

# Glossary of Business Planning Terms

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Accountability	Accountability is an obligation to answer for the execution of one's assigned responsibilities.
Activity	Activities, programs and services are undertaken by the friendship centre in support of an initiative or ongoing function (core business). All activities, programs and services must be tied into a core business.
Business Plan	A business plan contains high-level strategies that will be implemented by the friendship centre to achieve its goals. The business plan identifies measures of progress toward the centres' goals as well as the budget allocated in pursuit of these goals. It is also a tool to focus the priorities of the friendship centre and to address resource limitations.
Clients	Clients refer to the public that access centre programs and services.
Community Demographics	Community demographics refer to the community/regional profile with which the friendship centre provides services. This will entail the direct community the centre is in, surrounding First Nation reserves and Métis settlements that access the centre, etc. This may also include trends that exist in the community such as an increasing transient population.
Core Business	Core businesses set out the ongoing key responsibilities of the centre that support the mission and provide a framework for achieving results and allocating resources.
Desired Outcomes	Desired Outcomes are the long term measure of a program, service or initiative's success. It is the ultimate goal of what is to be achieved at the end of a three year period of activity as defined in the business plan.
Environmental Scan	An environmental scan identifies internal and external factors that can positively or negatively affect the centre's ability to accomplish its mission, goals and objectives. This process provides an assessment of the centre's internal strengths and weaknesses, challenges, risks, assumptions and opportunities.
Goals	Goals refer to the desired end results that the centre wants to achieve in fulfilling its mission. They are broad statements that begin to focus actions towards clearly defined purposes.
Initiatives	Initiatives are groups of activities that will contribute to the success of a goal or strategy.
Introduction	The "Introduction" is a snapshot of the friendship centre – who they are, how they started, their evolution, accomplishments, role in the community, etc. A reader should be able to understand from the introduction, what the friendship centre is about and what they do.

Mission	A mission statement is a brief, clear statement about the centre's purpose and reason for existence. Often it is one or 2 sentences in length and always written in present tense. The mission statement moves the vision statement into action by stating what you <u>will</u> do.
Operational Plan	Operational plans provide a link between the friendship centre's business plan and individual program work plans and staff contracts. To achieve the greatest result, operational plans need to be tied to long-term planning strategies (identified in three-year business plans) to guide the overall efforts of the Friendship Centre toward long-term self-sufficiency and responsiveness to community needs.
Organization Excellence	Organization Excellence focuses on the internal development of the friendship centre, both the legal requirements to maintain society status, the board development and the staff and internal capacity development.
Organizational Chart	An organizational chart depicts the division and sector/branch structure of the centre.
Outcome Performance Measure	An outcome measure identifies the intended results, consequences or changes in conditions, behaviours or attitudes that indicate progress toward achievement of a program or centre's mission and goals.
Output Performance Measure	An output measure identifies how much work was performed or how many units of service were provided. An output measure tells how much was done, but does not reveal how efficiently or how well it was done.
Partners	Partners are individuals or organizations that share benefits, risks, power and resources.
Performance Measures	Performance measures indicate the degree of success a centre has in achieving its goals.
Risk Analysis	Risk analysis is an assessment of factors that affect or are likely to affect the successful achievement of strategies and initiatives.
Strategies	Strategies are specific courses of action undertaken by a centre to accomplish centre goals, over and above ongoing operations.
Targets	A target is the desired level of performance and should be quantifiable and specify a period of time.
Tools for Measuring	The tools for measuring identify how the performance is measured. This can be through a collection of concrete, statistical data (quantitative) or through letters of support and testimonials (qualitative). The following are some tools used to measure success: questionnaires; surveys of clients and partners; program attendance lists; community impact statements; and, program evaluations.
Values	Values are the beliefs, traits and/or characteristics that guide individual behaviour in a centre. Values define the centre's management style and rules of personal and organizational behaviour.
Vision	A vision statement is a clear, compelling and achievable picture of the centre's preferred future. The "Vision Statement" sums up, in one sentence, what the centre is striving to achieve; it is a value statement.