

Appendix 1: Glossary Of Key Terms

Advocacy

Advocacy within a Healthy Communities context usually involves efforts to focus the attention of the public and decision-makers on issues and challenges to health and positive lifestyles and promote positive solutions. Individual advocacy involves helping people oppose and redirect decisions that prevent equitable access to services and participation in decision-making. Systemic advocacy identifies and addresses flaws and biases in public policy, governance structures, and resource allocations that have a detrimental effect on community well-being. Access points for advocacy include the media, politicians, interest groups, coalitions, and members of public boards or commissions.

Assets

Assets are useful or valuable skills, facilities or tools within a community that can lead to positive change.

Asset-Mapping

This is a technique for groups to identify the assets of their community and connect them in order to increase the capacity of the community to meet its needs.

[W]herever there are effective community development efforts, those efforts are based upon an understanding, or a map, of the communities assets, capacities and abilities. For it is clear that even the poorest neighbourhood is a place where individuals and organizations represent resources upon which to rebuild. The key to neighbourhood regeneration, then, is to locate all of the available local assets, to begin connecting them with one another in ways that multiply their power and effectiveness, and to begin harnessing those local institutions that are not yet available for local development purposes.

(McKnight & Kretzmann, 1993)

Capacity

As it is used in health promotion literature, capacity is the participatory leadership, skills, resources, knowledge and tools of individuals in communities and organizations that enables them to address, and have greater control over, conditions and factors that affect health.

To build organizational capacity is to:

- develop a participatory and collaborative process of decision-making, program development, planning and research; and
- develop resources, tools, skills, education, training, knowledge and continual learning.

To build community capacity is to:

- have a participatory process of developing a shared vision, leadership, resources and skills within communities; and
- strengthen linkages/networks and collective processes.

To build individual capacity is to:

- have a process that enables individuals to increase access to the information, skills and networks that support their participation in communities and organizations.

(Macdonald, 2002)

Citizen Engagement

Citizen engagement is active, meaningful involvement of a wide range of community members in the governing structures and other organizations that influence community decision-making. Sherry R. Arnstein (1969) describes a continuum of citizen participation, which moves from non-participation (manipulating or curing people) to tokenism (informing, consultation, placating) to a degree of power (partnership, delegated power, citizen control).

Coalition

A coalition is an organization of individuals, representing diverse organizations, factions or constituencies, who agree to work together in order to achieve a common goal.

Collaboration

Collaboration involves exchanging information, modifying activities, sharing resources and enhancing the capacity of another for mutual benefit and to achieve a common purpose.

Community

Community can be defined either by geographic boundaries, or can be a community of interest e.g. church congregation, sports club, people who have a particular medical condition, etc. In a geographic community people share physical space - they go to the same stores and services, the children play in the same park and go to the same school. The members come into contact with each other because they live nearby, not because they particularly want to be together. In a community the members often have shared values and symbols.

Characteristics of Communities

- a) understanding and acceptance of the importance of each member and his/her capacity to contribute
- b) collective effort - people working together, assuming shared responsibility, utilizing talents
- c) informality - transactions of value take place without money, advertising or hype; there is a hidden order to community groups
- d) learn through stories - story-telling is an ancient method of social analysis - it passes on wisdom, and is also a way of reflecting on individuals and communities abilities to achieve a better life.
- e) incorporate celebration - community members plan parties or social events as part of their activities; the line between work and play is blurred.
- f) to be in community is also being part of the consolation of members and to be part of the sharing of tragedy

(John McKnight 1987)

Community Animation

Community Animation is a method of community development in which the worker serves as a catalyst to bring together people, knowledge, skills and other resource to enable a community coalition or group to bring a community vision to life. Community Animators work with a number of different communities; while remaining accessible on an intermittent basis to provide continuity, they do not provide a continuous service to any one community.

Community Development

In 1948, the United Nations defined community development as "a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community initiative." (quoted in Head, 1979:101)

Common goals of community development programs include:

- empowering the community to identify and solve its problems;
- improving the socio-economic conditions of the community;
- increased community participation;
- increase social integration of isolated groups; and
- identifying and developing local leadership.

Basic values and principles of community development include:

- democratic processes; protection of the rights of the minority;
- capacity-building; focus on strengths;
- acceptance, respect for and sensitivity to diverse viewpoints;
- non-authoritarian, non-hierarchical structures;
- self-help, self-reliance;
- community ownership;
- community participation;
- working with natural networks and developing/extending networks;
- beneficial community services are planned, developed and monitored by community members;
- community involvement in decision-making; and
- promotes social justice and equity.

Determinants of Health

The Population and Public Health Branch of Health Canada has identified the following as "broad determinants of health" that extend beyond the health care system:

- income and social status
 - social support networks
 - education
 - employment and working conditions
 - physical environments
 - social environments
 - biology and genetic endowment
 - personal health practices and coping skills
 - healthy child development
 - health services
 - gender, and
 - culture
- (PPHB Ontario:4)

Diversity

Diversity refers to the variation of characteristics within a population, such as age, gender, ethnicity, sexual orientation, ability, income, education, political ideology, values and beliefs.

Evaluation

In the context of this handbook, evaluation is an assessment of the magnitude, quality, impact, process or outcomes of a project or program.

Health

"Health is the extent to which an individual or group is able, on the one hand, to realize aspirations and satisfy needs; and, on the other hand, to change or cope with the environment. Health is, therefore, seen as a resource for everyday life, not the objective of living; it is a positive concept emphasizing social and personal resources, as well as physical capacities"
(World Health Organization, 1986a).

Health includes a capacity to achieve "full potential through a safe, non-violent environment, adequate income, housing, food and education, and a valued role to play in family, work and the community"

(Health and Primary Health Care Task Force, Haliburton, Kawartha & Pine Ridge District Health Council, March 1993:2).

Health is also a means to achieving "such valued outcomes as participation, opportunity, employment, income, ... well-being ... wealth, sustainability, independence, equity, and social justice"
(Premier's Council on Health, Well-being and Social Justice, 1994:1).

Healthy Community

... "A healthy community is one that is constantly creating and improving those physical and social environments and expanding those community resources which enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential."
(Hancock and Duhl, 1986)

Guiding Principles of Healthy Communities are included in Appendix 2.

Health Promotion

"Health promotion is a process of enabling people to improve their health status by influencing the behaviors and conditions that affect their health" (Francisco and Fawcett, 1993:403). The Ottawa Charter for Health Promotion (World Health Organization 1986b) identifies 5 activities in health promotion:

1. Developing personal skills;
2. Strengthening community action;
3. Creating supportive environments;
4. Building healthy public policy; and
5. Reorienting health services

Healthy Public Policy

Healthy public policies are decisions or actions, which are intended to have a positive impact on peoples' health.

Mobilization

Mobilization is the process of organizing people and resource to create change. It puts ideas into action and brings momentum to a project. It fosters initiative and wide community participation, secures the necessary resources and navigates obstacles and opportunities.

Inclusiveness

The Maritime Centre for Excellence in Women's Health defines social and economic inclusion as

"...both a goal and a process. It welcomes individuals and groups who have been left out into the planning, decision-making and policy-development processes in their community. And it empowers them by offering the opportunities, resources and support they need to participate."
(Maritime Centre for Excellence in Women's Health, 2001)

The Laidlaw Foundation defined social inclusion as:

"the capacity and willingness of our society to keep all groups within reach of what we expect as a society -- the social commitment and investments necessary to ensure that socially and economically vulnerable people are within reach of our common aspirations, common life, and its common wealth."
(Laidlaw Foundation, 2001)

Indicator

An indicator is a measurement that reflects the status of a system (e.g. social, economic or environmental) over time.

Resources

Resources can be tangible (e.g., money, computers, staff, volunteers) or intangible (e.g., motivation, in-kind services, actions).

Sustainable Development

Sustainable Development is development which "meets the needs of the present without compromising the ability of future generations to meet their own needs."

(UN Commission of Environment on Environment and Development, 1987)

The goals of sustainable community development are:

- 1) build communities which are more self supporting and which can sustain and regenerate themselves through economic self-reliance, community control and environmentally sound development.
- 2) build communities which will be worth preserving because they are grounded in the life experiences of people who live in them and in the natural histories of specific regions. This calls for building local culture and meeting the full range of people's needs.

Appendix 2: Additional Information

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Healthy Community Principles

- Health is a state of complete physical, mental and social well-being.
- Social, environmental and economic factors are important determinants of human health and are inter-related.
- People cannot achieve their fullest potential unless they are able to take control of those things which determine their well-being .
- All sectors of the community are inter-related and share their knowledge, expertise and perspectives, working together to create a healthy community.
- The process of developing healthy communities involves:
 - wide community participation
 - broad involvement of all sectors of the community
 - local government commitment.
 - creation of healthy public policies
- Qualities of a healthy community include:
 - clean and safe physical environment
 - peace, equity and social justice
 - adequate access to food, water, shelter, income, safety, work and recreation for all
 - adequate access to health care services
 - opportunities for learning and skill development
 - strong, mutually supportive relationships and networks
 - workplaces that are supportive of individual and family well-being
 - wide participation of residents in decision-making
 - strong local cultural and spiritual heritage
 - diverse and vital economy
 - protection of the natural environment
 - responsible use of resources to ensure long term sustainability

What is the Ontario Healthy Communities Coalition?

For a community to be healthy, the social, environmental and economic determinants of health, such as income, housing, clean environment and social support, need to be sufficient for all residents to have a high quality of life. The Ontario Healthy Communities Coalition works with the diverse communities of Ontario to strengthen their social, environmental and economic well-being. It was established in 1992 by provincial associations, organizations and coalitions that wanted to share their successes, lessons learned and challenges in their efforts to improve the well being of their communities.

The Ontario Healthy Communities Coalition (OHCC) is an incorporated, registered charity, with its central office located in Toronto. The central office co-ordinates the activities of the Coalition and provides training manuals, a web site with resource materials and links to other sites, a tri-annual newsletter, monthly on-line bulletin and an information resource centre. Eight Community Animators are employed throughout the province to consult with community groups and coalitions on a wide range of topics relating to building healthy communities. OHCC receives funding from the Ontario Ministry of Health and Long Term Care, the Ontario Trillium Foundation, Health Canada, Environment Canada, Human Resources Development Canada, other corporate and foundation sources and individual donations.

For more information about OHCC:

please visit our webpage at: www.healthycommunities.on.ca

or call (416) 408-4841 toll free 1-800-766-3418.

Ontario Healthy Communities Coalition Organizational Guiding Principles

The Ontario Healthy Communities Coalition...

- works with communities that are self-defined by bio-region, political boundary or common bond.
- focuses on capacity?building activities that identify and develop the resources and assets of individuals and communities.
- values formal and informal contacts, networking and gatherings as important methods of communicating information and key messages.
- supports and promotes community ownership of development processes, promoting community participation in defining situations, problems, implementing solutions and in monitoring progress and results.
- recognizes and respects existing services and formal and informal networks within communities.
- promotes social justice and equity, inclusive membership and employment policies and supportive practices.
- makes decisions using a democratic process, in which diverse viewpoints are encouraged, accepted and respected.
- strives to ensure inclusive, wide participation of all members in OHCC decision-making.
- actively encourages OHCC members of communities and sectors that are under-represented in OHCC to become involved in OHCC.
- balances centralized and de-centralized features within its organizational model.
- maintains a province-wide presence, striving for equitable access to the services of the organization from all regions of the province.
- uses information derived from theory, research, community activities and evaluation in planning its services, programs and products.
- as a progressive and innovative employer, institutes policies that are supportive of individual and family well-being.

Sample Visioning Workshop

Generally speaking, the visioning process consists of the following steps:

- 1 Initiating the process
- 2 Developing the draft vision
- 3 Refining the vision and designing implementation strategies
- 4 Implementation

This section will outline the steps involved in developing and refining a vision and in designing implementation strategies through two possible approaches for a visioning workshop. The primary difference between the two is that the first one, the Single Scenario Approach, is shorter than and not as intense as the second, and it does not use guided imagery. If your group has the time, however, it is worthwhile to go through the second approach, the Creative Visioning Approach, because it requires

participants to be more creative and imaginative than the first one. As well, the second approach allows for more group work than the first, developing a stronger sense of collaboration and teamwork. Nonetheless, both approaches help a group to draft a vision of its community and to develop strategies that help build this vision.

(a) Single Scenario

Approach

The Single Scenario Approach is a process that allows the group to identify the values it would like to see in its community. Each person lists the characteristics of his/her future community and then shares it with the group. From all the lists the group creates a vision statement which combines common elements from each list.

30 min	Icebreaker
30 min	On a piece of paper describe the following: <ol style="list-style-type: none"> 1. your idea of an ideal, healthy community. 2. the services provided in such a community. 3. the relationships among people, corporations, businesses, etc. 4. what the local economy is like (i.e. types of businesses, industries, organizations)
60 min	Have everyone share their descriptions with the group. Have someone record each participant's main points.
30 min	Create a common list.
15 min	Break
30 min	Create a vision statement that identifies the direction the group would like to see its community take and what the group would like to see its community become.
45 min	Design a community action plan that outlines the goals the community wants to achieve and the strategies it can take to meet these goals.

(b) Creative Visioning

Approach

This workshop takes around 6 hours to complete. You may choose to do the entire workshop in a day although it is recommended to do it over two half days. You may do it over two consecutive half days or one half day one weekend and the next half day the following weekend.

<p>Day 1: Drafting the Vision (Approx. 3 hours)</p>	<p>1. Future</p>
<p>Day 2: Refining the Vision and Designing Implementation Strategies (Approx. 3 hours)</p>	<p>2. Problem Identification 3. Past Successes 4. Identify Measurable Goals 5. Identify Resources to Achieve</p>

Day 1 - Drafting the Vision

30 min Icebreaker and Introduction

- Begin the workshop with a minimum introduction about the context of a healthy community
- Ask each person to introduce her/himself and give an example of something they have personally experienced that they see as important to a healthy community.
- Record several responses on a flipchart.
- From their examples, indicate to everyone that they already know what a healthy community is and that their examples of health do not necessarily have anything to do with the healthcare system as we traditionally know it.

30 min Future Desires - Guided Imagery Session

Through the following set of questions ask the participants to imagine what a healthy community is like. (Note: it is not necessary to ask all of the questions. Select the ones or add others that you feel are most effective.) Speak slowly, giving everyone the chance to travel through the community. Give them time to visualize responses to the questions. Begin by asking to imagine that they're floating, rising away from where they are now, away from the city they are presently in, moving toward a different community in the future. Tell them they are hovering and floating through and around a new community. Now ask them . . .

- how do people get around?
- what's it like to be an old person, a disabled person, a woman, a man, or a child, in this community?
- how do different cultures interact?
- how many people do you see?
- what are they doing?
- what kinds of spaces and buildings do you see?
- how are buildings and spaces arranged?
- who's in charge? who runs the place?
- what's it like in the morning? afternoon? evening?
- what kind of activities are the people engaged in throughout the day?

Now guide everyone back to the present.... Ask everyone to write down the things they saw.

- what words describe your ideal community?
- what are some of the most powerful images?
- what is the quality of life like in the ideal community?
- what specifically improves the quality of life in this envisioned community?

15 min Break

90 min Group work

- Have the group form smaller groups (6-8 people each) and ask each individual to describe one item from his/her list. Remind everyone to discuss their visions in the present tense.
- After about 20 minutes ask each group to take about 30-40 minutes and create a group drawing. The drawing should represent a shared vision. Everyone adds something to the drawing but nothing is erased or scratched out. This is not an art class so stick figures and one dimension are fine; emphasize that no one should feel embarrassed. Also ask each group to avoid using any words.
- Have someone from each group present the drawing to the larger group. (20-30 minutes)

20 min Wrap up

- Ask participants to identify common themes that run through all the pictures.
- Record on flip chart

Day 2: Refining the Vision and Designing Implementation Strategies

15 min Warm up/Icebreaker

Go around the room letting everyone give one word that sums up how they feel at that moment (i.e. some people may be feeling good about yesterday's workshop so they may say "excellent," "motivated," or "eager." Others may be feeling ambivalent or tired and may use words like "confused" or "overwhelmed."). This warm up lets everyone in the room know where everyone is at and how everyone is feeling.

30 min Problem Identification

- This is a brainstorming session that lets the participants identify and storm about current problems in their community. This is a cathartic exercise that lets them express their dissatisfaction with the present.
- Use open-ended questions to enable the community participants to identify health issues that are of particular concern to them. "In your opinion, what would improve the health of your community?" rather than "Which of the issues are important to the health of your community: housing or daycare?"
- Remind the participants, however, that they don't have to make up any problems just to participate. Some people may not find anything to beef about in their community. Let the participants identify things that they like about the community, things that they would want to remain the same in their future community.
- Write down participants' comments verbatim on flipchart.
- Ask the participants to enumerate their concerns.

30 min Past Successes

- Once the participants have enumerated their concerns, ask them to think of examples of what has helped solve problems in the past in their community. Are there any models of success? Even a circumstance that failed in the past can be a model for future success since it often tells us what not to do.
- Record participants' examples on the flipchart.

15 min Break**45 min Identify Measurable Goals**

- This exercise enables participants to examine their visions and identify goals. Ask the group to think about how the ideal state of the community works in practice. What are some of the details of the vision? Suggest to the group that every detail has an implied goal.
- The group may prefer to work in smaller groups of 6-8 and then present their ideas to the larger group.

30 min Identify Resources to Achieve Goals

The last step of the workshop is to identify what resources the participants will need to achieve their goals and what the next steps they should be taking. Let this be a brainstorming session but don't let the participants leave until they've made some concrete plans (i.e. the group plans to meet on a certain day at a certain time to discuss strategic planning). Here are some questions the participants may want to consider while brainstorming:

- how do we keep the momentum going?
- what path should be forged to help us reach our ideal community?
- are there any models within or outside of the community we can follow?
- what obstacles do we need to overcome?
- who can be recruited to help build this vision?

SOME FINAL TIPS FOR SUCCESS

- Try to gain commitment from key players/figures in the community.
- Establish a strong leadership team early on that is willing to share power throughout the process.
- Try to achieve some consensus on what the vision means in concrete, tangible terms.
- Discern how everyone in the community benefits from a shared vision (including industries, businesses, organizations, healthcare facilities, individuals, etc.).
- Maintain a focus and remain motivated.
- Try to gain grassroots and government support (i.e. broad-based support).
- Remember that building a shared vision is a continual process.
- Delegate responsibilities to many people so that a few people don't take everything on themselves and burn-out.
- Remember that personal networking is an effective way of gaining people's trust and of getting them involved.
- Remember that a vision should be flexible; it should adapt to change; it should be fluid; and it should be open to renewal and new contributions by new players.
- Incorporate your vision into a plan; think ahead to the next stages.
- Remember that a vision does not reform or fix the current community and its way of functioning.
- Remember that visions are more than wishful thinking; they motivate, inspire, and excite people and are linked to specific strategies.

Sample Agenda

XYZ Community Group
Monthly Meeting - Friday, June 7, 2002: 7:00 - 9:30 p.m.
Community Hall, 123 First St. Room #1

Agenda

Time	Item	Presented By	Anticipated Outcome	Items Sent Out Ahead of the Meeting
7:00 - 7:15	Call Meeting to Order: <ul style="list-style-type: none"> · Welcome and Introductions · Review Purpose and Ground Rules 	Chair	Members ready to participate	
7:15 - 7:20	Review Agenda (may be revised as needed)	Chair	Agreement	Agenda
7:20 - 7:25	Approve Past Minutes	Secretary	Approval	Minutes
7:25 - 7:35	Business Arising From the Minutes (updates or points of clarification regarding items recorded in the minutes)	Members	Information	
7:35 - 7:45	Treasurer's Report	Treasurer	Approval	Draft Audit Statement
7:45 - 8:15	Items For Special Consideration (special activities, discussions or other non-routine business of the board)	Member		Pertinent information if available
8:15 - 8:30	BREAK			
8:30 - 9:00	Reports (staff, committees, task groups)	Staff or Committee Chairs	Discussion	Written reports if available
9:00 - 9:15	New Business	Members		
9:15 - 9:30	Wrap-Up Meeting: <ul style="list-style-type: none"> · Set date, time and location of next meeting · Reminder of preparation needed · Members give feedback on meeting process; make suggestions for improving next meeting · Meeting Concluded 	Chair		

Sample Meeting Evaluation Form

Ontario Healthy Communities Coalition

Board Meeting Evaluation

Date of Meeting _____

Please rate the following items on a scale from 1-5:

1 = Strongly disagree 2 = Somewhat disagree 3 = No opinion
 4 = Somewhat agree 5 = Strongly agree N/A = not applicable

A. Content

Rating

1. The matters brought before the Board were appropriate.	1	2	3	4	5	N/A
2. Sufficient background information was available to make decisions.	1	2	3	4	5	N/A
3. Information was provided far enough in advance of the meeting.	1	2	3	4	5	N/A
4. The Board meeting was organized effectively.	1	2	3	4	5	N/A
5. The Board agenda was organized effectively.	1	2	3	4	5	N/A

B. Process

6. I had the opportunity to voice my opinion prior to decisions being made.	1	2	3	4	5	N/A
7. Due consideration of available resources and alternative suggestions was given by Board members prior to making decisions.	1	2	3	4	5	N/A
8. Board decisions were made with the best interests of the entire membership in mind.	1	2	3	4	5	N/A
9. Board decisions were well considered and not rushed.	1	2	3	4	5	N/A
10. Board members worked together in a constructive manner	1	2	3	4	5	N/A
11. Conflicts, if any, were resolved in a respectful manner.	1	2	3	4	5	N/A

C. Facilities

12. Hotel accommodations, if required, were satisfactory.	1	2	3	4	5	N/A
13. Food catering was satisfactory.	1	2	3	4	5	N/A
14. Meeting room was satisfactory.	1	2	3	4	5	N/A

D. Comments

Sample Meeting Minutes Form

XYZ Organization
Meeting Minutes

Date of Meeting: _____

Attendance:

--

Business Arising: from the Minutes:

Item	Report

Reports:

Item	Report

Action Items

Item	Task	Person Responsible	Time Frame

Minutes taken by: _____

Parliamentary Procedure

Many groups use a form of parliamentary procedure, usually simplified to a few basic rules. They operate by democratic principles, such as:

- Every member has rights equal to every other member, with justice and courtesy for all
- The will of the majority must be carried out
- The minority must be heard and its rights protected
- Only one topic will be considered at a time

Procedures using this style will generally include:

- Chair calls the meeting to order (minute-taker records the time).
- Quorum is established: This is the number of people required for the decisions of the meeting to be binding on the group. It is up to the group to decide what that number is - most often it is a simple majority; i.e. 50% plus one. Sometimes other factors will be involved; for example, one of the criteria for quorum at an OHCC Board meeting is that members from at least three regions of the province have to be present.
- Reports may be "received", meaning there is no commitment made to any of its recommendation, or "adopted", in which case the group approves of its content and commits to taking appropriate action with respect to its recommendations.
- For items that require a decision, a "motion" is made by a member. This is a clear statement of the proposed action. It must be seconded by a second member to show that there is some support for it. If there is no seconder, no further time is spent on it. If it is seconded the chair asks for discussion. The chair may decide to limit the amount of discussion allowed, and call for a vote to be taken. Any member may also call for a vote, but a two thirds majority of the members have to agree before the vote is then taken. Only one motion can be considered at a time. When a motion is "on the table" no other business can be considered. Motions may be tables, withdrawn or amended.

Sample Terms of Reference

XYZ Group Co-ordinating Committee Terms of Reference

Date: February 14, 2002

Chair: Mary Chang

Reporting Relationship: The Committee will report to the members at the monthly Members' Meetings, or at anytime as requested by 2/3 of the Members. The Committee will present an evaluation of XYZ's activities and results to the Members at every Annual General Meeting.

Purpose:

- 1) To ensure that the activities OF XYZ are co-ordinated in terms of timing, effort, volunteer involvement, and are integrated as needed to avoid duplication
- 2) To ensure that XYZ provides is a welcoming environment for members with diverse backgrounds, so that the membership of XYZ reflecte the full population of the community
- 3) To develop and evaluate policies, procedures and action plans that will further the mission of XYZ and
- 4) To ensure that the finances of XYZ are managed prudently

Authority: The Committee will recommend policies, programs and the budget to the Members. Once approved by the Members, the Committee is authorized to carry out the will of the Members and tp manage the affairs of XYZ as they see fit.

Meeting Schedule: The Committee will meet at least six times per year, with meetings scheduled by the Committee, or as called by 2/3 of the Members. The agenda for each meeting will be set in collaboration with the designated Chair and other committee members.

Composition: Committee members will be members in good standing of XYZ Group. Half of the Committee members will be elected by the members each year at the Annual General Meeting, to serve a two-year term. The Chair will be elected by the Committee. The Past Chair will remain on the Committee as an ex-officio member.

Approval/Review Date: The committee will review the terms of reference of this committee annually.

Sample Budget

XYZ Organization - Budget 2002-2003

	Annual Budget	Project 1	Project 2	Other
REVENUE	Consolidated	Budget	Budget	Budget
ABC Government Grant	40,400	40,400		
DEF Foundation	22,150		22,150	
Fundraising Activities	18,300			18,300
TOTAL REVENUE	80,850	40,400	22,150	18,300
EXPENDITURES				
<i>Personnel</i>				
Salaries	44,782	20,272	13,416	11,093
Employee Benefits	7,992	3,577	2,410	2,004
Fee for Service	4,724	2,250	2,374	100
<i>Subtotal Salaries and Benefits</i>	<i>57,498</i>	<i>26,100</i>	<i>18,200</i>	<i>13,198</i>
<i>Transportation & Communication</i>				
Staff Travel	4,494	675	1,800	2,020
Board of Directors Meetings	1,590	640	750	200
Telephone	2,108	2,058	0	50
Postage	817	484	0	332
<i>Subtotal Transportation & Communication</i>	<i>9,009</i>	<i>3,857</i>	<i>2,550</i>	<i>2,602</i>
<i>Services</i>				
Office Rent	4,538	3,438	620	480
Financial Services	1,230	540	0	690
Printing	2,738	1,838	500	400
Advertising	200	200	0	0
Insurance	327	127	100	100
Professional Development	500	300	0	200
Translation	2,100	1,790	160	150
Equipment & Furnishings	100	100		
<i>Subtotal Services</i>	<i>11,733</i>	<i>8,333</i>	<i>1,380</i>	<i>2,020</i>
<i>Supplies</i>				
Office Supplies	775	655	20	100
Computer Software	1,370	1,370		
Program Materials	166	86	0	80
<i>Subtotal Supplies</i>	<i>2,310</i>	<i>2,110</i>	<i>20</i>	<i>180</i>
<i>Other</i>				
Conferences & Memberships	200			200
Miscellaneous	100			100
<i>Subtotal Other</i>	<i>300</i>	<i>0</i>	<i>0</i>	<i>300</i>
TOTAL EXPENDITURES	80,850	40,400	22,150	18,300
BALANCE	0	0	0	0

Sample Incomes and Expenses Report

XYZ Organization Incomes and Expenses Report for June 30, 2002

	Current Month	Year to Date	Budget YTD	Difference YTD	Budget 2002-2003	Difference 2002-2003
REVENUE						
ABC Government Grant	6,733	9733	10,100	367	40,400	24.1%
DEF Foundation	2,769	4000	5,538	1,538	22,150	18.1%
Fundraising Activities	763	2785	4,575	1,790	18,300	15.2%
TOTAL REVENUE	10,265	16518	20,213	3,695	80,850	20.4%
EXPENDITURES						
<i>Personnel</i>						
Salaries	3,732	8,173	11,196	3,023	44,782	18.3%
Employee Benefits	666	1,698	1,998	300	7,992	21.3%
Fee for Service	394	732	1,181	449	4,724	15.5%
<i>Subtotal Salaries and Benefits</i>	<i>4,792</i>	<i>10,603</i>	<i>14,375</i>	<i>3,771</i>	<i>57,498</i>	<i>18.4%</i>
<i>Transportation & Communication</i>						
Staff Travel	375	809	1,124	315	4,494	18.0%
Board of Directors Meetings	133	342	398	56	1,590	21.5%
Telephone	176	516	527	11	2,108	24.5%
Postage	68	163	204	41	817	20.0%
<i>Subtotal Transportation & Communication</i>	<i>751</i>	<i>1,831</i>	<i>2,252</i>	<i>422</i>	<i>9,009</i>	<i>20.3%</i>
<i>Services</i>						
Office Rent	378	1,259	1,135	-125	4,538	27.8%
Financial Services	103	301	308	6	1,230	24.5%
Printing	228	513	685	171	2,738	18.8%
Advertising	17	30	50	20	200	15.0%
Insurance	0	0	82	82	327	0.0%
Professional Development	0	50	125	75	500	10.0%
Translation	175	415	525	110	2,100	19.8%
Equipment & Furnishings	0	0	25	25	100	0.0%
<i>Subtotal Services</i>	<i>901</i>	<i>2,569</i>	<i>2,933</i>	<i>364</i>	<i>11,733</i>	<i>21.9%</i>
<i>Supplies</i>						
Office Supplies	65	174	194	19	775	22.5%
Computer Software	114	257	343	86	1,370	18.8%
Program Materials	0	33	42	9	166	19.8%
<i>Subtotal Supplies</i>	<i>179</i>	<i>464</i>	<i>578</i>	<i>113</i>	<i>2,310</i>	<i>20.1%</i>
<i>Other</i>						
Conferences & Memberships	0	0	50	50	200	0.0%
Miscellaneous	8	20	25	5	100	20.0%
<i>Subtotal Other</i>	<i>8</i>	<i>20</i>	<i>75</i>	<i>55</i>	<i>300</i>	<i>6.7%</i>
TOTAL EXPENDITURES	6,630	15,487	20,213	4,726	80,850	19.2%
BALANCE	3,635	1,031	0	-1,031	0	0

Sample Balance Sheet

XYZ Organization
Balance Sheet as at June 30, 2002

ASSETS	
Current Assets	
Chequing Account	483
Savings Account	775
Accounts Receivable	250
Prepaid Expenses	0
TOTAL ASSETS	1508
LIABILITIES & EQUITY	
Liabilities	
Accounts Payable	123
GST Payable (50% Rebate)	-48
Total Liabilities	75
Equity	
Reserve Fund	200
Retained Earnings	54
Designated Fund	100
Net income	1031
Total Equity	1385
TOTAL LIABILITIES & EQUITY	1508

Sample Warm-Up Exercise

Four Boxes

Distribute pages set up like this

Name: Favourite Activity:	I would like to learn....
A drawing of how I feel about being here:	I am concerned about...

Process:

- 1 Ask participants to work individually to complete the sheet, no artistic ability is necessary.
- 2 Announce that they will be sharing this information with the group and therefore not to include information they are not prepared for everyone to know.
- 3 Give about 4 minutes to complete. Give a verbal warning when they have one minute left. Have members get into small groups (3 - 5), each person shares his/her information and have the group select one member to summarize the groups' shared information , as s/he will be presenting this to the larger group. This will take approximately 7 - 10 minutes. Again, give a verbal warning when two minutes are left.
- 4 Ask for one group to volunteer to 'start us off' and have that group member present the information, thereby introducing all the members to the larger group.
- 5 Thank each presenter.

Sample Closure Exercise

One Word/Phrase

Process:

1. Within a circle, ask each participant to think about a word or a phrase to describe his/her experience today.
2. Go around the circle and have each person share his or her word or phrase.
3. Respond with only, "thank you" after each member has spoken.

Sample News Release

For Immediate Release

Inspiring Change: Healthy Cities and Communities in Ontario

Toronto, ON (April 3, 1995) - Could your community use a little inspiration? The Ontario Healthy Communities Coalition is releasing a new book - *Inspiring Change: Healthy Cities and Communities in Ontario*.

This book is an illustration of how individuals and communities can rally together to create change. *Inspiring Change: Healthy Cities and Communities in Ontario* contains stories of communities in Ontario that have confronted challenges such as unemployment, hunger, lack of activities for youth, and pollution. The stories, written by staff and members of the Ontario Healthy Communities Coalition, come from diverse community perspectives -- northern, southern, rural and urban Ontario. They celebrate the successes of Healthy Community members, and will inspire others to get involved. All are invited to celebrate with us at our book launch, to be held:

Date: Thursday Dec. 7th, 2000
Time: 10:00 am - 12:00 p.m.
Location: Trent University Bookstore, Peterborough

Susan Hubay and Jacqueline Powell, co-authors of Chapter 8: *"You Can't Start a Revolution on an Empty Stomach: Food Security and Community Mobilization in Peterborough"* will be on hand to answer your questions and personalize your purchases.

Refreshments will be served.

-- 30 --

For more information contact:

Ontario Healthy Communities Coalition
555 Richmond St. West, Suite 505, Toronto, ON M5V 3B1
Phone: 1-800-766-3418; Fax: (416) 408-4843
Email: info@healthycommunities.on.ca
web site: www.healthycommunities.on.ca

Sample Public Service Announcement (PSA)

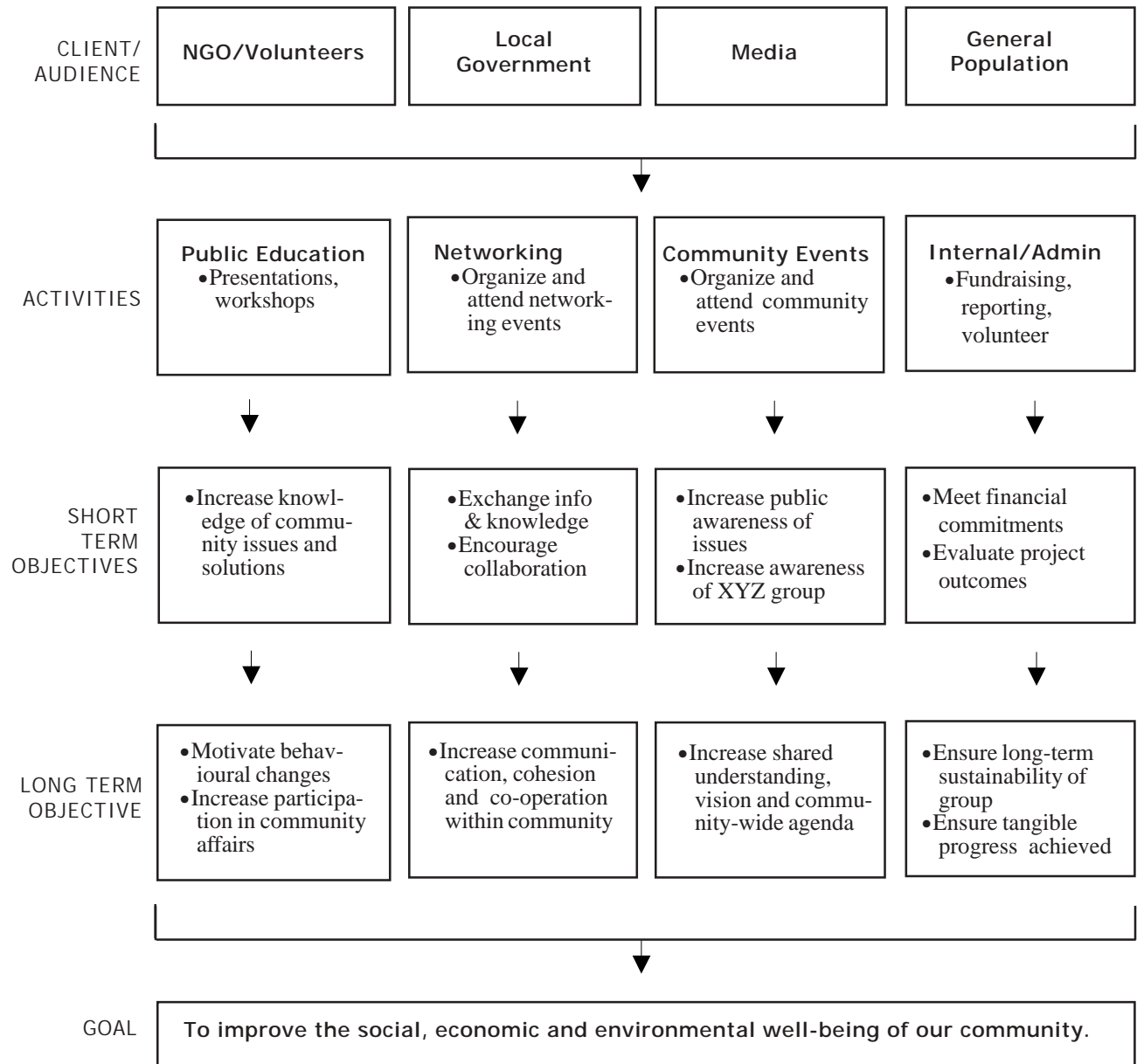
A PSA should be typewritten and double-spaced on letterhead stationary, with the name, address and telephone number of the contact person at the top of the page. Under the heading "Public Service Announcement" give all the necessary details of the event: when and where it will happen, by whom it is sponsored, the objectives of the event, etc. Also include any new brochure or new flyer about your group's campaign. The PSA should be no more than 30 seconds in length, read aloud. Attach a cover letter requesting that the PSA be aired and expressing appreciation for this service, then mail it to the appropriate outlets at least two weeks prior to the announcement date.

Here are some examples of PSAs:

- Registration for Woodsley Community College Fall 2002 Continuing Education term begins Saturday August 7th, 9:00 a.m. - 1:00 p.m. in the cafeteria.
- The Antler River Conservation Authority welcomes everyone to Antler Conservation Area, Sunday August 28, at 2:00 p.m., weather permitting, for an workshop on identifying and processing natural dyes, plus a short woodland hike. Meet at the Resource Centre in the Conservation Area, 6 ½ km. west of Woodsley on Highway 25. Learn the fascinating art of dying cloth with plants and trees growing in our area.
- The Woodsley Heritage Museum of has scheduled a corn roast and family fun type games Sunday, August 8th, 1:00 - 5:00 p.m. In addition to being able to view exhibits relating to the history of Woodsley, visitors will be treated to stories of earlier times told by long-time local residents. The Friends of the Woodsley Heritage Museum will provide planned a corn roast with hot dogs, burgers and other refreshments. Rain or shine. For further information please phone 622-2340.

Sample Summary Project Logic Model

XYZ Healthy Community Group



Note: This is a "mock" summary project logic model - we have provided it only as an illustration of a format that may be useful to help your group ensure there is a logical link between your day-to-day activities and your long term goals and objectives.

FROM THE GROUND UP

Appendix 3: References and Resources

I. GETTING STARTED

The Belmont Vision Project and The National Civic League. *Creating Community Health Visions: A Guide for Local Leaders*. Denver, Colorado.

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APPENDIX 1: GLOSSARY OF KEY TERMS

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