings. Just make sure to use methods that make sense for your process and in your community.

When are Goals and Objectives Created?

Goals-setting usually happens in the planning phase. The CCP Handbook suggests that setting goals and objectives should be the fifth of seven steps in the planning phase:[19]

1.   Gather background information
2.   Complete community analysis
3.   Create a vision statement and values
4.   Build a comprehensive strategic framework
5.   **Set goals and objectives**
6.   Identify activities and projects
7.   Create an implementation strategy

> For more information about implementation strategies, see *Creating Action Plans*.

How are Goals and Objectives Shared?

Displaying your vision, goals, and objectives in a visual way can be very meaningful and powerful. These usually work best as summaries of your detailed written vision, goals, and objectives.

When you share your vision, goals, and objectives, feel free to get creative. You can use any combination of words, images, photos, drawings, or diagrams that are meaningful to your community.

Both Kwikwetlem First Nation (Figure 3) and Islands Trust in British Columbia (Figure 4) used a combination of words and drawings to communicate their vision, goals, and objectives.

Figure 3 | *Kwikwetlem First Nation's illustrated vision.*
Source (Henderson, Tasha & Taylor, Meika. "The Community's Vision for the Future." Digital image. Kwikwelem. Accessed January 9, 2018. http://www.kwikwetlem.com/programs-and-services/ccp.htm.) *Used with permission.*

Park City, Utah (Figure 5) used a diagram of a tree to show that their values, symbolized as roots, are the beginning of their process. The vision (trunk), goals (branches), and objectives (leaves) grow from the roots.

Final Thoughts

Goals and objectives are an important part of the planning process. They connect your community's broad vision to smaller steps and bring people together to talk about where they want your community to go.

Figure 4 | *Islands Trust's illustrated goals.*
Source (Orloff, Avril / Outside the Lines. "Islands Trust Visioning Session" Digital image. Islands Trust. 2016. Accessed January 9, 2018. http://www.islandstrust.bc.ca/media/342013/2016septembertcvision-graphic.png.) *Used with permission.*

For more information about engaging community members, see *Engaging Your Community.*

Further Reading

CCP Handbook: Comprehensive Community Planning for First Nations in BC by Indigenous and Northern Affairs Canada

The Comprehensive Community Planning Handbook was created in British Columbia and has been used to guide Indigenous planning across Canada.

https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/the_ccp_handbook.pdf

Westbank First Nation Community Plan by Westbank First Nation

This plan's vision and goals are guided by cultural traditions.

http://www.wfn.ca/docs/wfn-community-plan.pdf
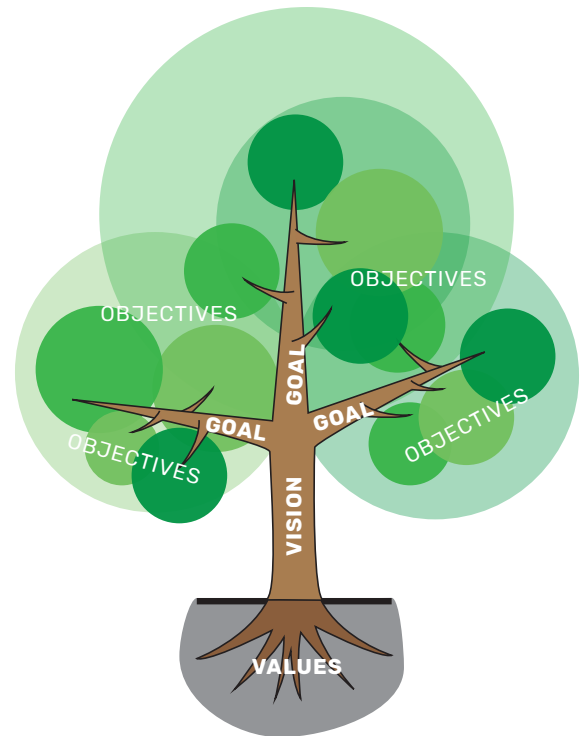
Figure 5 | *Park City's goals and objectives grew out from their values. Adapted from* (Park City. Digital image. Strategic Planning | Park City, UT. Accessed January 9, 2018. http://www.parkcity.org/government/strategic-planning.) *Used with permission.*

Endnotes

1 Indigenous and Northern Affairs Canada, "CCP Handbook: Comprehensive Community Planning for First Nations in British Columbia, Third Edition," *Indigenous and Northern Affairs Canada,* 2016, Accessed October 24, 2017, http://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/ccphb2013_1378922610124_eng.pdf. p. 35.
2 INAC, 2016, p. 35.
3 Darrel Phillips & Wanda Phillips-Beck, "Moving Towards a Stronger Future: An Aboriginal Resource Guide for Community Development," *Public Safety Canada*, 2015, Accessed October 25, 2017, http://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/mvng-twrd-strngr-ftr/indexen.aspx.
4 Edward J. Kaiser, David R. Godschalk, & F. Stuart Chapin Jr, "Urban Land Use Planning," *University of Illinois Press*, 1995, p. 257.
5 Lisa Hardess & Kerri Jo Fortier, "Co-creative Planning: Simpcw First Nation and the Centre for Indigenous Environmental Resources," in *Reclaiming Indigenous Planning*, eds. David C. Natcher, Ryan Christopher Walker, & Theodore S. Jojola, MQUP, 2013, p. 156.
6 Kaiser, Godschalk, and Chapin Jr, 1995, p. 257.
7 Hardess & Fortier, 2013, p. 156.
8 Kaiser, Godschalk, and Chapin Jr, 1995, p. 257.
9 INAC, 2016, p. 35.
10 Eric D Kelly, "Community Planning: An Introduction to the Comprehensive Plan," *Island Press*, p. 32.
11 Penticton Indian Band, "Comprehensive Community Plan," *Penticton Indian Band,* 2012, Accessed on January 7, 2018, http://pib.ca/wp-content/uploads/2013/10/PIBCCP_2012_FINALfinal_web.pdf p. 12.
12 INAC, 2016, p. 36.
13 INAC, 2016, p. 36.
14 INAC, 2016, p. 34.
15 Kelly, p. 32.
16 Kelly, p. 32.
17 Kelly, p. 32.
18 Kelly, p. 32.
19 INAC, 2016, p. 15.
20 Hardess & Fortier, 2013, p. 156.

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