

PLANNING FOR SUSTAINABILITY

TOOLS & EXAMPLES

Contents	Page
Appendix A: Samples and Questions	2
Appendix B: Ways to Create Sustainability	12
Appendix C: Useful websites	17
Appendix D: Glossary of Framework terms	18

Appendix A: Samples and Questions

This appendix contains questions that will assist you in understanding the content required for components of the sustainability plan and sample components for a fictional neighbourhood greening and maintenance project.

Sample Overview Questions

These questions will help you understand what information should go into the background section of your sustainability plan:

For organizations:

- What is the vision and the mission of your organization?
- How did the organization get started? Who was involved and what made it happen?
- What is the decision making structure of your organization?
- What are the main services you provide?
- What are the main program and projects you run?
- Who benefits from the services or participates in your programs?
- Are there any other people or communities that benefit indirectly from what you do?
- How many people work in your organization, full time, part time or seasonally?
- Who are the key staff people or volunteers?
- What skills and experience do they bring to the organization?
- Are there any key partnerships with other organizations or facilities that strengthen what you do?
- Where do you work? What is the address and contact information for your main office and any other sites where you work?
- Is there any other information that explains who you are and what you do?

For projects or programs:

- Is your project or program part of a larger organization?
- How does the purpose of your project fit into the goals of the larger organization?
- What is the purpose of the project? What are you trying to make happen?
- Who is your target group for the program/project? Who benefits from the service or participates in your program?
- Are there other people that benefit indirectly from this program/project?
- Why are you the right people to be doing the work?
- How did the project or program get started? Who was involved in starting it?
- What has it accomplished so far?
- Do you have any key partners (other organizations, businesses or individuals) that help to make the project or program work?
- Where do you run your project or program? What is your contact information?
- Is there any other information that explains who you are and what you do?

Sample background

Neighbourhood Greening and Maintenance Project – Background

Vision – a clean, green community for everyone to enjoy

Mission – to work together to make our community a place we are all proud of.

The Neighbourhood Greening and Maintenance Project started in 2005 as a project of the XYJ School Parents Association and the YJ Biz Association.

The purpose of the project is to involve the older youth from the community in making the community a cleaner and greener place that everyone- families, businesses and youth are proud of. The project does this through employing local youth over the spring and summer to do community maintenance and greening projects.

In the summer of 2004, there was a series of car thefts, and break and enters which left many community members feeling frustrated and angry. What made it worse was that the group of youth creating the trouble had all grown up in our community. Parents from the XYJ Parent Council and other community members met to figure out how we could stop this from happening.

When we talked to youth in the high school about what would keep them out of trouble over the summer, they said they wanted to be able to work so they would have money to do stuff. Parents wanted their kids to have respect for the adults and for the community where they lived. The businesses were willing to hire the kids, but only after they had some work experience. Having the high school kids working to make the community a better place seemed like a good way to meet everyone's needs.

A committee of both Parent Council and Biz members worked to plan and raise funds for the Neighbourhood Greening and Maintenance Project.

The **YJ Biz Association** was formed in 2002. Their mission is to assist the businesses in the community through joint promotion and community beautification.

The **XYJ Parents Association** has run the school lunch program and fundraised for various school outings since 1995. Their mission is to make the school and the surrounding community a good place for kids to grow.

In the last three years, we have:

- Employed and provided work experience and training to 12 community youth
- Kept the streets and back lanes in the community free from garbage
- Re- Painted the benches in the community and the play structure at the Play Park and the school ground.
- Re planted the sitting areas at the Play Park and school ground with native perennial plants and shrubs, and

- Removed 80 cases of graffiti from businesses, garages, apartments and public places in the community

Since its start the project has gone from 8 weeks to 16 weeks. This was in response to requests from businesses and community residents that wanted the community to start looking good in the spring.

In 2007, the YJ Biz Association took over management of the Greening Project while the XYJ Parents Council started a partner project together with the local community centre, engaging the 13-16 year old youth in volunteering and odd jobs. The Neighbourhood Greening and Maintenance project it is still managed by a joint committee of the two organizations.

Our committee is chaired by George Roberts, owner of the Mac's store on Fox Street. George is a member of the Biz Association board and reports to the board on the activities of the project. George has been on the Biz Association board since 2002 and had been in business in the community for 20 years.

Other members of the committee include: two members of the parent council, the president of the local community club, the manager of the pizza place on Max Avenue and the owner of Vick's Landscaping.

Jill McKay, Coordinator of Community and Safety Initiatives for the YJ Biz Association is the staff person who assists with the project.

Key partners of the project include the XYJ Parent Council, the neighbourhood gardeners club, the paint and hardware store, and the local community centre

During the spring and summer season the project runs out of the Biz Association office at 529 Fox Street. Tools and equipment are stored at the local community centre at the corner of Fox Street and Max Avenue. The project phone number is 531-6978 ext.11. A message can be left at this number for Jill or George.

3-Year Strategic Goals

Strategic goals (or strategies) are a set of actions that enable you to achieve results. The goals can be about activities or projects, internal functions or the way you connect to external groups – partners, community, target groups or funders. Strategic goals should help you achieve your vision and your mission. The section you include on your 3-year strategic goals should answer the following questions:

- What are the long-term goals of the organization, program or project?
- What do you hope to accomplish in the next 3 years?
- Are there any significant changes you are planning for your operations in the next 3 years?
- Are these changes to core operations or are they changes/additions to programs or projects?
- Why are these changes critical to the mission/goals of your group?

Sample 3-year and Longer Term Strategic Goals

Neighbourhood Greening and Maintenance Project

3-Year and Longer Term Strategic Goals

Clean and Green Activities/Projects:

- Graffiti on businesses is removed within 48 hours
- A garbage can on every street corner
- All streets have trees down both sides
- 50% of businesses have flowers planted outside
- Community compost demonstration site is built

Organization

- Committee members include 2 youth representatives
- All committee members can explain the goals and the accomplishments of the project
- All committee members understand basic financial statements

Partners

- The Municipality has officially committed resources to greening initiatives
- 40% of businesses in the community are signed up as partners of the organization
- An annual newsletter mailed or e-mailed to all partners

Sample Current Budget

This budget is modified from the sample proposal budget on the Neighbourhoods Alive! website (www.gov.mb.ca/ia/programs/neighbourhoods). It is a budget for a 1-year project. A budget for an organization might be more complex but the basic elements are the same. Items with an * are explained in more detail in notes on the next page.

Neighbourhood Greening and Maintenance Project

	Year 1 (Current Year)
Revenue	
Neighbourhoods Alive! (and Small Grants)	\$ 9,530
Urban Green Team	11,630
Community Foundation	3,500
Donations of materials and equipment*	1,061
In-kind gardening labour**	272
In-kind book keeping/payroll	1,600
Total Revenue	\$ 27,593
Expenses	
Human Resources	
Project Coordinator*** (2% increase/yr) (\$15.00/hr @30 hrs /weekx16weeks)	\$ 7,200
CPP,EI, vacation pay - 11.37%	819
Youth workers (3 @ 25hrs each) (8.50/hr @75hrs/week x16 weeks)	10,200
CPP,EI, vacation pay-11.37%	1,978
Workers Compensation costs (approx)	170
Volunteer labour (\$8.50/hr)	272
Materials and Supplies	
Landscape materials (plants, sod, gravel)	3,000
Painting supplies (paint, rollers tarp)	500
Equipment (used lawn mower, shovels, wheelbarrow)	500
Transportation - use of truck, gas	400
Promotion costs: copying and materials	50
Administration inc. rent+ payroll (10%)	2,504
Total Expenses	\$ 27,593

Budget Notes:

*Donations of paint, small tools and graffiti removal supplies from local paint/hardware store and residents

** Two hours a week assistance from local gardeners

*** Coordinator position budgeted cost of living increase at 2% per year

Budget Questions

To make sure the budget gives a complete picture of the resources you are using, check the following list of types of revenue:

- All levels of Government – Canada, Manitoba, your city or municipality (include the program or department)
- Community Foundations
- Family Foundations
- Donations from corporations – large or small
- Federated funds – like the United Way
- Churches, organizations or clubs
- Donations from individuals
- Any generated income – from interest, sales, memberships etc.

In-kind Resources

In-kind resources are resources which enable your organization, program or project to operate and do not involve an exchange of money. They could be volunteer hours, use of equipment or facilities or donations of materials. Identify all of the in-kind contributions as items in your budget:

- Count the number of volunteer hours contributed and assign a value to them.
- List all donated items, facilities or equipment you use, which you would otherwise have to rent or purchase.
- Identify the in-kind contributions provided by partners, which are central to the activities you do.
- Include items that the overall organization contributes to the project such as the costs of bookkeeping, office supplies or rent.

Express each of the in-kind contributions as an item with a dollar value in your budget. Clearly identify how you calculated the amount, e.g. 3 hours/week @ \$8.50/hour. Make sure the same dollar value is in your revenue and your expense budget.

Sample 3-Year Budget

This sample 3-year budget is for the same project described in the current budget. The current budget is used as a starting point. Items with an * are explained in more detail in notes on the next page.

Neighbourhood Greening and Maintenance Project

	Year 1 (current year)	Year 2	Year 3
Revenue			
Neighbourhoods Alive! (+ NA! Small Grants)	\$ 9,530	\$ 7,500	\$ 5,000
Urban Green team	11,630	11,630	11,630
Community Foundation	3,500	3,500	3,000
Municipal and /or Biz contribution		2,000	3,500
Donations of materials and equipment*	1,061	1,150	1,300
In-kind gardening labour**	272	272	272
In-kind book keeping/payroll	1,600	1,600	1,600
Donations from local businesses- funds		616	1,160
Local foundation or club			1,000
Total Revenue	\$ 27,593	\$ 28,268	\$ 28,462
Expenses			
Human Resources			
Project Coordinator*** (2% increase/yr) (\$15.00/hr @30 hrs /weekx16weeks)	\$ 7,200	\$ 7,344	\$ 7,490
CPP, EI, vacation pay - 11.37%	819	835	852
Youth workers (3 @ 25hrs each) (8.50/hr @75hrs/week x16 weeks)	10,200	10,200	10,200
CPP, EI, vacation pay-11.37%	1,978	1,995	2,011
Workers Compensation costs (approx)	170	175	177
Volunteer labour (\$8.50/hr)	272	272	272
Materials and Supplies			
Landscape materials ***** (plants, sod, gravel)	3,000	3,500	2,500
Painting supplies (paint, rollers tarp)	500	550	700
Graffiti removal supplies *****		100	250
Equipment (used lawn mower, shovels, wheelbarrows)	500	150	500
Equipment maintenance		50	120
Transportation - use of truck, gas	400	450	700
Promotion costs: copying and materials	50	100	150
Administration inc. rent + payroll (10%)	2,504	2,547	2,540
Total Expenses	\$ 27,593	\$ 28,268	\$ 28,462

*Donations of paint, small tools and graffiti removal supplies from local paint/hardware store and residents

** Two hours a week assistance from local gardeners

*** Coordinator position budgeted cost of living increase at 2% per year

**** Year 2 increase in plant materials – street tree planting initiative

*****New initiative to remove graffiti from local businesses for a fee and donation request

The 3-year budget should be based on answers to the following questions:

- What do you think your expenses will be next year and 2 years from now?
- Is the cost of each item likely to go up or down, and by how much?
- Are current funding sources ongoing or time-limited?
- Are there any new activities - core operations, projects or programs - you are planning to add to the existing work?
- How much will the new activities or items cost?
- Will the new activities require additional time or resources from core operations or from staff?

3-Year Action Plan

The following 3-year action plan is for the same fictional neighbourhood greening and maintenance project as the budgets and strategic goals. The 3-year action plan for the Sustainability Plan only includes actions for implementing activities when they are tied to revenue streams, existing or new. For example, the Graffiti project is included but the street tree planting is not.

Neighbourhood Greening and Maintenance Project

Strategic Goal Timelines – for goals that start during the 3-year action plan time frame

Clean and Green:	Year to start	Year to complete (or ongoing)
- Graffiti on all businesses is removed within 48 hours	Year 2	Achieved Year 3 (ongoing)
- All streets have street trees	Year 1	Year 4
Organization		
- Committee members include 2 youth representatives	Year 1	Achieved Year 1 (ongoing)
- All committee members can explain the goals and accomplishments of the project	Year 2	Ongoing
Partners		
- The Municipality is officially committed to contributing financially and in-kind on greening initiatives every year	Year 1	Achieved Year 2 (ongoing)
- 40% of businesses in the community are signed up as partners of the organization through the graffiti program	Year 2	Year 4

Sample 3-year Action Plan – for Sustainability Plan
Neighbourhood Greening and Maintenance Project

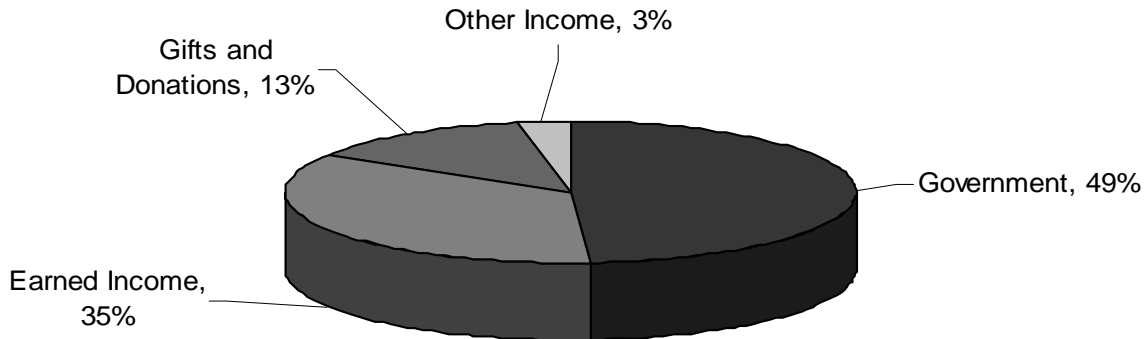
Planned Action	Who is in Charge	Who is involved (and their role)	What are the steps they will take?	Date when each step starts:			Target date for completion
				Year 1	Year 2	Year 3	
Getting the Municipality involved in funding maintenance activities	Committee President	Committee members – to present president in meetings with council J.M. – staff – info on past council budgets	<ul style="list-style-type: none"> - Write letter to Mayor - Follow-up call for meeting - Meeting w. Mayor - Presentation to Council - Budget approval – Year 2 - Report and request to Council - Budget approval – Year 3 	Sept October November	 January March	 January March	April Year 2 April Year 3
Soliciting materials for donation	Committee member in charge promotion	Volunteers - to deliver or fax Volunteers for follow-up calls Treasurer to track donations	<ul style="list-style-type: none"> - Write a request letter - Write a list of places to send it - Approval by committee - fax/deliver - Follow-up phone call - 2nd request letter - Approval by committee - fax/deliver - Follow-up phone call 	October November November December February February March April	October November November December February February March April	October November November December February February March April	May- Year 1 May- Year 2 May –Year 3
Graffiti Removal Initiative and business fee/donations	Committee member in charge of graffiti project	Committee input on criteria Chair to check in on progress Green Team to get sign-up and donations Green Team to remove graffiti Treasurer to track	<ul style="list-style-type: none"> - Set up draft the program criteria - Get committee approval - Survey to local business - Sign-up of local businesses - Graffiti removal - Evaluate program criteria/input 	January February February- March – August May – August September	 March – August May – August September	 March – August May – August September	Sep –Year 1 Sep –Year 2 Sep –Year 3

Planned Action	Who is in Charge	Who is involved (and their role)	What are the steps they will take?	Date when each step starts			Target for completion
Applications to NA!	J.M.-staff and Committee Chair		- Write up draft proposal - Signatures on cover letter		September November December		Jan 1 -Year 2 Jan 1 -Year 3
Applications to Community Foundation	J.M.-staff and Committee Chair	All committee members to ask contacts	- Staff + chair -Call foundation to check on support for ideas - Adjust draft proposal to NA! - Get board approval +send		October November December	October November December	Jan 1 -Year 2 Jan 1 -Year 3
Application to Green Team	J.M.-staff and Committee Chair		- Get GT application - Call to clarify priorities - Fill out forms - Get board signatures		January February	January February	March – Year 1 March - Year 2
Committee training on Project history and achievements	Long standing committee member	All committee members to give input	- Write up the key history and list the achievements of the project so far - Present to committee members for input and information - Revisions	June –July August September	March September	March September	September year 1 and update annually
Youth representatives on Committee	J.M.-staff and Committee Chair	All committee members – to identify role and provide a welcome	- Identify role of youth rep - Contact all past green team members and ask if interested - Staff to ask each GT at end of season - Chair to keep in touch with youth reps between seasons		January January – March September November-March	September November-March	
Sustainability Plan tracking and review	J.M.-staff and Committee Chair	All committee members Board of organization	- Chair to review plan with board of organization - Committee and staff to report every 3 months on progress and make adjustments - Review with board annually for approval	March June, September December	June, September December March March	June, September December March March	April Year 1 April Year 2 April Year 3

Appendix B – Ways to Create Sustainability

To create a more sustainable organization, program or project you need to find ways to get your revenue and other resources from a variety of different places. You also need strong partnerships with other organizations, or businesses and a strong internal organization.

Non-profit organizations in Canada get their income from these sources:



(Source: Statistics Canada, Highlights of the National Survey of Nonprofit and Voluntary Organizations, 2004)

These are common ways in which non-profits obtain resources:

<ul style="list-style-type: none"> ✓ Grants and Donations <ul style="list-style-type: none"> ➤ Government ➤ Foundations ➤ Individuals ➤ Corporations 	<ul style="list-style-type: none"> ✓ Partnership with Established Organizations <ul style="list-style-type: none"> ➤ Joint funding proposals ➤ Mentorship & networking support ➤ Use of space, equipment and facilities ➤ Administrative support
<ul style="list-style-type: none"> ✓ Earned Revenue <ul style="list-style-type: none"> ➤ Fee for service ➤ Social enterprise ➤ Rental income ➤ Membership Fees ➤ Fundraising events 	<ul style="list-style-type: none"> ✓ Community Support <ul style="list-style-type: none"> ➤ Volunteers ➤ Contributions of equipment, good and services

(Source: SEED Winnipeg Inc., 2008)

Some or all of these methods could be part of your sustainability plan, but it is important to choose the methods that fit your situation and your mission.

Strengthening your organization, program or project

In order to attract or generate funding it is important to be able to demonstrate that you are effective, inclusive, financially responsible and able to withstand change. You also need to ensure that your board staff and volunteers are able and ready to communicate what you are doing.

You may decide that in order to be ready to diversify or expand your funding sources – there are actions you need to take that will strengthen these areas:

Program effectiveness – achievable, identifiable results

Among your assets are the programs and projects that you run effectively. A critical piece of being able to attract funders is being able to show them the results of what you are doing.

- Make sure you set the programs up to create identifiable results – these are called many things – indicators, outputs and on a bigger scale outcomes.
- Don't set the goal so high that you can't get there – have SMART goals: Specific and Simple, Measurable, Achievable, Realistic and Time-Sensitive
- Deliver what you promise.

Ask yourself – Do your programs/project do this now? What is the process you use?
What would it take to put these measurements in place?

Nurturing Participation – board, staff, participants, volunteers and beyond

- What role do volunteers have in the operations of your organization, project or program?
- If you do not have volunteers, how can you actively engage volunteers to assist in the operations of your organization, project or program? What benefits would they bring?

Community Partners and/or Advocates

- If you do not have partners/advocates, how can you build bridges to reach others that may be interested in your organization, project or program? How can you use community partners to assist in sustainability?

Building financial management skills

Financial management skills are more than doing the books. Strong financial skills can lead to the ability to envision new revenue streams, manage cash flow and work through the tensions between revenue generating options and your mission.

- How well developed are the financial management skills in your organization, program, or project?
- Do you have people involved who have a comprehensive understanding of financial management and accountability?
- Who are these people and how can you use them more effectively?
- If your organization/program/project does not have the benefit of these skills, where can you find them?

- Do you have people in the organization who have the potential but need the training?
- What can you do to get them the training they need?

Planning for succession and being ready for change

You probably already do things to ensure you are ready for change.

- What efforts do you make to enhance:
 - Your mission, strategy, skills, systems and/or infrastructure
 - Your human resources (staff and/or volunteers)
 - Your response to changing community needs
- List the areas in your organization that are most vulnerable to change.
- How can you improve in these areas?

Strengthening communication – telling your story

You need to be able to tell people what you are doing:

- to let the community know about your activities and program,
- to recruit collaborators and/or volunteers,
- to maintain and build stakeholder and funder interest

List the ways that you already communicate what you are doing.

- Do you have a communications strategy?
- If not, think about how you get the word out and how you can improve this part of your work.
- How can you involve existing media in your community?
- Can your board members tell the story of the organization and communicate not only what you do but also who you are?

Building on Your Assets and Resources

There are some basic kinds of resources that all organizations programs and project have: money (financial assets), people who are involved (human assets), a surrounding community (community assets) and equipment or places that you use (physical assets). The purpose of the following section is to help you think about possible ways to build on the assets and resources you already have.

Financial Assets:

Look at what has happened in the past.

If you have them, look at the *financial statements* or the actual budgets for the past two years.

- What types of funding have you received/achieved in the past?
- Have funding sources grown, reduced, or changed in type?
- What happened to cause the changes? What patterns can you see?

Are there places that you approached for funding and were turned down? Why were you turned down?

Are these still possible funding sources?

- Out of the current and past funding sources, which are you sure will continue?
- Which sources are good possibilities for continuing or asking again?
- What other funding sources – government, foundations, corporations – are interested in what you do?
- Which of these funders could be approached to support your work?
- What else can you do to find new funding sources?

Human and Community Assets

- List the people that are involved in your organization, program or project. Include board, staff, volunteers and participants.
- List the community partners you have including any organizations or businesses that you work with.

Look at the list of human assets and partners you made. Think about how you could involve those people in strengthening your organization's resources. Here are some questions you could ask:

- Is there something they would prefer to buy from you?
(Remember, there is more money spent on birdseed than tickets for all sporting events! – Source: David Pell, Tamarack)
- Is there a network of people that might be interested in supporting your work?
- Are there advertisers that might want to connect to the people in your asset list?
- Do the people you work with have a special set of knowledge or skills that would give you an edge?
- Do they have ideas on how to generate income?
- Do your partners have a set of resources that your organization, program, or project would benefit from tapping into?
- Are there others that are interested in the mission of your organization or your project?
- How can you get them involved?

Think of the things you need for your organization, program or project:

- Are there any businesses, organizations or institutions already doing the advertising you need?
- Do any of them have the space or the tools – or are they providing the services that you are looking for?
- Are they willing to help? How could you get them involved?

Physical Assets

What does your organization, program or project own? A building, a computer, sports equipment....list all your physical assets.

- Are there other physical assets that you have access to through partnerships or in-kind donations?
- Are there ways that you could use your physical assets to generate income?
- Are there ways to use your assets to generate more human or physical resources?

- Could you do something together with a community partner or person that has the physical assets you need?

Any other Assets?

Is there anything else that your organization, project or program has going for it? How can you use it to leverage resources?

Setting Priorities and Timelines

You will need to sort through the ideas you have generated and set priorities and time lines.

Choose the goals that are realistic for your project, program or organization right now. Then figure out the steps that need to happen to put you in a place where you can achieve those goals.

You may find that before you can ask local businesses or corporations to donate materials or time you need to teach with your board members how to explain what it is you do.

You may find that in order to have more in-kind volunteer hours you need to have a volunteer coordinator on staff. In order to do that you might need to restructure the budgets of your programs so they are all paying a percentage to the volunteer coordinator's salary.

(You will need to explain the steps towards each goal in the 3-year action plan. Refer to the sample Strategic Goal Timelines and 3-Year Action Plan, p.11-13)

Appendix C: Useful Websites

Manitoba Intergovernmental Affairs, Urban Development Branch Websites:

Neighbourhoods Alive! - Proposal Criteria and Information

<http://www.gov.mb.ca/ia/programs/neighbourhoods/toolbox/guide.html>

Winnipeg Partnership Agreement - Sustainability Framework for Projects

<http://www.winnipegpartnership.mb.ca/program.shtml#susframe>

Non-Profit Best Practices, Sustainability Planning and Fundraising

Asset Based Resource Development, Help4NonProfits Community Driven Institute (Tucson, AZ)

http://www.help4nonprofits.com/NP_Fnd_Mission_Based_FundPt1.htm

Resources for Board Development, United Way of Canada

<http://www.boarddevelopment.org/>

The Community Tool Box - Developing a Plan for Financial Sustainability, Work Group for Community Health and Development (University of Kansas together with the World Health Organization)

http://ctb.ku.edu/en/tablecontents/sub_section_tools_1297.htm#tool2

Building Sustainable Non-Profits – the Waterloo Region Experience

http://www.communitybasedresearch.ca/resources/sustainability_manual.pdf

Referenced from - Imagine Canada – Library resources for Non-Profits

<http://nonprofitscan.imaginecanada.ca>

Fund raising – a resource for information on many types of fundraising

- Voluntary Sector Knowledge Network

a program of the Centre for Non-Profit Management, Victoria ,BC

<http://vskn.ca/fund.htm>

Appendix D: Glossary of Sustainability Framework Terms

Action Plan: a plan for the actions (including smaller steps) you need to take in order to achieve your strategic goals.

Activities: things your organization, project or program does, actions – such as run a lunch program mow lawns for seniors or teach English as a second language.

Assets: positive attributes (resources) that you have or have access to – money, people, communities, places or things; any person or thing having a useful quality.

Budget: a plan for how the resources (including money) come in and how they need to be used (or spent).

Core Operations: the activities central to the organization’s existence. They can include networking, planning for the future of the organization, managing and developing financial resources, managing and developing human resources (board, volunteers, and staff).

Capacity: the ability or qualifications to do something.

Communications: is a term for any activity that communicates what you are doing to others. It can include promotional activities like advertising, publishing and distributing a newsletter or creating and maintaining a website.

Evaluate: to judge or determine the worth or quality of what you have accomplished. Evaluating helps to clarify what the next steps should be.

Financial Statements: statements made at an organizations fiscal year end of all the funds that the organization has received and spent during that year. If checked by an auditor – they become audited financial statements.

Human Resource Development: developing the skills and capacity of the people already involved in your project, program or organization and getting other people with necessary skills or capacities involved.

In-Kind Resources: anything other than money that contributes towards the work you are doing. For example, if someone donates the use of their truck or their meeting room or donates their time to do your bookkeeping. All these “resources” have value, but no money was involved in the transaction.

Key partners: organizations, businesses, individuals that are not part of your organization but that you work with on an ongoing basis towards shared goals.

Networking: making connections between you and other people, organizations or businesses.

Project: an activity that is short term or intermittent within an organization. Sometimes activities start out as projects and, over time, become programs.

Program: a longer-term activity that is central to the activities of the organization and the reasons for existence.

Mission: a statement that explains how and why you do your work.

Resources: the means of supplying what is needed, available assets.

Stakeholder: any person or organization that is affected by your project, program or organization. Key Stakeholders are those that are directly involved in activities that you do.

Strategic Goals: a set of actions that will enable your organization to achieve results.

Sustainability: the ability to sustain or to keep things going. In this document, sustainability refers to strengthening and diversifying the resources, which keep activities going.

Target Group: the people that your project program or organization is for. These groups might include Aboriginal youth, families with pre-school aged children, or elderly people in your community.

Vision: a statement that encapsulates what it is you are trying to accomplish.