



GLOSSARY OF TERMS

This glossary is an alphabetical listing of definitions for vocabulary used throughout the First Nations Housing Professionals Program. Following the glossary is a list of commonly used [acronyms](#).

Navigation

Go directly to the section you wish to see:

A	B	C	D	E	F
G	H	I	J	K	L
M	N	O	P	Q	R
S	T	U	V	W	

Activity	An element of work performed during the course of a project. An activity normally has an expected duration, expected cost and expected resource requirements. Activities are often subdivided tasks.
Actual Cost of Work Performed	(ACWP) Total costs incurred (direct and indirect) in accomplishing work during a given time period.
Actual Finish Date	(AF) Actual point in time that work ended on an activity. (Note: in some application areas, the activity is considered “finished” when work is “substantially complete.”)
Agency	A branch of federal, provincial or local government (i.e. Department of Education);
Agent	A member of the support team who is predominantly responsible for solving support tickets and dealing with customer communications in general.
Agreement	A mutual understanding between two or more persons to do or not to do something based on integrity and mutual trust.
Allowable Costs	An expenditure approved for the funded project as determined by the sponsor’s requirements and/or First Nation Owner policies. Only allowable funds may be requested in grant budgets and charged to the grant account.
Alternate (Separate) Price	A section of the tender that notes additional items that are not covered in the basic tender price. This work may be included in a contract or not, at the Band’s discretion.
Amendment	Any change(s) made to an existing sponsored project agreement.
Annual Report	Many sponsoring agencies require grant recipients to provide an annual report documenting the progress of their award at meeting the goals and objectives detailed in the grant application. Annual reports vary in format from simple printed documents listing the year’s grants to detailed publications that provide substantial information about the sponsored project.
Apathetic Attitude	A person who is exhibiting apathy, indifference to another person or situation. In other words, indifferent and unenergetic: not taking any interest in anything, or not bothering to do anything.



GLOSSARY OF TERMS

Applicant	The legal applicant for grant applications for all other grant applications is the First Nation Owner.
Application	The electronic or paper document resending a project proposal and funding request to a sponsoring agency. The application may be a letter proposal or a formal application to a federal or state granting agency or foundation.
Application Notice	A notice published in the Federal Register soliciting applications for one or more discretionary grant or cooperative agreement competition. Application Notices give basic program and fiscal information such as total funding available for the program.
Application Package	A packet either electronic or paper containing the application notice information and all forms required for applying for a grant competition.
Arbitration	A process in which the parties agree to have a neutral person or persons resolve the dispute.
Architects / Designers	Bands may use standard house plans and specifications for their construction projects. In many cases, an architect or designer is not required. However, there are some projects which do require the services of these consultants. Their role is to advise the Band and provide house plans and specifications for the project.
Articles of Agreement	The parts of the contract which define the agreement between the parties, including who the parties are, where they are located, the date, a summary of the offer, the scope of work, payment method, schedule and approval method. It is usually specific to a project.
Authorizing Official (Signature)	A designated representative of the Owner who is authorized by the Superintendent/President and Governing Board to sign-off on and submit grant proposals and contracts on behalf of the Owner. Only designated representatives from the Resource Development Office or First Nation Foundation are authorized to sign-off and submit applications on behalf of the Owner or Foundation.
Average First Response Time	The average time it takes for your support team to make first contact with a customer after receiving a request.
Average Handle Time	The average time it takes your support team to resolve an issue completely.
Average Reply Time	The average time it takes your support team to get back to a customer (to any communication, not just the first contact).
Award	A legally binding document that notifies the recipient and others that a grant or cooperative agreement has been made. The award contains or references all terms of the award and documents the obligation of federal funds.
Backlog	The amount of unresolved customer support requests in a particular time frame.
Band Chief and Council	The Band Chief and Council are the project manager's authority insofar as projects are concerned. These persons should be interested in the broad and fundamental issues (e.g. what must be done, when it is needed, how it will be paid for) affecting the project.



GLOSSARY OF TERMS

Band Manager	The Band Manager’s role in project management is usually one of providing the project manager with advice and support on such things as community hiring policy, contracting, purchasing and administrative practices. (Note: In some instances, and particularly on smaller projects, the band manager may play a larger role in representing the Chief and Council and supervising the project manager.)
Bar Chart	A graphic display of schedule-related information. In the typical bar chart, activities or other project elements are listed down the left side of the chart, dates are shown across the top, and activity duration are shown as date-placed horizontal bars. Also called a Gantt chart.
Baseline	The original plan (for a project, a work package, or an activity), plus or minus approved changes. Usually used with a modifier (e.g., cost baseline, schedule baseline, performance measurement baseline).
Baseline Data	Initial information on program participants or other program aspects collected prior to receipt of services or program intervention. Baseline data is often gathered through intake interviews and observations and are used later for comparing measures that determine changes in your participants, program, or environment.
Basic Agreement	A formal written document between the funding source and the university specifying the scope and work of a project to be completed within a specified time frame. Basic agreements may take the form of a grant or contract.
Best Value	The optimal combination of experience, knowledge, expertise, location, performance, quality, quantity, time, costs, warranties and guarantees, etc.
Better Business Bureau	The Better Business Bureau (BBB), founded in 1912, is a non-government agency consisting of several private business franchises based in Canada, which work together through the Council of Better Business Bureaus (CBBB). The BBB goal is to foster a fair and effective marketplace, so that buyers and sellers can trust each. BBBs gather and report information on business reliability, alert the public to frauds against consumers and businesses, provide information on ethical business practices, and act as mutually trusted intermediaries between consumers and businesses to resolve disputes.
Bias	(refers to statistical bias). Inaccurate representation that produces systematic error in a research finding. Bias may result in overestimating or underestimating certain characteristics of the population. It may result from incomplete information or invalid collection methods and may be intentional or unintentional.
Bid	An offer to provide services submitted by individuals or firm in response to a request from the Band. Also called a tender or proposal.



GLOSSARY OF TERMS

Bid Bond	A bond given to guarantee entry into a contract. It is also called a surety bond and is given to protect the Band against increased costs if the contractor does not enter into a contract. It is returned to the contractor upon receipt of acceptable contract security. (Note: Bid bonds have an expiry date.) When submitting a tender, the contractor will enter information about the form of the bid bond that is enclosed with the tender documents.
Bill of Materials	This is a prepared detailed description of all the materials to be used in a project. The description will include all information needed to identify and purchase (e.g. quantity, dimensions, specification number, colour, etc.) the material.
Budget	An estimate of the expenditures expected to be incurred in the performance of a proposed statement of work or the financial plan or cost assessment for a grant proposal or contract. The budget represents all costs associated with the implementation of a grant project or contracted agreement.
Budget Adjustment	The act of amending the budget by moving funds from one category or line item to another.
Budget Narrative	A document included with the application package which describes the budgeted expenditures and activities in greater detail. For example, a line item for travel may include \$1500. In the budget narrative it will include a breakdown of those costs.
Budget Period	The interval of time into which a project period is divided for budgetary purposes usually 12 months.
Budgeted Cost of Work Performed	(BCWP) Sum of the approved cost estimates (including any overhead allocation) for activities (or portions of activities) completed during a given period (usually project-to-date) see also earned value.
Building Committee	The Building Committee is a "subcommittee" or "portfolio" which is set up under or appointed by the Band Chief and Council. The committee acts on behalf of the Chief and Council in all but the most important matters concerning the project. The member or members must take the time to become familiar with all the issues involved in the project. The committee should also ensure input is received from the community and user groups.
Building Inspector	The building inspector is responsible for checking progress of the project at various stages in the construction process to ensure that all building code specifications are met. Building inspectors may provide advance reports required by lenders prior to approving progress payments.
Calendar Unit	The smallest unit of time used in scheduling the project. Calendar units are generally in hours, days, or weeks, but can also be in shifts or even in minutes. Used primarily in relation to project management software.
Capital Construction	Capital construction means the construction of buildings (e.g. schools, band offices, fire halls) and infrastructure (e.g. roads, water treatment plants and distribution lines, sewage collection and treatment plants, power distribution lines).



GLOSSARY OF TERMS

CCA	An acronym for the Canadian Construction Association.
CCDC	An acronym for the Canadian Construction Documents Committee.
Certifications (Assurances)	A written statement signed by a designated authorized representative of the Owner from either the Resource Development or Foundation offices which certify that the Owner is in compliance with federal or state regulations.
Change Order	A document by which the First Nation’s Housing Manager may order additional work or other changes to the contract, subject to approval of Chief and Council. It describes, in writing, the extent of the additional work agreed to and the payment for this additional work.
Changes in The Work	Additions, deletions or other revisions to the work within the general scope of the contract.
Chief and Council	Band representatives that are usually involved in the initial planning and decision making for a project. They have a strong interest in ensuring the project is successful because they are accountable to their community for it. They may be involved in selecting a site, arranging funding, or determining the construction management method that will be used, for example.
Claim	A request for payment in addition to the amount agreed to in the contract. A claim, if unresolved, becomes a dispute.
Client Management	A method used to help clients sort out and solve their housing problems, usually accomplished on a one-to-one basis.
Close Out	The act of completing all internal procedures and sponsor requirements to terminate or complete a grant funded project or contract agreement.
Closing Phase	Closing, analysis and final reporting on a project.
CMHC	An acronym for Canada Mortgage and Housing Corporation. As Canada’s federal housing agency, it provides assistance to First Nation community housing program providers. Bands may apply to CMHC for a loan or contribution to finance a housing project.
CMHCOperating Agreement	A contract between CMHC and a First Nation or a housing organization that outlines the terms and conditions that must be met to receive monthly subsidy payments from CMHC.
Cn-1	Contract administration training publication – Construction Contracting Guidelines for First Nations and Aboriginal Communities
Cn-2	Contract administration training publication – Contracting for Professional Services by First Nations and Aboriginal Communities
Cn-3	Contract administration training publication – Contracting for Non-Professional Services by First Nations and Aboriginal Communities
Collaborator	An individual who collaborates with a grant’s project director in the development implementation or activities of a funded project. A collaborator typically devotes a percentage of his/her effort to the project and is identified as key personnel in the grant application.



GLOSSARY OF TERMS

Communications Planning	Determining the information and communications needs of the project.
Comparison Group	Individuals whose characteristics (such as race/ethnicity, gender, and age) are similar to those of your program participants. These individuals may not receive any services, or they may receive a different set of services, activities, or products. In no instance do they receive the same service(s) as those you are evaluating. As part of the evaluation process, the experimental (or treatment) group and the comparison group are assessed to determine which type of services, activities, or products provided by your program produced the expected changes.
Competition or Competitive Selection	A method of comparing and selecting services provided by firms or individuals in order to obtain best value. A Band can use the competitive process to select contractors by requesting proposals, bids or tenders from at least three (3) firms or individuals.
Completion Phase	All work is completed, and final reviews are made. All contracts are terminated and paid out. Final project reports are completed, and any outstanding work is listed to be finished.
Condition Report	A condition report is a written, detailed description of the condition of a rental unit when the tenant moves in and out. It is not required by law, unless either the landlord or tenant ask that one be done. A condition report can help protect both the interests of the landlord and the tenant.
Confidentiality	Since an evaluation may entail exchanging or gathering privileged or sensitive information about individuals, a written form that assures evaluation participants that information provided will not be openly disclosed nor associated with them by name is important. Such a form ensures that their privacy will be maintained.
Conflict of Interest	Circumstances in which an individual's legal or moral obligations to an employer or other party conflict with or are negatively affect by his/her personal interests financial or otherwise.
Consortium	A consortium is two or more institutions working on the same research project. Either each institution is funded directly by the supporting agency or one institution serves as the primary recipient and issues sub-awards to the other members of the consortium.
Consortium Agreement	A collaborative arrangement in support of a grant project in which some portion of the project is carried out through a formal agreement between the Owner and one or more outside partner organizations/institutions.
Construction Contract	An agreement entered into between two parties for the maintenance or construction of buildings and structures and the repair, renovation or restoration of any work.
Construction Management Method	The construction management method puts an individual or company under direct contract to a housing organization or Band council to manage a project.



GLOSSARY OF TERMS

Construction Manager	A construction manager is usually hired early in the project to provide guidance and manage the construction process from start to finish. His or her responsibilities may include arranging for drawings, specifications and cost estimates; administering the tendering process or hiring tradespeople and laborers; preparing budgets and schedules; obtaining approvals, permits, inspections and insurance; as well as supervising the construction site. The construction manager reports to the Band Council on the status of the project. Unlike the project manager or general contractor, the Construction Manager does not provide other personnel. All other consultants, tradespeople or laborers are hired by the Band.
Consultants	Consultants are individuals or private firms that are in the business of providing professional services (e.g. design, project management, construction inspection, advice). Consulting firms employ professionals (e.g. engineers/architects) and support staff having the training and expertise to perform this work. Engineers and architects are controlled and licensed by provincial professional associations who are chartered by provincial legislation to perform this control function.
Contingency Planning	Development of a management plan that identifies alternative strategies to be used to ensure project success if specified risk events occur.
Continuation Award	Additional funding awarded to the same grant for a budget period following the initial budget period of a multi-year grant or cooperative agreement.
Continuation Proposal/Renewal Proposal	Additional funding increments for projects beyond the original grant period. See specific sponsor guidelines for submission requirements.
Contract	A voluntary and deliberate agreement between two or more persons to create a legal obligation which can be enforced in a court of law. Under the contract, the parties must perform their prospective duties, responsibilities and obligations as prescribed in the contract documents. The Contract supersedes all prior negotiations, representations or agreements, either written or oral, including the bidding documents. The Contract may be amended only as provided for in the General Conditions of the Contract.
Contract Administrator	The person responsible for administering contracts associated with the project. The contract administrator may be a Band member, or an outside specialist hired to carry out the duties on behalf of the Band.
Contract Documents	These are comprised of the agreement between the Owner and the Contractor as well as the General Conditions of the Contract, Supplementary Conditions, Definitions, Specifications, Drawings and other pertinent documents. Contract Documents include amendments incorporated before the execution of the Contract and subsequent amendments made pursuant to the provisions of the Contract and agreed upon between the parties.
Contract Management	Managing contracts to ensure compliance with all contract terms and conditions, verifying work quality and certifying progress payments as correct.



GLOSSARY OF TERMS

Contract Security	Contract security is usually requested for construction contracts of \$30,000 and over.
Contractor	A firm or individual who proposes to provide services to the Band. The Contractor is the person, firm or corporation identified as such in the Agreement and is referred to throughout the Contract Documents as if singular in number and masculine in gender. The term Contractor means the Contractor or his authorized representative as designated, in writing, to the Owner. In the tender documents, the Contractor’s full business name and address will appear.
Contractors	Contractors are firms or sole proprietors hired to carry out all or a portion of the construction work on a project. These firms work on the basis of an agreement (e.g. a contract) which specifically details what the contractor will do in return for an agreed upon amount of money.
Control Charts	Control charts are a graphic display of the results, over time and against established control limits, of process. They are used to determine if the process is “in control” or in need of adjustment.
Control Group	A group of individuals whose characteristics (such as race/ethnicity, gender, and age) are similar to those of your program participants, but do not receive the program (services, products, or activities) you are evaluating. Participants are randomly assigned to either the treatment (or program) group and the control group. A control group is used to assess the effect of your program on participants as compared to similar individuals not receiving the services, products, or activities you are evaluating.
Controlling Phase	The process of comparing actual performance with planned performance, analyzing variances, evaluating possible alternative, and taking appropriate corrective action as needed.
Corporate Giving Program	A grant-making program established and administered within a profit-making corporation or company. The amount of a corporate giving program is usually tied to the previous year’s profits and sometimes tied to company-sponsored foundations. Corporate giving programs often have a specific focus (i.e. youth and the arts).
Cost Benefit Analysis	A type of analysis that involves comparing the relative costs of operating a program (program expenses, staff salaries, etc.) to the benefits (gains to individuals or society) it generates. For example, a program to reduce cigarette smoking would focus on the difference between the dollars expended for converting smokers into nonsmokers with the dollar savings from reduced medical care for smoking related disease, days lost from work, and the like.
Cost Effectiveness Analysis	A type of analysis that involves comparing the relative costs of operating a program with the extent to which the program met its goals and objectives. For example, a program to reduce cigarette smoking would estimate the dollars that had to be expended in order to convert each smoker into a nonsmoker.
Cost Estimate	An estimate of the cost to carry out the work.



GLOSSARY OF TERMS

Cost Performance Index	(CPI) the ratio of budgeted costs to actual costs. CPI is often used to predict the magnitude of a possible cost overrun using the following formula: original cost estimate/CPI = projected cost at completion.
Cost Reimbursement	A sponsored project agreement that requires the funding recipient to invoice the sponsor after-the-fact for reimbursement of allowable costs incurred in the performance of a project.
Cost Sharing	The Owner’s support of a project through cash or in-kind services. Cost-sharing requirements vary but they generally represent a percentage of the total project costs. Some grants have specific requirements for cost sharing on grant projects others do not.
Cost Variance	(CV) any difference between the estimated cost of an activity and the actual cost of that activity.
Cost-Plus Contract	An open-ended contract in which the method of payment is monthly billing of the construction cost plus a percentage or fixed fee.
Critical Path	In project network the series of activities that determine the earliest completion of the project. The critical path will generally change from time to time as activities are completed ahead of or behind schedule. Although normally calculated for the entire project, the critical path can also be determined for a milestone or subproject.
Cultural Relevance	Demonstration that evaluation methods, procedures, and or instruments are appropriate for the culture(s) to which they are applied. (Other terms include cultural competency, cultural sensitivity).
Culture	The shared values, traditions, norms, customs, arts, history, institutions, and experience of a group of people. The group may be identified by race, age, ethnicity, language, national origin, religion, or other social category or grouping.
Current Finish Date	The current estimate of the point in time when an activity will be completed.
Current Start Date	The current estimate of the point in time when an activity will begin.
Customer Experience	The customer’s opinion of their experience and relationship with your company through various points of their lifecycle.
Customer Satisfaction (CSAT)	A metric that measures your customers’ general happiness and loyalty with regards to your company.
Customer Service	The assistance, advice and information provided by a company to people or businesses that use their product or service.
Data	Specific information or facts that are collected. A data item is usually a discrete or single measure. Examples of data items might include age, date of entry into program, or reading level. Sources of data may include case records, attendance records, referrals, assessments, interviews, and the like.
Data Analysis	The process of systematically applying statistical and logical techniques to describe, summarize, and compare data collected.



GLOSSARY OF TERMS

Data Collection Instruments	Forms used to collect information for your evaluation. Forms may include interview instruments, intake forms, case logs, and attendance records. They may be developed specifically for your evaluation or modified from existing instruments. A professional evaluator can help select those that are most appropriate for your program.
Data Collection Plan	A written document describing the specific procedures to be used to gather the evaluation information or data. The plan describes who collects the information, when and where it is collected, and how it is to be obtained.
Database	An accumulation of information that has been systematically organized for easy access and analysis. Databases typically are computerized.
Deadline	The published date and/or time that a grant application is to be either postmarked or received by the sponsoring agency.
Declarations	The section of the tender that describes the forms of contract security that are acceptable to the owner. The contractor must select one of them. The signature of the contractor and a witness is required here, as well as the date.
Deliverable	Measurable, tangible, verifiable, outcome, result, or item that must be produced to complete a project or part of a project.
Design	The design is a term which refers to all those documents which direct how the construction work will be done. The design usually consists of a set of drawings and specifications; however, it can include other things such as bills of material, a day labour plan, or schedule. A design is usually prepared by a consultant, and it carries the professional seal or stamp of the engineer or architect.
Design and Post	The overall plan and specification of the approach expected in a particular evaluation. The design describes how you plan to measure program components and how you plan to use the resulting measurements. A pre intervention design with or without a comparison or control group is the design needed to evaluate participant outcome objectives.
Design Phase	The component of developing the deliverables or contracting the resources for the work to be performed.
Direct Costs	Direct costs charged to the sponsored project must be allowable allocable and reasonable. Direct costs can be identified specifically with the activities and services of a specific sponsored project with a high degree of accuracy.
Direct Selection	A method of selecting a contractor in which a contract is awarded on the basis of the contractor's experience, work record and reputation. This method is usually used only for contracts of \$25,000 or less.
Disallowed Costs (Unallowable Costs)	Charges to an award that the awarding agency determines to be unallowable in accordance with the applicable federal cost principles or other terms and conditions contained in the award.
Dispute	A disagreement concerning some aspect of a Contract that cannot be resolved by the First Nation's Housing Manager and the contractor.



GLOSSARY OF TERMS

Dispute Policy	It should be the policy of Chief and Council to review and resolve contract disputes in a speedy and fair manner. This is particularly important because prolonged disputes can delay the completion of the Work as defined in the Contract as well as the payment to the contractor.
Effective Date	The date specified in an award document signifying the official start of an award.
Effort	The amount of time generally expressed as a percentage of the total that a staff member spends on a sponsored project.
Electrical Inspector	The electrical inspector checks wiring in the house before the drywall is applied. Typically, the wiring is required to comply with the provincial electrical code.
Empathy	The ability to understand and share others' feelings—arguably the most important personality trait of any Housing Manager.
Engineers	Engineers may be hired as construction managers to supervise the project on behalf of the Band or to provide specialized expertise. For instance, they may provide recommendations on the feasibility of building on the site, inspect trusses and other structural components.
Equipment	Articles of non-expendable tangible personal property with a useful life of more than one year and costing \$5000 or more for a single unit. Equipment does not consist of a replacement part or component that returns a piece of equipment to its original condition.
Escalator Clause	A clause in a contract that allows for an increase or a decrease in price of the contract (work) under certain conditions.
Estimate	An assessment of the likely quantitative result. Usually applied to project costs and durations and should always include some indication of accuracy.
Estimate of Completion	(EAC) the expected total cost of an activity, a group of activities, or of the project when the defined scope of work has been completed. Most techniques of forecasting EAC include some adjustment of the original cost estimate based on project performance to date.
Estimate to Complete	(ETC) the expected additional cost needed to complete an activity, a group of activities, or the project. Most techniques for forecasting ETC include some adjustment to the original estimate based on project performance to date.
Evaluation	A systematic method for collecting, analyzing, and using information to answer basic questions about your program. It helps to identify effective and ineffective services, practices, and approaches.
Evaluation Criteria	Standards used to assess proposals for professional services to determine the best proposal for the required services.
Evaluation Plan	A written document describing the overall approach or design you anticipate using to guide your evaluation. It includes what you plan to do, how you plan to do it, who will do it, when it will be done, and why the evaluation is being conducted. The evaluation plan serves as a guide for the evaluation.



GLOSSARY OF TERMS

Evaluation Team	The individuals, such as the outside evaluator, evaluation consultant, program manager, and program staff who participate in planning and conducting the evaluation. Team members assist in developing the evaluation design, developing data collection instruments, collecting data, analyzing data, and writing the report.
Evaluator	An individual trained and experienced in designing and conducting an evaluation that uses tested and accepted research methodologies.
Exception Report	Document that includes only major variations from plan (rather than all variations).
Executing Phase	Ensuring that the plans for a project are carried out according to the project plan.
Exit Data	Information gathered after an individual leaves your program. Exit data are often compared to baseline data. For example, a Head Start program may complete a developmental assessment of children at the end of the program year to measure a child's developmental progress by comparing developmental status at the beginning and end of the program year.
Expression of Interest	The Band advertises to determine the number of qualified contractors interested in bidding. The procedures for this method of tendering then follow the same ones as for public or invitational tenders.
Extramural Funds	Funding for research training or public service programs provided by federal state or private sources outside the Owner.
Facilities and Administrative (F&A) Costs	Also referred to as indirect costs support extramural activities but cannot be directly charged to a specific grant or contract overhead costs or administrative costs.
Fair Competition	Giving all qualified firms or individuals an opportunity to compete for the contract work.
Fast Tracking	Compressing the project schedule by overlapping activities that would normally be done in sequence, such as design and construction.
Feedback	A customer's opinion of their experience with your company and how you could improve.
Final Report	The final technical or financial report required by the sponsor at the end of a project.
Financial Advising	This type of advice involves dealing with arrears advice. This will involve identifying why clients have missed payments and suggesting repayment solutions with them.
Financial Report	A report generated by the Owner's office which is sent to the funding agency to report the actual expenditures on a grant or contract annually and at the end of the project.
Finish Date	A point in time associated with an activity's completion. Usually qualified by one of the following: actual, planned, estimated, scheduled, early, late, baseline, target or current.



GLOSSARY OF TERMS

Fiscal Year	Any 12-month accounting period. The first day of the calendar year is often the beginning of the fiscal year for corporations and foundations. Most external grants are awarded based on the fiscal year of the sponsoring agency.
Fixed Fees	All inclusive, it includes fees, travel, disbursements, overhead and profit
Fixed Per Diem Rates	Also known as “other time rates – with a ceiling price.” The per diems or other time rates should all be specified in the terms of payment. This method is used when scope of work or quantity of work cannot be determined precisely but the contractor is agreeing to a maximum price.
Fixed Price for Fees	This method is used when the amount of work cannot be determined and may be altered as the work progresses. In essence it is a fixed price for fees plus estimated expenses up to a maximum authorized amount.
Fixed Unit Price	A maximum authorization amount based on a fixed cost per unit for an estimated quantity as stated in the proposal documents.
Focus Group	A group of people convened for the purpose of obtaining perceptions or opinions, suggesting ideas, or recommending actions. A focus group is a method of collecting data for evaluation purposes.
Forecasting	Forecasting is the ability to take historical data from something and project what the potential of the future will be like.
Formative Evaluation	A type of process evaluation of new programs or services that focuses on collecting data on program operations so that needed changes or modifications can be made to the program in its early stages. Formative evaluations are used to provide feedback to staff about the program components that are working and those that need to be changed.
Full Proposal	Any proposal submitted by an employee to an outside entity that may lead directly to an award. A full proposal may be an expanded version of a preliminary or preproposal providing a detailed statement of the proposed project.
Funding Criteria	The review criteria associated with the evaluation of a proposal for funding. For federally sponsored programs the criteria are printed in the program guidelines or the Federal Register and often follow a specific point system.
Gantt Chart	A Gantt chart is a graphical depiction of a project schedule. A Gantt chart is a type of bar chart that shows the start and finish dates of several elements of a project that include resources, milestones, tasks and dependencies.
General Conditions	The section of a contract which defines the rights and obligations of each part, such as the Conditions of the Contract between the Chief and Council and the contractor. It is frequently from a standard document.
General Contractor	A general contractor is usually a firm hired through the tendering process which can provide construction management and supervision as well as tradespeople and laborers to build or renovate the house. The general contractor is usually responsible for ordering equipment and materials along with liaising with the Band.



GLOSSARY OF TERMS

Gift	A monetary contribution of general or unrestricted support for broadly defined activities in one or more program areas constitutes a gift. To qualify as a gift funds must meet all the criteria.
Gift in Kind	A non-monetary gift of personal or real property.
Grant	A grant represents a mutual joining of interests on the part of the grantor (sponsoring agency) and grantee institution (First Nation Owner) in the pursuit of common objectives. The relationship of trust imposes upon the grantee institution the responsibility to ensure that the grant funds are used for the purpose for which they were awarded. A grant is distinguished from a contract in that a grant does not constitute the procurement of goods or services by the grantor.
Grant Closeout	The final stage in the lifecycle of a grant or cooperative agreement. During this phase the funding agency ensures that all applicable administrative actions and required work of a discretionary grant or cooperative agreement have been completed by the grant.
Grantee	A grantee is the legal recipient of a grant. When the Owner accepts a grant award on behalf of the individual(s) who submitted it, it becomes the grantee and is legally responsible for following the terms and conditions of the award including all reporting and fiscal requirements.
Grantor	The funding agency or source that has agreed to provide financial support to a grantee in the form of a grant or cooperative agreement.
Grants Officer	The official authorized to take final action on a grant. A First Nation Owner may have a Resource Development Specialist serves as the Owner's Grants Officer.
Guidelines	The document that outlines program goals to be addressed in a proposal and provides specific instructions on what content to include in a proposal the format it should take and the funding criteria.
Health Canada	Health Canada inspects septic fields, sewers, potable waters (wells or creeks) for compliance with federal health regulations. Note: In BC, the BC First Nations Health Authority is responsible for many of these functions.
"Highest Rank" Proposal Method	This method is a ranking system for evaluating bids and proposals by giving relative values to different parts of the bid or proposal and ranking each bid or proposal using those rankings. Generally, the contract is awarded to the bidder who meets all the mandatory requirements and has the highest total score for the package of rated criteria.
Holdback	The term given to an amount from each progress payment that the Band retains until all work has been satisfactorily completed by the contractor.
Homeowner's Insurance	Homeowner's insurance also commonly called "Hazard Insurance" is the type of property insurance that covers private homes. It is an insurance policy that combines various personal insurance protections, which can include losses occurring to one's home, its contents, loss of its use, or other personal possessions of the homeowner, as well as liability insurance for accidents that may happen at home.



GLOSSARY OF TERMS

House Rules	A landlord may, in addition to the obligations set out in a tenancy agreement, establish and enforce a rule concerning the tenant's use, occupancy or maintenance of the rental unit or residential complex or services and facilities if the rule is in writing, is made known to the tenant, and is reasonable in all the circumstances.
Household Income Limits	The Housing Income Limit (HIL) is the total gross income from all persons residing in a dwelling. Total gross income is defined as being the total, before tax, income from all sources, for all persons in a household who are 15 years of age and over.
Housekeeping	Managing the day-to-day operations of a home.
Immediate Outcomes	The changes in program participants, knowledge, attitudes, and behavior that occur early in the course of the program. They may occur at certain program points, or at program completion. For example, acknowledging substance abuse problems is an immediate outcome.
Impact Evaluation	A type of outcome evaluation that focuses on the broad, longer term impacts or results of a program. For example, an impact evaluation could show that a decrease in a community's overall infant mortality rate was the direct result of a program designed to provide early prenatal care.
In Kind Service	Time or services donated to your program.
INAC	An acronym for Indigenous and Northern Affairs Canada. The Band may be eligible for funding through INAC for infrastructure and other housing related projects. INAC provides a number of very useful guides and forms related to tendering and contract administration.
Indemnify or Indemnification	If the contractor causes any damage in the course of carrying out his work, this clause in the contract requires him to compensate the Band for it.
Information Distribution	Making needed information available to project stakeholders in a timely manner.
Informed Consent	A written agreement by program participants to voluntarily participate in an evaluation or study after having been advised of the purpose of the study, the type of information being collected, and how the information will be used.
Initiation Phase	Defining a project and presenting the business case or developing the proposal based on direction from the Chief and Council. This commits the organization to begin planning.
In-Kind Contribution	A non-cash commitment (i.e. time and effort use of facilities etc.) to share the cost of a sponsored project. This type of contribution may require written documentation and be subject to audit.
Instruction to Bidders	Instructions for preparing and submitting a tender which accompanies the invitation to tender.
Instrument	A tool used to collect and organize information. Includes written instruments or measures, such as questionnaires, scales, and tests.



GLOSSARY OF TERMS

Interim Completion Certificate	A progress report issued by the construction manager stating that a certain aspect or phase of the project is complete.
Intermediate Outcomes	Results or outcomes of a program or treatment that may require some time before they are realized. For example, part time employment would be an intermediate outcome of a program designed to assist at risk youth in becoming self-sufficient.
Internal Resources	An agency's or organization's resources including staff skills and experiences and any information you already have available through current program activities.
Intervention	The specific services, activities, or products developed and implemented to change or improve program participants' knowledge, attitudes, behaviors, or awareness.
Invitational Tender	A method of tendering in which the Band selects a number of qualified contractors and invites them to bid on a project.
Items Included or Excluded	On the tender form, notes regarding items that are specifically included or excluded may be shown.
Joint Tenancy	Joint Tenancy is the holding of property by two or more persons in such a manner that, upon the death of one joint owner, the survivor or survivors retain the property. Joint tenancy does not apply to reserves in the Province of Quebec with the exception of Akwesasne Indian Reserve No. 15.
Key Performance Indicator	(KPI) A measurable value that demonstrates how effectively a company is achieving key business objectives.
Key Personnel	All individuals who participate in and are paid from the grant for the time and effort they contribute to the implementation and execution of the project.
Landlord	A landlord is the individual or business that owns the property that is renting the housing unit to tenants/occupants.
Latent Defect	A defect in construction which is not evident at the time the final certificate of completion is signed, but which appears in the constructed building or infrastructure before the end of the warranty period.
Lead Time	Lead time is the amount of time (e.g. days, weeks, months) which must be provided ahead of the date that a facility is required in order to ensure that all the activities required to complete the facility can be accomplished.
Lease	A lease is a legal contract between the housing organization and the tenant, which spells out the contractual obligations of each party. A lease is simply a contract between the lessor (renter) and the lessee (owner or manager). The lease outlines, in legal wording, the terms and conditions of the agreement between the lessor and lessee for rental and use of a specific premise.
Lease or Occupancy Agreement	A lease or occupancy agreement is a contract between the First Nation or housing organization (as landlord) and the tenants. The contract sets out the rights and obligations of the tenant and the landlord.



GLOSSARY OF TERMS

Lenders	Bands may apply to banks for a loan to finance construction or renovation projects. Lenders will require security for the loan which may be provided by CMHC in the form of a Certificate of Insurance or from INAC, in the form of an approved Ministerial Loan Guarantee (MLG). These lenders will also provide specific conditions to the Band and procedures that must be followed.
Letter of Inquiry	A letter of Inquiry is initiated by an applicant to determine if a proposed project is within a private agency's fundable program areas and to request agency policy and program information including application instructions and forms.
Letter of Intent	A letter of intent notifies a funding agency that an application will be submitted in response to their solicitation. The letter may contain general program information unofficial cost estimates and a request for application guidelines instructions and forms.
Letter of Support or Commitment	A letter from a collaborator or other interested party which states their support of the project or lists specific and tangible commitments (i.e. use of facilities donation of time and effort etc.) they are willing to contribute to the project.
Lien Holdback	The builder/contractor can put a lien on your property if they have reason to suspect no completion of payment. This is usually done within 45 days.
List of Tender Documents	Noted in the tender package and describes the items that will form part of the contract documents.
List of Trades and Sub-Trades	In the tender package, the contractor must submit a list of trades or subcontractors that will be used on the project for the owner's approval. If it is not included, the tender is usually disqualified. When a project is large and complex, the Band may decide to allow bidders to submit the list of their sub-trades within 24-hours of the tender submission.
Litigation	Going to court is a very formal means of resolving a dispute. It can be lengthy and expensive. The presence of a lawyer knowledgeable with the construction industry and contract law is extremely desirable as this lawyer sets up the strategy for the court action.
Logic Model	A diagram showing the logic or rationale underlying your particular program. In other words, it is a picture of a program that shows what it is supposed to accomplish. A logic model describes the links between program objectives, program activities, and expected program outcomes.
Loss of Solvency	Solvency is the ability of an entity to pay its debts. Solvency can also be described as the ability of a corporation to meet its long-term fixed expenses and to accomplish long-term expansion and growth. The better a company's solvency, the better it is financially. When a company is insolvent, it means that it can no longer operate and is undergoing bankruptcy.
Maintenance	Specific tasks that are done on a routine basis, usually performed to prolong the life of the home. Good maintenance practices can reduce the need for costly repairs.



GLOSSARY OF TERMS

Maintenance and Repair Communication	The client manager must ensure that clients are aware of what they are responsibilities are and as such should be stated in the renter's agreement or lease agreement. In addition, the client manager should provide this information in a tenants/occupant handbook provided by the housing authority.
Maintenance Tenders and Contracts	Service and regular maintenance contracts normally are awarded for a year at a time.
Major Works Contracts	Contracts for large and complex projects which are typically valued at \$100,000 or more.
Management Information System (MIS)	An information collection and analysis system, usually computerized, that facilitates access to program and participant information. It is usually designed and used for administrative purposes. Many MIS can be adapted to meet evaluation requirements.
Matching Funds	A cash commitment to share the costs of a sponsored project (also see Cost Sharing). Matching funds must be supplied by the grantee as cash or in-kind contributions depending on the grantor's requirements. The grantor may require a specific percent match.
Measurable Terms	Specifying, through clear language, what it is you plan to do and how you plan to do it. Stating time periods for activities, "dosage" or frequency information (such as three 1-hour training sessions), and number of participants helps to make project activities measurable.
Mediation	A process in which the parties agree to have a neutral person assist them to resolve the dispute. Both parties must agree to enter into mediation and should be ready to accept the mediator's recommendations.
Memorandum of Understanding (MOU)	A written agreement between two or more parties which delineates the tasks, jurisdiction and standard operating procedures or other matters which the agency or units are duly authorized and directed to conduct.
Methodology	The way in which you find out information; a methodology describes how something will be (or was) done. The methodology includes the methods, procedures, and techniques used to collect and analyze information.
Milestone	A significant event in the project, usually completion of a major deliverable. A milestone schedule is a summary-level schedule which identifies the major milestones.
Ministerial Loan Guarantee	Collateral from the federal government for a loan to a First Nation. It is security provided to the lender to ensure that, in the case of default by the First Nation on a loan, the lender will not lose any money.
Minor Works Contracts	Contracts for smaller projects that are valued at less than \$100,000.
Monitoring	The process of reviewing a program or activity to determine whether set standards or requirements are being met. Unlike evaluation, monitoring compares a program to an ideal or exact state.



GLOSSARY OF TERMS

Mortgage Agreements	A contract between the lender and the First Nation or the housing organization or both. The agreement specifies the terms and conditions of the loan that CMHC supplies or guarantees to the First Nation to enable it to build or buy housing.
Need	A need is something that is required, such as housing, heat, food, and clothing.
Negotiated Contract	A negotiated contract is directly negotiated with a contractor. Negotiated contracts often are used when a specific contractor or a consortium is the only one available or willing to complete the project or the only one with the skills or experience for the project.
Negotiation	A written and verbal communication process between the Band, the contractor and appointed lawyers to resolve a claim quickly, fairly, reasonably and honestly.
Non-Professional Service	A type of service normally provided by tradespeople. Includes the renting of equipment and property.
Objective	A specific statement that explains how a program goal will be accomplished. For example, an objective of the goal to improve adult literacy could be to provide tutoring to participants on a weekly basis for 6 months. An objective is stated so that changes, in this case, an increase in a specific type of knowledge, can be measured and analyzed. Objectives are written using measurable terms and are time limited.
Occupant	These are clients who are ready to occupy the housing unit.
Offer	On the tender form, the basic tender amount and a brief description of the items are included in the tender price.
Onboarding	The process that your clients go through when they first start the journey.
Other Consultants	Many other consultants may be hired to provide specialized expertise on a project, such as oil or survey experts, environmental specialists, etc.
Other Contractor	A person, firm or corporation employed by or having a separate contract directly or indirectly with the owner for work other than that required by the contract documents.
Outcome	Outcomes are a result of the program, services, or products you provide and refer to changes in knowledge, attitude, or behavior in participants. They are referred to as participant outcomes in this manual.
Outcome Evaluation	Evaluation designed to assess the extent to which a program or intervention affects participants according to specific variables or data elements. These results are expected to be caused by program activities and tested by comparison of results across sample groups in the target population. Also known as impact and summative evaluation.
Outcome Objectives	The changes in knowledge, attitudes, awareness, or behavior that you expect to occur as a result of implementing your program component, service, or activity. Also known as participant outcome objectives.
Outside Evaluator	An evaluator not affiliated with your agency prior to the program evaluation. Also known as a third-party evaluator.



GLOSSARY OF TERMS

Owner	The Owner is a person, firm or corporation identified as such in the Agreement and is referred to throughout the Document. The term Owner means the Owner or his authorized agent or representative as designated in writing, to the Contractor. Owner does not include the Consultant. For First Nation housing programs, on the tender form the Owner is the Band.
Paraphrase	Paraphrase is a restatement of a text or passage, using other words.
Participant Costs	Costs used to pay program participants small stipends and reimbursement of travel costs or other out-of-pocket costs incurred to support attendance at a workshop conference.
Patronize	To behave in an offensively condescending manner toward another person: i.e. a professor who patronizes his students.
Peer Review	A process used by many federal and some private funding agencies where committees of experienced researchers or professionals in the same topical area review score and recommend grant applications for funding to the agency.
Per Diem	Latin term that means daily rate. Many professionals charge a daily, rather than an hourly, rate for their services.
Percent Complete	(PC) and estimate, expressed as a percent, of the amount of work that has been completed on an activity or group of activities.
Performance Bond	A surety bond issued by an insurance company to guarantee satisfactory completion of a project by a contractor.
Performance Reporting	Collecting and disseminating information about project performance to help ensure project progress.
Pilot Test	Preliminary test or study of your program or evaluation activities to try out procedures and make any needed changes or adjustments. For example, an agency may pilot test new data collection instruments that were developed for the evaluation.
Place of The Work	A designated site or location of the project of which the work may be the whole or a part.
Plan Room	An area or room set aside by local construction associations for contractors to use to review construction projects plans and specifications. The contractors do not have to take the plans off site and do not have to pay a tender document review fee.
Planning Phase	Setting objectives, goals and milestones for budgets and time needed.
Policies and Procedures	Policies and procedures are a set of documents that describe an organization's policies for operation of housing and the procedures or how-to's necessary to fulfill the policies.
Policy	A course or principle of action adopted or proposed by a government, party, business, or individual. It should be the policy of the Chief and Council to review and resolve contract disputes in a speedy and fair manner. This is particularly important because prolonged disputes can delay the completion of the work as defined in the contract as well as the payment to the contractor.



GLOSSARY OF TERMS

Portfolio Payments	A payment made to an account in arrears to catch up on amount owing.
Postmortem	Completed in the closing phase, this is a review and evaluation or analysis of project results to determine how successful the project was against the initiation parameters.
Post-Occupancy Review	A post-occupancy review is taking the opportunity to visit clients in their home and discuss concerns or problems.
Preliminary Proposal or Pre-Proposal	A brief outline or narrative of a proposed project sometimes including a preliminary budget for informal review by a sponsor to determine whether a full proposal should be submitted.
Pre-Occupancy Interview	Interviewing new clients prior to moving into a housing unit.
Primary Contact	The person approved to coordinate with the Resource Development Specialist on the development writing and submission of a grant proposal. The Primary Contact serves as the official point of contact on the grant application forms and bears responsibility for implementing the project when funded. In some cases, the Primary Contact will also serve as the Project Director.
Prior Approval	Written approval from an authorized individual at the sponsoring agency evidencing prior consent. For example, some agencies require grantees to obtain prior approval if they plan to transfer more than 10% of the budget to different line items.
Private Foundation	A nongovernmental nonprofit organization with funds and program managed by its own trustees or directors. Private foundations are established to maintain or aid social, educational, religious or other charitable activities serving the common welfare primarily through the making of grants.
Process Evaluation	An evaluation that examines the extent to which a program is operating as intended by assessing ongoing program operations and whether the targeted population is being served. A process evaluation involves collecting data that describes program operations in detail, including the types and levels of services provided, the location of service delivery, staffing; sociodemographic characteristics of participants; the community in which services are provided, and the linkages with collaborating agencies. A process evaluation helps program staff identify needed interventions and/or change program components to improve service delivery.
Procurement Technique	The action or process of acquiring or obtaining material, property, or services at the operational level, for example: purchasing, contracting, and negotiating directly with the source of supply. Some types of procurement techniques related to housing build are public or open tendering, invitational tenders, negotiated tenders, proposal call, turnkey contracts, or construction management method.
Production Phase Aka Performance Phase	Measuring, monitoring and analyzing the work being performed against the parameters set out in the planning phase. Interim reports are generated.



GLOSSARY OF TERMS

Products	Materials, machinery, equipment and fixtures forming the work, not including machinery and equipment used for preparation, fabrication, conveying and erection of the work and normally referred to as construction machinery and equipment.
Professional Services	Services provided by firms/individuals with a high level of ability and knowledge in a professional, scientific, technical or managerial field.
Program Announcement	A generic funding opportunity accompanied by agency approved merit review.
Program Implementation Objectives	What you plan to do in your program, component, or service. For example, providing therapeutic childcare for 15 children, giving them 2 hot meals per day, are referred to as program implementation objectives.
Program Officer	An employee of the grantee agency who oversees applications funded projects and sometimes evaluates or determines funding for proposals. In federal agencies program officers have research and academic backgrounds similar to those of the applicants.
Program or Project	An organized set of services designed to achieve specific outcomes for a specified population that will continue beyond the grant period.
Progress Report	Periodic scheduled reports required by the sponsor summarizing research or project progress to date.
Project Director	In some cases, the Primary Contact will serve as the Project Director when a proposal is funded. In other cases, the sponsoring agency may require a 100% full-time Project Director requiring creation of a new position and recruitment. A newly hired Project Director may assume responsibilities for the grant from the Primary Contact becoming the official point of contact and assuming responsibility for implementing the project.
Project Information	On the tender form, this section typically includes the title, number of units, and the location of the project.
Project Life Cycle	A collection of generally sequential project phases the name and number of which are determined by the control needs of the organization or organizations involved in the project.
Project Management	(PM) the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations of the project.
Project Manager	The Project Manager is the suitably qualified person or firm hired by the building committee or chief and council to manage the project and have the primary responsibility for its successful completion. The site of the project will dictate the qualifications and experience needed by the project manager.
Project Phase	A collection of logically related project activities, usually culminating in the completion of a major deliverable.



GLOSSARY OF TERMS

Project Plan	A formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, to facilitate communications among stakeholders, and to document approved scope, cost and schedule baselines. A project plan may be summary or detailed.
Project Plan Development	Taking the results of other planning processes and putting them into a consistent, coherent document.
Project Plan Execution	Carrying out the project plan by performing the activities included therein.
Project Quality Management	(QM) A subset of project management that includes the processes required to ensure that the project satisfies the needs for which it was undertaken. It consists of quality planning, quality assurance, and quality control.
Project Risk Management	A subset of project management that includes the processes concerned with identifying, analyzing, and responding to project risk. It consists of risk identification, risk qualification, risk response development, and risk response control.
Project Schedule	The planned dates for performing activities and the planned dates for meeting milestones (deliverables).
Project Scope Management	A subset of project management that includes the processes required to ensure that the project includes all of the work required, and only the work that is required to successfully complete the project. It consists of initiation, scope planning, scope definition, scope verification, and scope change control.
Project Team	The Project Team is a team of the key management persons who can deal with specific situations, provide expertise, and in general achieve the project's objectives.
Project Time Management	A subset of project management that includes the processes required to ensure the timely completion of the project. It consists of activity definition, activity sequencing, activity duration estimating, schedule development, and schedule control.
Proponent	A firm or individual that submits a proposal. Also called a bidder.
Proposal	A form or bid or tender, such as an offer to provide services submitted by a firm or individual in response to a request from the Band. The proposal identifies project need, objectives, methodology, qualifications, budget elements and other information to support provision of the services.
Public or Open Tender	A publicly advertised tender call.
Public Tender	A method of tendering in which a public invitation to bid is published in local and regional newspapers, as well as construction trade magazines.
Qualitative Data	Information that is difficult to measure, count, or express in numerical terms. For example, a participant's impression about the fairness of a program rule/requirement is qualitative data.



GLOSSARY OF TERMS

Quality Control	(QC) the process of monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.
Quality Planning	Identifying the quality standards that are relevant to the project and determining how to satisfy them.
Quantitative Data	Information that can be expressed in numerical terms, counted or compared on a scale. For example, improvement in a child's reading level as measured by a reading test.
Reliability	Extent to which a measurement (such as an instrument or a data collection procedure) produces consistent results over repeated observations or administrations of the instrument under the same conditions each time. It is also important that reliability be maintained across data collectors.
Remaining Duration	(RDU) the time needed to complete an activity.
Renewal	A competitively reviewed proposal requesting assistance directly from an awarding agency to carry out a project or program.
Repairs	Work required when a part of the home wears out or breaks, as a result of normal wear and tear.
Request for Applications (RFA)/ Request for Proposals (RFP)	An RFA/RFP contains instructions and information required to complete and submit a grant application.
Request for Proposal	(RFP) a type of bid document used to solicit proposals from prospective sellers of products or services. In some application areas it may have a narrower or more specific meaning.
Reserve	A provision in the project plan to mitigate cost and/or schedule risk. Often used with a modifier (e.g. management reserve, contingency reserve) to provide further detail on what types of risk should be mitigated. The specific meaning of the modified term varies by application.
Residential Tenancies Act	Regulates the rights and responsibilities of all tenants, landlords, and agents involved in renting residential premises. Each province has its own version of this act.
Residential Tenancies Branch	The Residential Tenancies Branch is a provincial agency that administers and is responsible for The Residential Tenancies Act, The Life Leases Act and The Condominium Act in Manitoba. It offers presentations on landlord and tenant issues, to community groups, social service agencies, schools and universities. They also investigate, mediate and make decisions on disputes between landlords and tenants.



GLOSSARY OF TERMS

Resubmission	A request for funding from a sponsor for a proposal that has been previously rejected by the same sponsor. Occasionally sponsors will request that an applicant make certain changes to a proposal and resubmit it. If a proposal has been substantially revised or if the changes have not been made at the request of the sponsor the proposal is considered a new application.
Revised Budget	A revision of the budget for a previously submitted proposal that is submitted to a sponsor at their request. The sponsor will generally suggest areas and categories that should be revised. Revised budget requests usually occur when the sponsor funds a grant application at a level that differs from the original request.
RFP	An acronym for the term Request for Proposal. An RFP is a request to submit a proposal for the required services. It is sent to qualified individuals or firms. The request includes a letter of invitation, statement of work, evaluation criteria, articles of agreement and general conditions.
Sample	A subset of participants selected from the total study population. Samples can be random (selected by chance, such as every 6th individual on a waiting list) or nonrandom (selected purposefully, such as all 2-year-olds in a Head Start program).
Scope	The sum of the products and services to be provided as a project.
Scope of Work	The description of the work to be performed and completed on a grant project. A Scope of Work is required but not submitted with the application for all subawards associated with a grant application.
Security Deposit	A certified cheque in the amount of 10% of the tender price payable to the band council and drawn on a recognized financial institution; or a government guaranteed bond.
Seed Money	A grant used to start a new project which may cover salaries and other operating expenses for the project.
Service Contracts	Service contracts are for ongoing services, such as electricity, plumbing, carpentry, mechanical and heating.
Service Level Agreement (SLA)	A contract between a company and the end user of their product/service that defines the level of service expected by the company.
Site Visit	A visit by funding agency staff to determine adequacy of staff and facilities to determine initial funding to assess progress on a continuing project.
Specifications	The specifications describe the quality of materials. They also describe the methods and standards of work required to complete the project. Drawings and specifications are prepared as complementing documents by the same consultant.
Spending Plan	A plan of how you will spend your money over a set amount of time (also known as a budget).
Sponsor	An external funding source that enters into an agreement with the Owner to support research, instruction, public service or other sponsored activities. Sponsors include private businesses, foundations and other not-for-profit organizations.



GLOSSARY OF TERMS

Sponsored Project	A project supported by an external funding source under a mutually binding agreement that restricts the use of funds to the approved project and stipulates conditions with which the Owner must comply.
Stakeholder	Individuals and organizations who are involved in or may be affected by project activities.
Standardized Instruments	Assessments, inventories, questionnaires, or interviews, that have been tested with a large number of individuals and are designed to be administered to program participants in consistent manner. Results of tests with program participants can be compared to reported results of the tests used with other populations.
Standing Offer Agreement	A contract calls on the supplier to supply goods and services on demand under conditions set in advance at an agreed-upon price and stipulated terms and conditions.
Statement of Work	(SOW) a narrative description of products or services to be supplied under contract.
Statistical Procedures	The set of standards and rules based in statistical theory, by which one can describe and evaluate what has occurred.
Stipulated Sum	A method of payment for services which is also called fixed price or lump sum.
Sub-Award	A mechanism used to provide funding to an institution (subrecipient) collaborating with the lead institution (prime awardee/recipient) in the performance of a funded project. The sub-award is formalized with a sub-award agreement.
Subcontract	A contract between a prime contractor and a subcontractor to furnish supplies or services for the performance of a prime contract.
Subcontractor or Sub-Trade	A Subcontractor is a person, firm, or corporation having direct contact with the Contractor to perform a part or parts of the Work, or to supply products worked to a special design according to the Contract Documents. Sub-contractor does not include one who merely supplies products not so worked. The term Subcontractor is referred to throughout the Contract Documents as if singular in number and masculine in gender.
Submission Window	Designated periods of time during which proposals will be accepted.
Subsidized Housing	Subsidized housing means a rental unit rented to persons or families of low or modest income at reduced rents by reason of funding provided by Canada Mortgage and Housing Corporation in partnership with The First Nation.
Substantial Performance of The Work	A progress report issued by the construction manager or consultant overseeing the work stating that a certain aspect or phase of the project is complete. This is defined in the lien legislation applicable to the Place of the Work. If such legislation is not in force or does not contain such definition, Substantial Performance of the Work shall have been reached when the Work is ready for use or is being used for the purpose intended and is so certified by the consultant.
Summative Evaluation	A type of outcome evaluation that assesses the results and is concerned with a program's overall effectiveness.



GLOSSARY OF TERMS

Suppliers	Suppliers provide the materials and/or equipment needed to carry out the project. Suppliers include such organizations as local building suppliers, manufacturers, ready mix companies, sawmills and equipment rental firms.
Taxes	On the tender form, information regarding which taxes apply or do not apply is noted, and whether they are to be included in the basic tender amount or shown separately.
Technical Staff	Some Bands may have technical staff with construction expertise that may become involved in a project.
Tenancy Agreement	A tenancy agreement is sometimes called a lease. It is an agreement between a landlord (Band or housing authority) and a tenant to rent. Some tenancy agreements are in writing, others are oral. A written tenancy agreement will also show the term of the tenancy. It can be one year, month-to-month or week-to-week.
Tenancy in Common	Tenancy in Common is the holding of property by two or more persons, each of whom has an undivided interest. Upon the death of one of the parties, the interest passes to the heirs through the administration of the estate.
Tenant Relations Officer	The Tenant Relations Liaison is responsible for providing a liaison between the Housing authority/department and its occupants/tenants by supporting occupants/clients from first contact with the housing authority to their move in date and seeing that all rents are paid. The Tenant will liaise that each tenant adheres to the tenancy/lease agreement and dealing with tenant concerns promptly and effectively.
Tenants Insurance	The Owner of the property you're renting from has insurance on the building itself. They may also have coverage for certain items inside your rental unit, such as carpets, light fixtures and appliances. You may need coverage for: Upgrades you have made and paid for yourself; Your personal belongings, Personal liability or Third part liability (injured guest)
Tender	A bid or offer submitted by a contractor in response to an invitation from the Band Council. This is considered to be valid if it meets all the requirements stipulated in the invitation.
Tender Form	A form which accompanies an invitation to tender. Contractors must submit their bids on the form which makes it easier to prepare and review the tenders and award a contract.
Terms of Award	All legal requirements imposed on a grant by the federal government through statutes regulations or terms in the grant award document. Each Notice of Award may include standard and special provisions considered necessary to attain the objectives of the grant or otherwise protect the federal government's interests.



GLOSSARY OF TERMS

The Contract	The contract documents form the Contract. The contract is the undertaking by parties to perform their respective duties, responsibilities and obligations as prescribed in the contract documents and represents the entire agreement between the parties. The contract supersedes all prior negotiations, representations or agreements, either written or oral, including the bidding documents. The contract may be amended only as provided for in the general conditions of the contract.
Time	The Contract Time is the time stipulated in the Contract Documents for Substantial Performance of the Work: -The date of Substantial Performance of the work is the date certified as such by the Consultant -Day means the calendar day -Working Day means days other than Saturday, Sunday and holidays, which are observed by the construction industry in the area of the place of the work.
Timeline	A schematic or description of the goals, benchmarks and activities within a specified time set for reaching completion. Timelines may also include persons responsible and measurable outcomes or products.
Total Performance of The Work	This means when the entire Work, except those items arising from the provisions of the Warranty, has been performed to the requirements of the Contract Document and is so certified by the Consultant.
Tradespeople	People with qualified skill in a specialized trade such as: -Framers, Carpenters, Electricians, Plumbers, Drywallers. These people may be hired directly by the Band if it decides to use the self-build construction method.
Training Grant	Grant funded programs which provide instructional activities for participants.
Transmittal	Formal legal mailing or electronic submission of the proposal to the funding agency.
Turnkey Contract	A turnkey contract delivers a completed project with everything ready for immediate use. It is not used on reserves because of the land-title status problem. A modified turnkey approach may sometimes be used to have a housing project developed in return for a specific fee.
Unallowable Costs	Specific categories of costs that cannot be charged directly or indirectly to federally funded sponsored projects in accordance with federal regulations.
Unrestricted Funds	Moneys with no requirements or restrictions. Grants contracts and cooperative agreements are considered restricted funds. Gifts are considered unrestricted funds.
Unsolicited Proposal	A proposal submitted to a sponsor that is not in response to a RFP RFA or Program Announcement.
Validity	The extent to which a measurement instrument or test accurately measures what it is supposed to measure. For example, a reading test is a valid measure of reading skills but is not a valid measure of total language competency.



GLOSSARY OF TERMS

Variables	Specific characteristics or attributes, such as behaviors, age, or test scores, that are expected to change or vary. For example, the level of adolescent drug use after being exposed to a drug prevention program is one variable that may be examined in an evaluation.
Voluntary Cost Sharing	Cost sharing which is not required by the sponsor or shown on the proposal budget. Voluntary sharing is usually reported as cost sharing and must be documented through time and effort reporting.
Waive	To give up or to relinquish rights or privileges.
Waiver	A document which shows that the Band or whoever signs the waiver has voluntarily given up specific rights or privileges.
Want	A want is something we would like to have, but is not really necessary, such as a new bike, bingo money, etc.
Warranty	Construction contracts can contain a warranty in which the contractor guarantees the quality of work performed for a specific period of time.
Work	The Work means the total compensation and related services required by the Contract Document.
Work Breakdown Structure	A visual representation that breaks down the scope of the project into manageable chunks (See Gantt Chart).
Work Order	A short contract for small projects valued at \$30,000 or less.
Workers Compensation Board (WCB)	A WCB officer will check that the project is in compliance with current regulations.



GLOSSARY OF TERMS

Acronyms

ABDP	Aboriginal Business Development Program
ACRS	Asset Condition Reporting System
AEP	Aboriginal Entrepreneurship Program
AFI	Aboriginal Financial Institutions
AFOA	Aboriginal Financial Officers Association of British Columbia
AIHC	Adult In-Home Care
AL	Assisted Living
BCCI	British Columbia Capacity Initiative
BCF	Building Canada Fund or Block Contribution Funding
BCR	Band Council Resolution
BOABC	Building Officers Association of BC
BOC	Basic Organizational Capacity
BSF	Band Support Funding
CAIS	Capital Asset Inventory System
CCAP	Climate Change Adaptation Program
CCP	Comprehensive Community Planning
CECP	Cultural Education Centre Program
CEDP	Community Economic Development Program
CEOP	Community Economic Opportunity Program
CFMP	Capital and Facilities Maintenance Program
CFS	Child and Family Services
CI	Community Infrastructure
CIRNA	Crown-Indigenous Relations and Northern Affairs Canada
CISS	Comprehensive Instructional Support Service
CMHC	Canadian Mortgage & Housing Corporation
CMO	Capital Management Officer
COPH	Child Out of Parental Home
CORP	Community Opportunities Readiness Program
CPP	Canada Pension Plan
CRT	Circuit Rider Trainers
CRTP	Circuit Rider Training Program
CSMP	Contaminated Sites Management Program
CSSP	Community Support Services Program



GLOSSARY OF TERMS

DCI	Data Collection Instrument
EANCP	ecoEnergy for Aboriginal and Northern Communities Program
EB	Employee Benefits
ECC	Emergency Coordination Center
EIS	Education Information System
EMBC	Emergency Management British Columbia
ERAS	Education Reporting Access System
ESD	Enhanced Service Delivery
ESDC	Employment and Social Development Canada
FCSAP	Federal Contaminated Site Action Plan
FFA	Fiscal Financing Agreement
FN	First Nation
FNCCEC	First Nation Confederacy of Cultural Education Centres
FNCFS	First Nations Child and Family Services
FNCIDA	First Nations Commercial and Industrial Development Act
FNESC	First Nations Education Steering Committee Society
FNESS	First Nations Emergency Services Society
FNFTA	First Nations Financial Transparency Act
FNIF	First Nations Infrastructure Fund
FNIIP	First Nations Infrastructure and Investment Plan
FNIYES	First Nations and Inuit Employment Strategy
FNLMA	First Nations Land Management Act
FNMHF	First Nation Market Housing Fund
FNNBOA	First Nations National Building Officers Association
FNPO	First Nation Political Organization
FNSA	First Nations Schools Association
FNWWAP	First Nations Water & Wastewater Action Plan
FS	Funding Services
FSA	Fire Safety Assessment
FSO	Funding Services Officer
FTE	Full-Time Equivalent
FTP	Flexible Transfer Payment
FVPP	Family Violence Prevention Program
GA	General Assessment
GCIMS	Grants and Contributions Information Management System (formerly FNITP)



GLOSSARY OF TERMS

GEDS	Government Electronic Directory Service
GFR	Gross Funding Requirement
GTF	Gas Tax Fund
H&I	Housing and Infrastructure
HCSEP	High Cost Special Education Program
HQ	Headquarters
IA	Income Assistance
ICMS	Integrated Capital Management System
IEMS	Integrated Environment Management System
IGS	Indian Government Support
IRO	Indigenous Representative Organization
IRS	Indian Registry System
ISC	Indigenous Services Canada
ISSP	Indian Studies Support Program
LAB-RC	Land Management Resource Centre
LEA	Local Education Agreement
LEAF	Lands and Environment Action Fund
LED	Lands and Economic Development
LEDSP	Lands and Economic Development Services Program
LOSS	Level of Service Standard
MCF	Management Control Framework
MCFD	Ministry for Children and Family Development
MLG	Ministerial Loan Guarantee
MOU	Memorandum of Understanding
MPIF	Major Projects and Investment Fund
MTSA	Municipal Type Service Agreement
NAHS	New Approach for Housing Support
NCBR	National Child Benefit Reinvestment
NFR	Net Funding Requirement
NHQ	National Headquarters
NoA	Notice of Admission
NoD	Notice of Discharge
NR	Nominal Roll
NTCF	Notice to Commit Funds
O&M	Operations & Maintenance



GLOSSARY OF TERMS

OGM	Operating Grants Manual
OSFI	Office of the Superintendent of Financial Institutions
OSR	Own Source Revenue
P&ID	Professional & Institutional Development
PAR	Project Approval Request
PAW	Proposal, Application and Workplan
PIFI	Protocol for DISC Funded Infrastructure
PPMB	Persons with Persistent Multiple Barriers
PSAB	Procurement Strategy for Aboriginal Business
PSE	Post-Secondary Education
PSPP	Post-Secondary Partnership Program
PSSR	Post-Secondary Student Registry
PSSSP	Post-Secondary Student Support Program
PTO	Provincial/Territorial Organization
PTP	Policy on Transfer Payments
PWD	Persons with Disabilities
RFP	Request for Proposals
RG	Reporting Guide
RLAP	Regional Land Administration Program
RLEMP	Reserve Land and Environmental Management Program
RRAP	Residential Rehabilitation Assistance Program
SCIS	Secure Certificate of Indian Status Card
SDU	Service Delivery Unit
SMRT	Structural Mitigation Ranking Tool
SOFI	Statements of Financial Information
SOI	Statement of Intent
SPI	Strategic Partnership Initiative
SPRF	School Priority Ranking Framework
SS	Special Students
T&C	Terms & Conditions
TAG	Treaties and Aboriginal Government
TB	Treasury Board
TBS	Treasury Board Secretariat
TC	Tribal Council
TCF	Tribal Council Funding



GLOSSARY OF TERMS

TEFA	Tripartite Education Framework Agreement
TRM	Treaty Related Measures
UCEP	University and College Entrance Program
WOP	Work Opportunity Program