



CASE STATEMENT

PREPARED BY

Joanne de Vries

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Executive Summary

Community sustainability — the integration and balance of social, cultural, environmental, and economic interests and objectives — is the goal of growing numbers of local governments and their citizens. While government policies and practices are necessary to set the stage for sustainable outcomes, it's our individual behaviors at home, work, and play that constitute the greatest potential for positive or negative change.

Research has proven that lasting behavior change is best enabled and encouraged via community-based social marketing (CBSM), which actively enhances the benefits of sustainable behaviors while simultaneously removing their perceived barriers. The Fresh Outlook Foundation is a non-profit organization that will apply CBSM principles and practices in the development and delivery of proven programs that promote sustainable behaviors in people's homes, workplaces, and recreational activities.

Fresh Outlook Foundation programs will target specific audiences with need- and interest-based programs that enable, encourage, and empower sustainable behaviors. The foundation's first target audience will be local governments, followed by community leaders, shoppers, business people, etc.

The Fresh Outlook Foundation will be governed by a board of directors chosen carefully to represent the foundation's key stakeholders and potential partners: local governments (elected officials and staff), business communities, educational institutions, NGOs, and the general public. The board and staff will be guided by codes of conduct, pledges, best practices, critical success factors, and operational plans that have been carefully crafted for each of the following business functions:

- Governance and Administration
- Fundraising and Financial Management
- Community-Based Social Marketing
- Volunteer Resources and Support
- Member Resources and Support
- Community Relations and Engagement

- Innovation and Continuous Quality Improvement.

In keeping with CBSM principles, the Fresh Outlook Foundation will pilot all programs in the Central Okanagan before expanding them into other regions. The first phase — which will focus on the development of Building SustainAble Communities for local governments — will be undertaken in 2007 by founding board members and the foundation's CEO.

While the Fresh Outlook Foundation will provide a needed service using a proven behavior-change tool, its founders recognize that the organization's long-term success ultimately depends on innovative, supportive, and lasting relationships with stakeholders from the public, private, academic, and civic sectors. To that end, partnerships between and among the board, staff, volunteers, members, local governments, businesses, community groups, and the media will be cultivated carefully to ensure mutual benefit. These partnerships will help stakeholders achieve their sustainability goals while providing the foundation with strategic, tactical, operational, and financial support.

Your participation as a financial partner or a community advocate is particularly important to the foundation's future. We guarantee it will be an enriching experience that will further your sustainability goals while helping the foundation “provoke a fresh outlook among British Columbians that inspires sustainable behavior at home, work, and play.”

For more information contact:

Joanne de Vries
12510 Ponderosa Road
Lake Country, BC
V4V 2G9
250-766-1777
jdevries@silk.net

Introduction

Many communities are abuzz with talk about ‘sustainability.’ While to some it’s simply a “catchphrase” or the “flavour of the month,” other more insightful local governments and citizens see sustainability as the most important issue we face today. They understand that we must integrate and balance our social, cultural, environmental, and economic interests and objectives now if we are to ensure health and happiness for future generations. And they know that every one of us plays an important part — in fact, so important that our behaviors at home, work, and play constitute the greatest potential for positive or negative change.

Successful change agents around the world appreciate that while behavior modification is a critical piece of the sustainability puzzle, it is neither swift nor simple. Rather, it’s a process that takes each of us from awareness to action along a unique path littered with myriad historical, political, social, cultural, and economic influences. Change agents also appreciate that behavior change is best inspired by community-based social marketing — a proven, practical, affordable, and measurable tool that helps people navigate the roadblocks to sustainability, adopt appropriate and lasting behaviors, and then share the good news with their families, friends, and colleagues. The Fresh Outlook Foundation is a non-profit organization dedicated to using community-based social marketing to enable and encourage sustainable behaviors at home, work, and play throughout B.C.

The foundation is the brainchild of Joanne de Vries, a communications consultant with 15

years experience in social marketing, risk communication, market research, and project design, development, delivery, and evaluation. She has worked closely with all levels of government throughout B.C. to help them educate and consult with their publics about sustainability issues such as strategic and community planning, water and wastewater management, solid waste management, transportation demand management, and energy efficiency.

In developing this Case Statement, Joanne consulted with a variety of experts from the public, private, academic, and civic sectors, all of whom wholeheartedly support the project in principle. Their valuable input — combined with best practices in the fields of sustainability, social marketing, non-profit management, and social investing — resulted in these strategic, tactical, and operational plans. As a “living” document, this initial draft will continually evolve to reflect the myriad outlooks, skills, and passions of founding directors, staff, volunteers, members, and participants.

At this critical juncture, it’s vital the foundation be governed and guided by people who are passionate about sustainability and who view it through a lens coloured by real-world expertise and experience. You are one of those people. Please consider being one the initial supporters who partners with us in the development of this exciting organization. With your help, we can achieve the foundation’s goal of “Inspiring sustainable ways in British Columbia.

Strategic Plan

In keeping with best practices, this strategic plan clearly and concisely articulates the Fresh Outlook Foundation's aspirations and intentions, and the legal, ethical, and moral principles that will guide its day-to-day operations.

The plan also provides information about the foundation's overarching reason for being — community sustainability; its preferred tool for change — community-based social marketing (CBSM); and a few of its proposed programs. What follows are the:

- Passion Statement
- Target Statement
- 'Foundational' Values
- CBSM Programs
- Strategic Objectives

Passion Statement

To provoke a fresh outlook among British Columbians that inspires sustainable behavior at home, work, and play.

Target Statement

The Fresh Outlook Foundation envisions a future in which all British Columbians engage in sustainable behaviors at home, work, and play. To that end, the foundation uses skilled and passionate volunteer facilitators armed with proven social marketing strategies to enable and encourage lasting behavior change that supports communities' social, cultural, environmental, and economic objectives.

'Foundational' Values

Community Sustainability

- ✓ We believe that sustainability — a process during which a community integrates and balances its social, cultural, environmental, and economic interests and objectives — is the only way to ensure quality of life for current and future generations.

'Sustainability' defined...

The Fresh Outlook Foundation is passionate about and committed to 'sustainability,' but what is sustainability in the community context?

The concept of sustainability, or sustainable development, emerged in the 1980s when growing numbers of people recognized the need to balance social, cultural, and economic progress with environmental stewardship. The concept gained worldwide momentum in 1987, when the Brundtland Commission reported that "sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs."

In 1991, the acclaimed publication *Caring for the Earth: A Strategy for Sustainable Living* expanded on the Brundtland definition by saying that development is sustainable when it "improves the quality of life while living within the carrying capacity of supporting ecosystems."

Simon Fraser University's Centre for Sustainable Community Development defines a sustainable community as one that "resembles a living system in which human, natural, and economic elements are interdependent and draw strength from one another."

Dr. Williams Rees, in his book, *Our Ecological Footprint*, explains that people today often see themselves apart from nature and, therefore, can justify its destruction. He argues that "human enterprise cannot be separated from the natural world even in our minds because there is no such separation in nature." And that "sustainability requires that our emphasis shift from managing resources to managing ourselves."

Whatever your definition, you can't argue with astrophysicist Robert Bilman's golden rule of sustainability: "Do unto future generations as you would have them do unto you."

- ✓ We understand that community sustainability is a complex issue with myriad political, administrative, operational, and behavioral challenges, all of which are best addressed using proven and collaborative strategies for positive change.
- ✓ We recognize that sustainability is being pioneered by proactive communities everywhere using leading-edge planning models, strategic policies, best practices, and proven behavior-change technologies — and that these communities are willing and able to share their successes.

Community-Based Social Marketing

- ✓ We believe that community-based social marketing — which uses commercial marketing strategies to analyze, plan, execute, and evaluate programs that influence the voluntary behaviors of target audiences — is key to addressing the behavioral piece of the sustainability puzzle.
- ✓ We believe that we can enable and encourage behavior change by using skilled and passionate volunteers to deliver proven, practical, affordable, and measurable community-based social marketing strategies that build awareness, transform attitudes, encourage appropriate actions, and track resulting performance in specific target audiences.
- ✓ We recognize that community-based social marketing is being pioneered by proactive communities everywhere using tools such as ‘commitment,’ ‘prompts,’ ‘norms,’ ‘communication,’ and ‘incentives’ to remove internal and external barriers to sustainable behavior — and that these communities are willing and able to share their successes.

Community Involvement

- ✓ We believe that community involvement — which includes strategic and cooperative contributions from the public, private, academic, and civic sectors — results in resoundingly successful programs that enable, encourage, and measure sustainability, provoke accountability, and promote ongoing participation.

Understanding the ‘behavior change’ piece of the sustainability puzzle...

Thirty years ago we were optimistic that technology would solve all the world’s problems...particularly our environmental woes. We made it to the moon...we can do anything! But with overpopulation and the exponential impacts of crises such as global warming, deforestation, erosion, and pollution — just to name a few — we’ve realized that each community (in fact, each citizen) must minimize its ecological footprint by integrating and balancing social, cultural, environmental, and economic interests and objectives.

More specifically, communities must respond to their myriad political, administrative, operational, scientific, technological, and behavioral challenges in the public, private, academic, and civic sectors. Change in each of these sectors is prompted by slowly evolving policies, procedures, practices, programs, and projects — all of which require behavior change for long-term success. The Fresh Outlook Foundation’s mandate is to focus on the behavior change piece of the sustainability puzzle.

Behavior change is a process not an event. To be successful, people and organizations must move through the following stages:

- **Understanding** — where you create interest and awareness and use customer-centered, bottom-line perspectives to change attitudes.
- **Contemplation** — where you persuade or motivate behavior change by helping individuals and/or groups identify unsustainable actions and the benefits of and barriers to sustainable alternatives.
- **Action** — where you educate about appropriate and lasting behaviors, and build participants’ confidence about and commitment to the new behaviors.
- **Maintenance** — where you reward people for the changes they’ve made and encourage them to share what they’ve learned with others.

These stages, which form the basis of community-based social marketing, will be used by the foundation to engage individuals and groups in the public, private, academic, and civic sectors.

- ✓ We believe that combining volunteerism and membership/participation with community-based social marketing will result in exponential growth in awareness about and adoption of sustainable behaviors.
- ✓ We believe that community involvement, and, therefore, lasting behavior change, will be optimized by focusing strategically and innovatively on volunteer, member, and community resources and support.

Community Funding & Support

- ✓ We believe that community funding and in-kind support — from a broad-based blend of public, private, academic, civic, and individual social investors — will sustain the foundation throughout the start-up phase and, ultimately, enable expansion into new regions.
- ✓ We guarantee that all contributors will be recognized appropriately and receive ongoing information about the foundation and about sustainability practices affecting them.
- ✓ We pledge to uphold the legal, ethical, and moral standards expected of a non-profit organization.

Community Benefits

- ✓ We believe the community benefits — for the public, private, academic, and civic sectors — will be reflected in improved social, cultural, environmental, and economic performance.
- ✓ We believe that the foundation’s commitment to innovative solutions, volunteer training and support, ongoing research, and program evolution will help communities meet their current and future sustainability objectives.
- ✓ We encourage teamwork among partners, volunteers, and participants that will help local regional, provincial, and federal governments reach their sustainability targets without duplicating efforts or diluting budgets.

‘Social marketing’ defined...

Historically, organizations promoting sustainable behaviors did so using only awareness-building tools such as brochures, newsletters, and advertising. Program success was often determined by the number of promotional pieces printed and distributed, and the frequency and strategic placement of radio, TV, and newspaper ads. Doug McKenzie-Mohr and William Smith, in *Fostering Sustainable Behavior*, respond by saying that, “While education and advertising can be effective in creating public awareness and in changing attitudes, numerous studies show that behavior change rarely occurs as a result of simply providing information.”

An increasingly popular alternative is ‘community-based social marketing’ (CBSM), which is defined by Alan Andreasen in *Marketing Social Change* as “the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their society.”

Proactive change agents around the world use CBSM to build innovative, interactive programs, the bottom lines of which are behavior change. The success of their programs is measured by the number of commuters who get out of their cars and onto their bicycles, the number of water customers who shut off their sprinklers during the hottest part of the hottest day in July, and the number of businesses who recycle all reusable materials.

All Fresh Outlook Foundation programs support social marketing theory, which states that:

- Consumer behavior is the bottom line.
- Strategies must begin and end with the customer.
- Target markets must be carefully segmented.
- Market research must be used to design, pretest, and evaluate programs.
- Competition must always be recognized.
- Programs must reflect the four ‘Ps’ of commercial marketing: product, price, placement, and promotion.
- Programs must be cost-effective.

Proposed Community-Based Social Marketing Programs

Fresh Outlook Foundation programs support community-based social marketing (CBSM) principles that: 1) behavior change is best fostered at the community level through direct contact with specific target audiences; and that 2) people are most likely to respond to prompts for behavior change if those prompts come from people they know, respect, and trust. Given the CEO's and founding directors' expertise and experience with local governments, and the emerging importance of 'upstream' initiatives (to local governments rather than 'downstream' to citizens), the first program to be developed is Building SustainAble Communities.

- **Building SustainAble Communities (BSC):** This program focuses on educating and engaging elected and appointed officials through programs designed specifically for local governments. The first three components will include:
 1. an annual conference (the first conference was held in November 2006);
 2. regular e-zines; and
 3. regular webinars.Audience-specific needs will be determined by first conducting a focus group representing a cross-section of local government officials. A follow-up email survey to greater numbers will quantify focus group findings. Input will then guide the development of the e-zine and the webinars.
- **Maven Mentors:** This program is related to BSC, but will be piloted after BSC is up and running. Community 'mavens' (e.g. political leaders, media personalities, and change agents) will be approached to work with the foundation to reach audiences within their spheres of influence using public appearances, the media, etc. Examples of mavens in the Central Okanagan would be Walter Gray, Sharron Simpson, Mike Roberts, John Thompson, Maxine Dehart, Reverend Albert Baldeo, Pastor Tim Schroeder, Barry LaPointe, Paul Mitchell, Gerry Zimmerman, and Sharon McCoubrey.

All training and teaching materials (e.g. briefing notes, statistics, quotable quotes, success stories) will be prepared by the foundation with input from industry experts and distributed to the mavens regularly. The mavens will meet as regularly as they see fit to sustain interest, commitment, and productivity.

Foundation programs also reflect statistics showing that about 45 percent of us volunteer an average of 200 hours per year. Motivations to volunteer include: making a contribution; using and/or developing skills, talents and passions; and connecting with like-minded people. Research also shows that 66 percent of British Columbians belong to or participate in one or more groups or organizations such as professional associations, cultural or religious groups, sports teams, book clubs, or neighbourhood associations. The foundation will design, develop, and implement programs that combine CBSM with volunteerism and/or organizational membership/participation to provide the potential for exponential growth in awareness about sustainability and the adoption of sustainable behaviors. The first program to be developed will be:

- **CommUnity Care Champions:** Volunteer 'champions' trained in sustainability theory, behavior audits, facilitation, consultation, and specific behaviors such as energy and water-use efficiency, solid waste management, pollution prevention, biodiversity, and responsible consumerism will branch into their neighbourhoods, groups/organizations, or businesses with specific modules of information and social marketing strategies for their particular audiences. For example, a champion belonging to a book club or church group would go armed with a list of books for members to choose from and list of potential discussion topics. Collectively, group members would decide if they wanted to focus on sustainability for 10 to 15 minutes each meeting, or devote entire meetings to sustainability training.

All participants will contribute to market research that: 1) establishes benchmarks for attitudes and behavior before participation; 2) identifies optimal facilitation techniques and learning situations; 3) pinpoints additional ways of spreading information about sustainable behaviors; and 4) records attitudes and behavior after participation.

All training and teaching materials (e.g. workbooks) will be developed with input from like-minded individuals. For example, materials for neighbourhood champions will be created based on pertinent literature reviews, input from neighbourhood association representatives and existing block parents, and feedback from social marketers who have pioneered similar programs. As ongoing education and motivation of volunteers is critical to the success of every project, volunteer champions will meet regularly for enhanced training and to brainstorm more effective ways of engaging their target audiences.

- **Market Mentors:** Volunteers armed with sustainable shopping materials and advice will train individuals or groups in the art and science of ‘green purchasing.’ This could be accomplished during one-on-one shopping trips or in groups such as book clubs, etc.

All training and teaching materials (e.g. workbooks, shopping lists) will be developed by the foundation with input from industry experts and distributed during initial training. Market mentors will meet regularly for enhanced training and to brainstorm more effective ways of engaging their target audiences.

The foundation will also host special events for specific audiences such as high school and university students, business people, and the media. The success of the Building Sustainable Communities conference in November 2006 sets the stage for similar events in the future.

Strategic Goals

1. To enable and encourage community sustainability via the design, development, and delivery of well-researched and tested audience-focused community-based social marketing programs that inspire sustainable behaviors at home, work, and play.
2. To enable and encourage innovative partnerships with the public, private, academic, and civic sectors that help meet all partners’ sustainability targets without duplicating efforts or diluting budgets.
3. To enable and encourage the involvement of passionate volunteers and participants from the public, private, academic, and civic sectors.
4. To enable and encourage diverse philanthropic support from a variety of public, private, academic, and civic sectors to sustain and expand foundation operations.

Tactical Plan

In keeping with best practices, this tactical plan outlines strategies for success in each of the following business functions:

- Governance & Administration
- Fundraising & Financial Management
- Social Marketing
- Volunteer Resources & Support
- Member Resources & Support
- Community Relations & Engagement
- Innovation & Continuous Quality Improvement

Business Functions

Governance & Administration

Governance

The Fresh Outlook Foundation will be governed by an effective and accountable results-focused board of directors representing the region and its fundraising, financial management, social marketing, volunteer, public relations, and business sectors.

Board responsibilities include strategic planning, financial stewardship, human resource stewardship, performance monitoring, community representation and advocacy, and risk management. Directors will work closely with staff in the ongoing development, implementation, and evaluation of strategic, tactical, and operational plans that:

- support the foundation's passion statement, target statement, and foundational values;
- advance the foundation's short- and long-term objectives; and
- enable and encourage innovation and continuous improvement.

To support the board's legal and financial responsibilities, directors will:

- comply with pertinent laws, regulations and policies governing non-profit organizations, taxation, employment, human rights, health and safety, and privacy;
- adhere to non-profit industry conflict of interest guidelines, codes of conduct, and confidentiality provisions;
- administer funds in keeping with legal requirements, industry standards, and sound fiscal management practices; and
- provide foundation members and the public with

Governance Codes of Conduct

Board-led organizations, while enjoying an increasingly high public profile, are also experiencing greater public scrutiny. Board members are held accountable for their own activities, and those of the organizations they lead. As a result, proactive boards are formulating governance codes of conduct. Recommended by Dalhousie University's Non-Profit Sector Leadership Program, the following code of conduct is an example of what will be adopted by the Fresh Outlook Foundation's Board of Directors.

Sample Board Members' Code of Conduct

"The board is committed to effective decision-making and, once a decision has been made, speaking with one voice. To that end, board members will:

- Keep member and community interests in mind when expressing a viewpoint.
- Endeavour to speak from one's knowledge and experience.
- Express oneself at board meetings (even if one's view differs from that of other board members) and encourage and make it comfortable for others to do so.
- Refrain from 'politicking' outside of board meetings.
- On important issues, encourage consensus decisions as well as ones that seek collaborative rather than compromise solutions
- Support majority decisions even if one's view is a minority one.
- Not disclose or discuss differences of opinion on the board outside of board meetings, especially with staff, volunteers, or clients. For this reason, information on who votes for and against any particular motion will not be recorded in the minutes.
- Respect the confidentiality of information on sensitive issues especially in personnel matters.
- Refrain from speaking for the organization unless authorized to do so.
- Disclose one's involvement with other organizations, businesses, or individuals where such a relationship might be viewed as a conflict of interest.
- Refrain from giving direction, as an individual board member, to the CEO or any member of staff.
- Not go behind the CEO's back to seek information on organizational practices for the purpose of evaluating staff performance."

annual reports outlining strategic, tactical, and operational performance.

To optimize board performance, directors will:

- fulfill only those roles, responsibilities, and relationships appropriate for board members;
- adopt and maintain a board structure appropriate to the foundation, its objectives, and its members;
- conduct meetings using parliamentary rules of order;
- engender public trust and stakeholder confidence by reflecting the pillars of good governance — legitimacy, accountability, transparency, predictability, and stakeholder engagement;
- promote administrative and operational functions that support the foundation’s member- and customer-focused philosophy;
- set and monitor policies and attend to emerging policy issues;
- set clear objectives and appropriate and measurable goals for the board and staff;
- track progress toward desired outcomes;
- remain accessible to staff, members, and participants;
- cultivate a creative and rewarding decision-making environment; and
- represent and promote the foundation and its programs within the community.

To ensure innovation and continuous improvement, the board will:

- conduct annual reviews of directors’, CEO’s and staffs’ job descriptions and performance;
- conduct annual reviews of the foundation’s constitution, bylaws, and policies, and administrative and operational functions;
- identify and mitigate shortcomings in the board’s internal and external processes; and
- set annual goals.

In appreciation, directors will:

- be reimbursed for out-of-pocket expenses;
- be appropriately recognized for their participation; and
- receive ongoing education pertinent to board membership.

On Accountability...

“The full membership of the governing body is responsible for the organization, and each member acts at all times in an ethical manner and in the best interest of the organization and the public.”

To that end, the nonprofit will:

- Maintain policies and practices, including a written code of ethics and a conflict of interest policy, to ensure the governing body and staff act in an ethical and legal manner.
- Educate the governing body and staff about what constitutes conflict of interest and prevent or manage any actual, potential, or perceived conflicts through disclosure, abstention, or other means.
- Develop and adopt policies to prevent inappropriate influence where one or more employees are voting members of the governing body.
- Respect and protect the confidentiality and privacy rights of individual clients, grantees, employees, donors, volunteers and others consistent with applicable law.
- Provide a confidential means for handling good faith complaints from employees and governing body members about violations of the policies of the organization, suspected misuse of organization resources, including finances, or any other unethical or inappropriate conduct of organization personnel.
- Establish and adhere to a document retention policy that provides for the safekeeping of key organization documents and the prevention of their destruction upon receiving notice of a legal inquiry into the organization’s operations.”

Donors Forum of Chicago

Critical Success Factors for GOVERNANCE

- *Foundation-specific codes of conduct, pledges, best practices, and plans for effective governance.*
- *Board members, staff, and volunteers who are committed to exceptional governance.*
- *Legal, ethical, moral, creative, and consultative governance that meets volunteer, member, and customer needs while advancing foundation objectives.*
- *Board-generated attitudes and actions that enable and encourage purpose, passion, positivity, productivity, perseverance, and pride among all staff, volunteers, and members.*
- *Board members who are interested, committed, and productive.*

Administration

The Fresh Outlook Foundation will be managed by a chief executive officer (CEO) committed to excellence in all areas of foundation administration, including board support; program, product, and service delivery; financial, tax, risk, and change management; human resources management; community and public relations; and fundraising.

To that end, the CEO will work with the board to:

- ensure all functions are undertaken legally, ethically, and morally;
- develop and implement policies and best practices uniquely suited to support the foundation's strategic, tactical, and operational plans;
- support board members to maintain their interest, commitment, and productivity;
- recruit, orient, train, cross-train, coach, evaluate, recognize, and retain passionate and competent staff and volunteers who are committed to customer service;
- provide opportunities for ongoing education of board members, staff, and volunteers;
- cultivate and sustain partnerships with the public, private, academic, and civic sectors;
- enable and encourage consensus-based problem-solving and decision-making; and
- review and respond to internal strengths and weaknesses and external opportunities and threats.

In addition, the CEO will be responsible for the research, development, delivery, and evaluation of specific strategies for:

- internal and external communication and consultation;
- teamwork and partnerships;
- change management;
- risk management; and
- conflict resolution.

In appreciation, the CEO will receive:

- remuneration and benefits appropriate to the position and consistent with industry trends; and
- ongoing education pertinent to foundation management.

Evaluating the CEO

The performance of the CEO, and the relationship between the CEO and the board, are critical factors in successful governance and fulfillment of the Fresh Outlook Foundation's mission.

Because the CEO directly influences the success and financial performance of the organization, it is imperative for the board of directors to set performance standards, and then objectively and fairly evaluate the performance of the foundation's CEO against those standards.

A well-designed and implemented evaluation process can:

- Help the board fulfill its duty to effectively lead the organization.
- Ensure organizational goals are being met.
- Allow the board and the CEO to understand each other's performance expectations.
- Highlight areas where the board is insufficiently informed or involved.
- Ensure continued CEO education/development.
- Provide a written record of the board's impression of the CEO's performance.
- Mirror the board's expectation that the CEO will ensure evaluation of other staff.

Annual performance targets and evaluations for all staff will support the foundation's commitment to innovation and continuous quality improvement.

Critical Success Factors for ADMINISTRATION

- *Foundation-specific codes of conduct, pledges, best practices, and plans for administrative operations.*
- *Board members, staff, and volunteers who are well suited, carefully oriented and trained, fairly evaluated, and frequently recognized.*
- *Strategic, tactical, and operational plans that engage and inspire board members, staff, and volunteers while advancing foundation objectives effectively and affordably.*
- *Innovative strategies for consensus-based problem solving and decision-making, communication and consultation, teamwork, change management, risk management, and conflict resolution.*

Fundraising & Financial Management

Fundraising

The Fresh Outlook Foundation relies entirely on funds generated through fundraising to support its administrative and operational functions. The foundation is committed to garnering funds from a variety of diverse public, private, academic, and civic sources. More specifically, potential social investors or contractors include:

- local, regional, provincial, and federal governments who are committed to community sustainability and recognize the potential for practical and affordable partnerships;
- local, provincial, national, and international businesses who are committed to providing sustainable products or services and that are looking for exposure, publicity, community respect, and market share;
- service clubs and other NGOs dedicated to sustainability within their communities;
- grantmaking organizations such as private, corporate, community, or family foundations that support sustainability-related non-profits;
- philanthropists with a keen interest in sustainability;
- individuals or organizations that become members to support the foundation and to receive information about sustainability.

Funders will be encouraged to participate via ongoing funding opportunities (e.g. multi-year grants, annual memberships) and/or episodic funding opportunities (e.g. one-time grants, special events or campaigns, or bequests).

The foundation's fundraising policies will reflect legal, ethical, and sound practices that uphold foundational values. Fundraising plans — developed, implemented, and monitoring by the board, CEO, and staff — will ensure that:

- prospective social investors are encouraged to donate via campaigns that are legal, ethical, professional, and target specific;
- donor information is kept confidential;
- donors are acknowledged promptly and appropriately; and
- donors receive ongoing information about sustainability in general and the foundation in particular.

Donor Bill of Rights

The foundation supports the Donor Bill of Rights developed by the American Association of Fund Raising Counsel with four other professional organizations. "To assure that philanthropy merits the respect and trust of the public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identify of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the organization, or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful, and forthright answers.

Critical Success Factors for FUNDRAISING

- *Foundation-specific codes of conduct, pledges, best practices, and plans for fundraising.*
- *Board members, staff, and volunteers who are committed to legal, ethical, and moral fundraising.*
- *Innovative and lucrative fundraising strategies that enable and encourage partnership thinking.*
- *Loyal and committed donors from a variety of diverse public, private, academic, and civic sectors.*
- *Services that build strong relationships with donors while engaging them in sustainable activities.*

Financial Management

The Fresh Outlook

Foundation manages its funds in accordance with legal, ethical, moral, and industry-accepted fiscal management principles and strategies.

More specifically, the foundation will:

- Adhere to GAAP (Generally Accepted Accounting Principles)
- generate sufficient revenue to support administrative and program services by developing a diverse and solid funding base;
- create and adhere to an annual board-approved budget that's aligned with available resources and tied to outcomes;
- keep up-to-date financial data for each business function and the foundation as a whole;
- maintain an adequate system of internal controls which is reviewed annually;
- file all appropriate legal and financial documents; and
- conduct regular financial reviews and financial plan revisions.

Fiscal Responsibility Policy

The legal, ethical, and moral stewardship of foundation funds will be guided, in part, by policies similar to the one below:

Neither board members nor staff will undertake actions that could jeopardize the foundation's financial strength. In particular, the CEO will not, without board approval:

- make unbudgeted expenditures of more than \$ ____;
- transfer budgeted funds from one major program or expenditure category to another;
- fail to submit payroll and other taxes as required by law;
- fail to settle payroll and other liabilities in a timely manner;
- enter into new banking arrangements;
- enter into new contractual arrangements with vendors that involve annual commitments of more than \$ ____ or, are longer than one year;
- enter into contractual relations in which the foundation is the vendor that involve commitments for services of more than \$ ____ annually.

Budgeting

The CEO will not jeopardize the fiscal integrity of major programs or the organization as a whole. In particular, the CEO will not, without board approval:

- allow budgets to be developed which are based on insufficient information to make reasonably accurate projections of revenues and expenditures
- allow budgets to be presented that are inconsistent with previous presentations
- present budgets that anticipate an operational deficit

Financial Management

The CEO will not make decisions that do not reflect the prudent use of financial resources. In particular, The CEO will not, without board approval:

- engage in purchasing items costing \$ ____ or more where there has not been an assessment of the quality and price offered by different vendors.
- Allow any one individual complete authority over a financial transaction. (There must be two signatures on every cheque)
- Purchase or enter into a contract in situations where he/she has a conflict of interest.

Asset Protection

The CEO will not operate without protecting the physical, financial, and intellectual assets of the organization. In particular, the CEO will not, without board approval.

- operate without adequate fire, theft and liability insurance;
- operate without the safekeeping of key legal and contractual documents;
- operate without procedures for the backing up and safekeeping of computer records.

Critical Success Factors for FINANCIAL MANAGEMENT

- *Foundation-specific codes of conduct, pledges, best practices, and plans for financial management.*
- *Board members, staff, and volunteers who are committed to legal, ethical, and innovative financial management.*
- *Fundamentally sound financial plans and budgets that use resources wisely, optimize opportunities for partnering, and allow for program expansion.*
- *Current and user-friendly financial information that's available to all stakeholders.*

Community-Based Social Marketing

As explained earlier, community-based social marketing (CBSM) is the behavior-change tool the foundation will use to achieve its sustainability objectives.

Although more labour-intensive and time-consuming than traditional educational approaches, CBSM has been proven successful in communities around the world. As Doug McKenzie-Mohr noted in *Fostering Sustainable Behavior*, CBSM “requires careful preliminary research, strategy development, piloting, implementation and evaluation. However, this attention to detail is in large part why it’s so successful.” For example:

- literature reviews ensure your programs reflect other people’s successes;
- qualitative and quantitative research helps you identify what barriers must be overcome to design effective CBSM strategies;
- pilot studies enable you to test programs’ impact on target audiences and to further refine them to maximize effectiveness; and
- evaluating programs after their implementation allows you to speak with confidence about their outcomes and garner continued funding.

Although CBSM is more work, McKenzie-Mohr argues that “this effort will be rewarded through greater impact and lower long-term costs.”

Tools of Behavior Change

In his highly acclaimed book, *Fostering Sustainable Behavior*, Doug McKenzie-Mohr says that, “Community-based social marketing draws upon research in the social sciences, and particularly psychology, that has identified a variety of effective “tools” for promoting behavior change. The Fresh Outlook Foundation will use these tools in its programs.

Commitment

People who’ve agreed to a small request, like wearing a button promoting the purchase of recycled products, are more likely to agree to a larger request, such as actually purchasing these products. This works because the act of agreeing to the small request changes the way people think about themselves, and it supports their desire to appear consistent. In using commitment, social marketers emphasize written over verbal commitments, ask for public commitments, seek commitment in groups, actively involve people, use existing points of contact to obtain commitments, help people view themselves as environmentally concerned, and don’t use coercion.

Prompts

Prompts are visual or auditory aids that remind us to do something we might forget (e.g. turn out the light or turn off the sprinkler). To be successful, prompts must encourage a positive behavior, be noticeable and self-explanatory, and be situated as close as possible to the desired behavior.

Norms

Norms guide how we should behave. For example, if we see our neighbours using water efficiently, we are more likely to do the same. To be effective, normative behaviors must be visible and must provide opportunities for personal contact.

Communication

Communication is key to all successful campaigns. Effective communications are memorable because they target specific audiences, present captivating information, reflect credible sources, emphasize personal contact, and invite and provide feedback.

Incentives

Monetary and non-monetary Incentives are particularly useful when people are not motivated to engage in a given behavior, or when they’re not doing it as well as they could. Incentives must be visible and reward positive behavior, and they must be paired closely with the behavior.

Critical Success Factors for COMMUNITY-BASED SOCIAL MARKETING

- *Foundation-specific codes of conduct, pledges, best practices, and plans for CBSM.*
- *Board members, staff, and volunteers who are committed to CBSM.*
- *Innovative, target-specific CBSM programs that enable and encourage lasting behavior change at home, work, and play, and that are applicable to other regions.*
- *Connection to an international network of community-based social marketers engaging each other about successful programs.*

Volunteer Resources & Support

The Fresh Outlook Foundation recognizes that its most important assets are its passionate, skilled, and committed volunteers. These volunteers put their skills and energies to use in a variety of capacities, each critical in the successful functioning of the foundation:

- fundraising;
- program development and delivery;
- member recruiting and relations;
- community relations and engagement;
- research; and
- administration.

The foundation also recognizes that:

- People volunteer for a variety of reasons: 1) to make a contribution to their community; 2) to use and/or develop their skills, talents, and passions; 3) to meet or network with people; and/or 4) to prepare for employment.
- Non-profits benefit from a diverse blend of volunteers with a wide range of skills and personalities.
- Competition is stiff for volunteers: They will go where they are fully engaged and appreciated.
- Volunteers look for diverse opportunities with a variety of required skill sets and time commitments.
- Volunteers deserve to be fully informed about the positions they're considering. If 'hired,' they also deserve to be well oriented, properly trained, fairly evaluated, and frequently rewarded.
- Volunteers can be found in a variety of unlikely locations (e.g. community service programs, student job shadows, corporate partnerships).

In keeping with these considerations, the foundation will:

- recruit potential volunteers using creative, volunteer-focused strategies;
- recruit a diverse blend of volunteers with complementary skill sets and personalities;
- offer a variety of opportunities, requiring different skill sets and time commitments, to help volunteers meet their specific needs;
- conduct thorough interviews that benefit both the foundation and potential volunteers;

Canadian Code for Volunteer Involvement

The Fresh Outlook Foundation supports the values, guiding principles, and organizational standards set out in the *Canadian Code for Volunteer Involvement* developed by Volunteer Canada.

VALUES FOR VOLUNTEER INVOLVEMENT

Volunteer involvement is vital to a just and democratic society. It fosters civic responsibility, participation, and interaction.

Volunteer involvement strengthens communities. It promotes change and development by identifying and responding to community needs.

Volunteer involvement mutually benefits both the volunteer and the organization. It increases the capacity of organizations to accomplish their goals, and provides volunteers with opportunities to develop and contribute.

Volunteer involvement is based on relationships. Volunteers are expected to act with integrity and be respectful and responsive to others with whom they interact.

GUIDING PRINCIPLES FOR VOLUNTEER INVOLVEMENT

Voluntary organizations recognize that volunteers are a vital human resource and will commit to the appropriate infrastructure to support volunteers. The organization's practices ensure effective volunteer involvement. The organization commits to providing a safe and supportive environment for volunteers.

Volunteers make a commitment and are accountable to the organization. Volunteers will act with respect for beneficiaries and community. Volunteers will act responsibly and with integrity.

- provide ongoing volunteer education pertinent to their chosen activities (e.g. fundraising, facilitation);
- provide ongoing communication (e.g. regular broadcast email to all volunteers including FAQs, regular volunteer meetings); and
- provide frequent opportunities for volunteer participation in the strategic review and refinement of foundation policies, codes of conduct, plans, etc.

In addition, the foundation will target untapped resources of potential volunteers based on current demographic information. Baby boomers, for example, account for about eight million Canadians. All boomers are now between 42 and 60 — in their prime for volunteering. They are the largest, healthiest, and best-educated generation in history, and many of them live in British Columbia!

Research shows that:

- boomer volunteering is highest among those who work part-time;
- boomers are more apt to volunteer with more than one organization;
- boomers who own businesses and are homeowners have higher volunteer rates;
- boomer women volunteer at a higher rate than boomer men;
- boomers with college educations are more likely to volunteer than those with high-school diplomas;
- boomers are most likely to volunteer if asked by someone with whom they have an established relationship.

As with all other groups of potential volunteers, these findings will guide the development of specialized recruitment programs.

Canadian Code for Volunteer Involvement (continued...)

In keeping with organizational standards set out in the Canadian Code for Volunteer Involvement, the Fresh Outlook Foundation will:

1. Acknowledge and support the vital role of volunteers in achieving the organization's purpose or mission;
2. Adopt policies and procedures to provide a framework that defines and supports the involvement of volunteers;
3. Designate a qualified person to be responsible for the volunteer resources and support program;
4. Apply clearly communicated screening and evaluation processes;
5. Ensure that volunteer assignments address the purpose of the organization and involve volunteers in meaningful ways—reflecting their various abilities, needs and backgrounds;
6. Ensure volunteer diversity;
7. Orient and train volunteers thoroughly;
8. Provide appropriate levels of supervision according to task and provide regular opportunities to receive and give feedback;
9. Welcome volunteers and treat them as valuable and integral members of the organization's human resources; and
10. Acknowledge volunteer contributions regularly through formal and informal channels.

Critical Success Factors for VOLUNTEER RESOURCES & SUPPORT

- *Foundation-specific codes of conduct, pledges, best practices, and plans for volunteer resources and support.*
- *Board members and staff who are committed to exceptional volunteer resources and relations.*
- *Innovative recruitment strategies that reflect current demographics, respect cultural differences, and target specific groups.*
- *Creative and foundation-specific volunteer training, ongoing education, and acknowledgement strategies that meet volunteers' needs for personal and/or professional development.*
- *A diverse group of passionate and committed volunteers who contribute to a variety of strategic, tactical, and operational plans and programs.*
- *Provocative and professional volunteer training opportunities and materials that are continually upgraded with input from volunteers and participants.*

Member Resources & Support

The Fresh Outlook Foundation recognizes that loyal members play a critical role in an organization's long-term success, and that members' lifetime value to the organization is a reflection of the relationships that have been built with them over time.

In keeping with these considerations, the foundation will:

- acknowledge and support the vital role of members in achieving long-term objectives;
- adopt policies and procedures that define and support members' involvement;
- designate a qualified person to oversee member relations;
- promote involvement from diverse sources;
- welcome members and treats them as valuable contributors (e.g. welcome phone calls and packages, buddy systems);
- communicate regularly with members using and creative range of formal and informal tools (e.g. postcards, newsletters, annual reports);
- provide member rewards that are appropriate and affordable;
- use state-of-the-art technological tools to compile and organize member information and to distribute member communications;
- invite member feedback through a variety of formal and informal research opportunities; and
- provide frequent opportunities for member participation in the strategic review and refinement of foundation policies, codes of conduct, etc.

All members — whether from the public, private, academic, or civic sectors — will regularly receive sustainability-specific information pertinent to their sector. Local governments, for example, will receive information about senior government legislation and programs, best practices, and success stories in other regions and municipalities. Corporate members will receive briefing notes, case studies, and information about legislation and best practices in their industries. Individual members will receive information about how they can behave more sustainability at home and play.

Member Support Pledge

Even though exceptional member support and service is critical to their short- and long-term success, nonprofits are notoriously poor member service providers. Their lack of human and financial resources is often reflected in reactive responses, inadequate callback rates, and impersonal contact. This unwillingness or inability to put members first results in mediocre nonprofits whose potentials are never realized.

But therein lies the opportunity. Competition for members' and potential members' time and money is fierce, so the nonprofit that provides exceptional member-centred service will build a membership base that ensures short- and long-term success.

To that end, the foundation will:

- acknowledge and support the vital role of members in achieving the organization's purpose or mission;
- adopt policies and procedures to provide a framework that defines and supports members' involvement;
- designate a qualified person to be responsible for the member resources and support program;
- recruit, train, and acknowledge staff and volunteers committed to member service;
- handle all member dealings promptly, positively, professionally, and proactively;
- communicate with members openly and regularly;
- evaluate member services and members' perceptions regularly; and
- include members in the refinement of existing services and the development of new services.

Critical Success Factors for MEMBER RESOURCES & SUPPORT

- *Foundation-specific codes of conduct, pledges, best practices, and plans for member resources and support.*
- *Board members, staff, and volunteers who are committed to providing exceptional member service.*
- *Relationships with members that engender trust, respect, loyalty and involvement while increasing their awareness and adoption of sustainable behaviors.*

Community Relations & Engagement

Community Relations

The Fresh Outlook Foundation recognizes that public relations, in the traditional sense, is critical to a non-profit's success. The more visibility a non-profit has, the more community support it will win and the more donor dollars it will attract. Strategies addressing opportunities for internal and external communication (e.g. editorial columns, website, newsletters, annual reports, fact sheets) and media cooperation (e.g. PSAs, news releases, briefing notes, articles) will be outlined in best practices and a detailed communications plan.

The foundation also recognizes that public relations often falls short of enhancing community participation, spirit, and pride, and that it has a vital role to play in engaging and inspiring individuals and groups for public benefit. To that end, the foundation will adopt recommendations made by the Minnesota Council of Nonprofits to:

- embrace policies and programs that define and support community relations;
- provide opportunities for citizens to engage in activities and conversations that widen their circle of connections beyond family and friends to other community members;
- enable and encourage the development of emerging leaders and provide opportunities for individuals and the community as a whole to sharpen and strengthen leadership skills; and
- work to build trust between communities and to bridge relationships among diverse constituencies.

Community Engagement

Non-profits play a key role in the democratic process by providing a means for individuals to deliberate on public policies and decisions that affect them. The Fresh Outlook Foundation supports The Minnesota Council of Nonprofits contention that, "To the extent possible, non-profit organizations should engage constituents in public policy and advocacy activities as a means of fulfilling their missions and promoting community interests. Open communication and consultation between policy makers and constituents of non-profit organizations contribute to well-informed policies and the effective implementation of them."

To that end, the foundation will generate and sustain dialogue between and among stakeholders regarding existing and emerging sustainability issues.

On Engagement...

"Outstanding nonprofits are both responders to and agents of social change... Through advocacy — particularly when it is well-informed by research and experience — nonprofits elevate important issues to public awareness and influence public policy outcomes."

The Forbes Fund

"For those nonprofits that view advocacy not as a sidebar, but as a necessary and vital extension of their mission, it can result in broad-based impact on their communities, their constituents, and on the nonprofit sector."

The Forbes Fund

"Addressing barriers to nonprofit participation is vital for a robust civil society. Many nonprofits, including board members, need to better understand the importance of public policy participation. It is essential to help nonprofits understand that public policy participation is as important as other day-to-day program, management and governance activities. There is also a need to enhance and expand the recognition and support by foundations and government for the public policy roles of nonprofits."

Strengthening Nonprofit
Advocacy Project

Critical Success Factors for COMMUNITY RELATIONS & ENGAGEMENT

- *Foundation-specific codes of conduct, pledges, best practices, and plans for community relations and engagement.*
- *Board members, staff, and volunteers who are committed to community resources and relations.*
- *Innovative and effective campaigns that raise awareness of and participation in foundation programs and community sustainability discussions and decision-making processes.*
- *Local and regional governments whose sustainability-related decisions are supported by an informed and involved constituency.*

Innovation & Continuous Quality Improvement

Innovation

As stated by The Forbes Fund in *From Adequate to Outstanding Performance*, exceptional nonprofits: 1) recognize the benefits of innovation to their organizations and to society as a whole; and 2) value innovation and consciously allocate organization resources to it. “Innovation plays a key role in preventing organizational decline as well as in enabling nonprofits to move from good to great organizational performance.”

To that end, the foundation will:

- acknowledge and support the vital role of innovation in achieving the organization’s purpose or mission;
- adopt policies and procedures to provide a framework that defines and supports innovation;
- designate a qualified person to be responsible for innovation and continuous improvement;
- recruit, train, and acknowledge staff and volunteers committed to innovative thinking and problem solving.

Continuous Quality Improvement

Ideally, an innovative nonprofit is one that continuously improves the quality of its policies, practices, and programs to meet organizational objectives and stakeholder needs. This is achieved, in part, by consistently monitoring and evaluating internal and external relationships and outcomes. To that end, the foundation will do the following as recommended by the Whatcom Council of Nonprofits:

- link organizational outcomes to the community’s desired outcomes, needs, and interests;
- identify only outcomes that are practical, affordable, and measurable;
- identify who delivers what outcome to whom by when;
- conduct process and outcome evaluations to measure whether activities are implemented as planned;
- enable and encourage staff and volunteers to identify, analyze and respond to challenges within their operational areas;
- ensure evaluation information is readily retrievable and used strategically to inform board members, staff, volunteers, and members about program outcomes; and
- review all outcomes with a view to advancing short- and long-term goals and objectives and improving organizational effectiveness and efficiency.

On Change...

“Certainly the volunteer world has changed. Financial and human resources are stretched. There is greater competition for volunteer resources. Demographics have changed, with an increasing senior population and a growing teen population. Potential volunteers are work full-time or more than full-time. There have been shifts in motivations, interests, and commitments.

“Organizations that continue to attract and mobilize volunteers have had to restructure programs, adapt to new service hours and diversify opportunities to fit the realities of the new volunteers. It’s a buyers market and volunteers can pick and choose where they will go and what they will do. Today’s volunteers have new expectations and new perspectives. They want something new, something they are a part of. The key to attracting and retaining volunteers today is an organizational openness to change — to becoming a learning organization that seeks continuous improvement based on the feedback and participation of all stakeholders.”

Merrill Associates

Critical Success Factors for INNOVATION & CONTINUOUS QUALITY IMPROVEMENT

- Foundation-specific codes of conduct, pledges, best practices, and plans for innovation and continuous quality improvement.
- Commitment of board members, staff, and volunteers to continuous quality improvement.
- Innovative internal and external process and outcome measurement tools that enable and encourage continuous quality improvement and ensure the resulting information is shared with stakeholders.