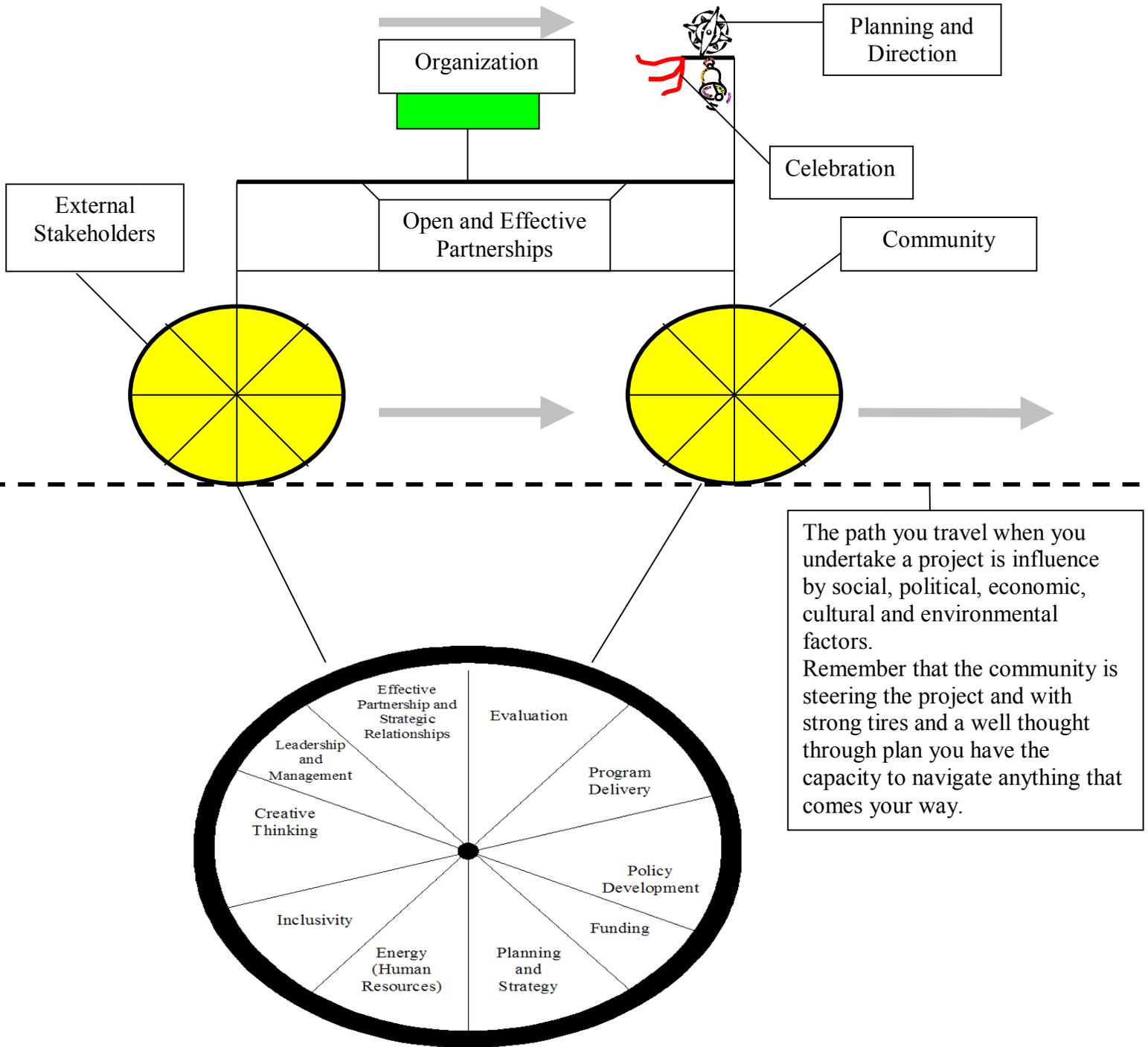


Roll Forward with Sustainable Initiatives!

This diagram presents a simple way of thinking about holistic community-based project planning. It has emerged from a partnership between Rural Team BC, the BC/Yukon CED Network, the Centre for Sustainability and the Centre for Non-Profit Management.



Let's start at the bottom and work our way up.

Wheels

The wheels of the sustainability bicycle represent the two main stakeholder groups involved in any community initiative: the **community** and **external stakeholders** (government, foundations, funders, regional or provincial organizations). Each spoke represents an essential component of sustainable, effective project planning and implementation.

It is also impossible to move forward if your wheels are going in different directions. This means that in order for projects to move forward, both wheels must be turning and working together. This requires a commitment to collaboration, clear communication and negotiation skills.

As you may know from your own biking experience, the wheels only roll when all the spokes are in place and functioning. Therefore, each spoke on the sustainability bike must be activated. It is also important to remember that the spokes must not only be in place but that equal pressure must be applied to each. This is what keeps the wheel rolling and it what forwards your project.

Cross-bar

This leads us to the bicycle's cross-bar which represents strong, open and effective partnerships created and maintained between the community and other stakeholders. These partnerships are essential for moving forward and must be supported by both groups in order to do so.

Driver

The driver of the sustainability bike is **the community working through the organization**. Community here can mean a group of people with similar interests (the bird-watching community), similar life experiences (the homeless community) cultural community (the Korean community) or a geographic community (the community of Smithers). The point here is that you define your community.

When we say that the community drives the sustainability bike, we mean that the defined community initiates and forwards the project, or if you will, gets on the bike and starts pedalling.

Because we are concerned with sustainable and inclusive project planning, we want to ensure that before the community gets on the bike - that is, initiates a project - that the community is well

represented and inclusive. This means that those most affected by the project, have a real voice within the project.

We also want to stress the importance of planning or mapping out your route. Having a map is important to get you to where you want to be. Take time to work with the community to map out a plan for your project. Planning should include long term outcomes and a values identification (vision and mission) to guide you when the landscape changes.

Path

Remember, there will always be bumps in the road, but with strong tires, a planned route, and by remaining forward looking, you will be able to roll over or veer around all of the obstacles in your way. Often the unintended outcomes, the unexpected fork in the path can yield great results.

Bell

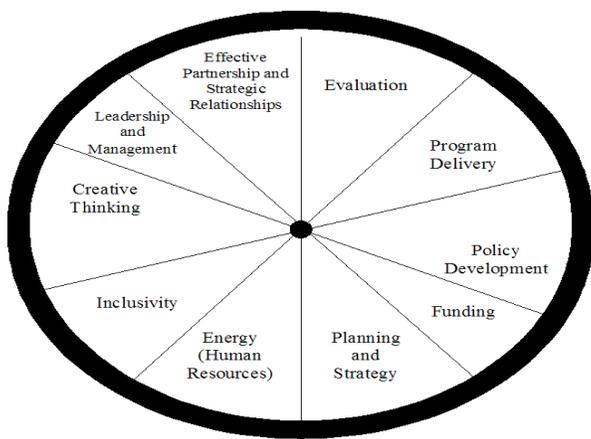
Tell others what you have learned. Learn to engage the media, build websites and other communication tools to keep your community and stakeholders informed. Share your lessons with other communities and organizations through case studies and workshops. Don't be afraid to tout your own horn but remember what didn't work is often the most valuable advice.

Compass

Planning is an essential component of sustainable project development. Projects require preliminary planning and ongoing planning, as routes change and roadblocks emerge. The bike's compass has been installed as a reminder that it is important to know what direction your community, your organization and your project are headed in and what the final destination is. Sometime the planned route works out and other times there are roadblocks. Knowing what direction you are headed in and where you want to end up will help you navigate these roadblocks.

Streamers

Finally, do not forget to decorate your bike with streamers. Streamers represent celebration and a sense of fun. The streamers help you remember to have fun and to celebrate your accomplishments as you go!



Resources

Guides

Resource	Web Page	Relevant Spoke
Asset Mapping: A Handbook	rural.gc.ca/conference/documents/mapping_e.phtml	Planning and Strategy; Creative Thinking
Basic Guidelines for Successful Planning Process	www.managementhelp.org/plan_dec/gen_plan/gen_plan.htm#anchor1790	Planning and Strategy
Building Local Leadership: How to Start a Program for Your Town or Country	www.heartlandcenter.info/publications.htm	Leadership and Management; Inclusivity
Building Sustainable Non-Profits	www.crehs.on.ca/complete.html	Policy Development
Coco Toolbox	www.coco-net.org/resources.html	All spokes!
Communities and Local Government Working Together: A Resource Manual of Strategies	www.healthycommunities.on.ca/ohc.c.htm (scroll down through the list of resources to find).	Effective Partnerships; Inclusivity; Energy; Program Delivery
Community Development Toolbox: Building Foundations for Better Decisions	www.communitydevelopment.uiuc.edu/toolbox	Leadership and Management; Policy Development
Community Dialogue Toolkit	rural.gc.ca/dialogue/tool/index_e.phtml	Inclusivity; Planning and Strategy
Community Economic Development Checklist for Success	www.sfu.ca/cscd/gateway/project/determ.htm#CHECKLIST	All spokes!
Community Partnership Tool Kit	www.wkkf.org/Pubs/CustomPubs/CPtoolkit/cptoolkit/	Effective Partnerships;

		Inclusivity
Community Tool Box	ctb.ku.edu	All spokes!
Discovering Community Power: A Guide to Mobilizing Local Assets and Your Organization's Capacity	www.northwestern.edu/ipr/abcd/kelloggabcd.html	Inclusivity; Planning and Strategy
Drucker Foundation Self-Assessment Tool	www.pfdf.org/leaderbooks/sat/index.html (costs \$38)	All spokes!
From the Ground Up: An organizing Handbook for Healthy Communities	www.healthycommunities.on.ca/publications/ground/index.html	All spokes!
Fundraising Ideas That Work for Grassroots Group	www.pch.gc.ca/progs/pc-cp/pubs/e/Fr4gras1.htm	Funding
Nonprofit Good Practice Guide	www.npgoodpractice.org	All spokes!
Placemaking: Tools for Community Action	Download from www.sustainable.org	Inclusivity; Policy Development; Planning and Strategy
Principles of Community Engagement	www.cdc.gov/phppo/pce/index.htm	Inclusivity; Effective Partnerships
Putting People in the Picture	www.puttingpeopleinthepicture.org.uk	Inclusivity; Effective Partnerships
Resources for dealing with changes in leadership	www.lisc.org/resources/2000/03/organizational_592.shtml?OrganizationaI+Development	Leadership and Management; Energy
The Partnership Handbook	www.sdc.gc.ca/asp/gateway.asp?hr=en/epb/sid/cia/partnership/handbook.shtml&hs=cyd	Inclusivity; Effective Partnerships
Your Field Guide to Community Building	www.heartlandcenter.info/publications.htm	All spokes!

Books

Lewis, James P. (1995). *Project Planning, Scheduling and Control*. Chicago: Irwin Professional Publishing.

Funding Directories

Canadian Environmental Grantmakers'
Network
Civic Info BC

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

<http://www.civicinfo.bc.ca/18.asp>

Funding Directory

www.communityfutures.com/cms/Funding_Sources.2.0.html

Organizations

Canadian CED Network

www.ccednet-rcdec.ca

CEDTAP Portal

www.cedcanada.ca

Centre for Rural Entrepreneurship
Development Tools

www.ruraleship.org/index_html?page=content/tools.htm

Charity Village

www.charityvillage.com

Non Profits Can

www.nonprofitscan.ca/

The Centre for Non-Profit Management

www.cnpm.ca

The Centre for Sustainability

www.centreforsustainability.ca

The Voluntary Sector Knowledge Network

www.vskn.ca