

IV Taking Action

4.1 Working Together

You can either take action, or you can hang back and hope for a miracle. Miracles are great, but they are so unpredictable.
(Peter F. Drucker in Bender, 1999)

There are many different ways that a group might go about creating positive community change. The type of action decided upon will depend on a number of factors, such as the problem or issue that has been identified, the resources available, strength of community and/or political support and the particular interests, passion and energy of the group members. In almost any kind of endeavour, however, finding other groups and organizations with similar interests, that are willing to work with your group, would be strategically advantageous, for a number of reasons:

- The synergy created from working collaboratively will result in greater accomplishments than each group working on its own could ever hope to achieve. If you work separately, it will fragment the efforts and the resources, possibly leading to less accomplishment.
- The level of community awareness will be greater if more people and more groups are involved.
- The sharing of resources and expertise can make daunting tasks more manageable.
- Obstacles faced by one group may not exist or could be easily overcome by another group.
- A coalition or network may be more effective in representing an initiative to a federal, provincial, corporate or other funder or decision-maker than a single organization would be. These broad-based organizational partnerships can be linked to enhance the effectiveness of advocacy initiatives.
- Working together can help ensure efforts and services aren't being duplicated, and that there is an appropriate distribution of resources.

(a) Collaboration

Collaboration is a very general term that simply means to work together. There are many different roles that groups can play in terms of their relationship with one or more other groups with which they are collaborating; such as the following:

- **Convenor:** initiates a public discussion of a community issue.
 - **Catalyst:** acts as a convenor, but is committed to a longer-term strategy and provides initial leadership and credibility.
 - **Conduit:** acts as the "lead" organization in that it manages the necessary contractual and financial obligations that come with receiving grants. It is important that the conduit not be allowed to dominate the initiatives as a result of taking on this role.
 - **Funder:** provides financial resources, and may also be actively involved in the design and evaluation of the project. A clear understanding of the scope and limit of their authority is required.
 - **Technical Assistance Provider:** provides data, technical information, professional opinions or particular skills.
 - **Capacity-BUILDER:** provides resources and skills training to community members to increase their ability to effect change. Capacity-builders aim to increase community power and ownership.
 - **Partner:** shares in risks, responsibility, investment and rewards.
 - **Advocate:** focuses on changing policy or systems.
 - **Community Organizer:** interested in who is "at the table"; i.e., who is involved and who has decision-making power. The community organizer works to maximize community participation and to ensure that those who are traditionally excluded from decision-making are included as full partners in the process.
 - **Facilitator:** assists in community problem-solving process by liaising among various players and being a source of fairness, encouragement.
 - **Evaluator:** provides information about how well the collaborative is performing and whether its objectives are being met.
- (adapted from Himmelman, 1995)

The following Collaboration Framework has been adapted from The Duffy Group, Partners in Planning (1999, p. 6). It compares the purpose, structure and process of different levels of collaboration.

COLLABORATION FRAMEWORK			
Level of Collaboration	Purpose	Structure	Process
Networking	<ul style="list-style-type: none"> · dialogue · common awareness · information flow · create support base 	<ul style="list-style-type: none"> · non-hierarchical · loose, flexible link · roles loosely defined · concern is primary link 	<ul style="list-style-type: none"> · low key leadership · low decision-making · information communication
Alliance	<ul style="list-style-type: none"> · match needs · provide some co-ordination · limits duplicating services · ensures tasks done 	<ul style="list-style-type: none"> · central body of communicators · semi-formal links · roles somewhat defined · links are advisory · develops new resources · joint budget 	<ul style="list-style-type: none"> · facilitative leaders · complex decision-making · some conflict · centralized communication (formal)
Partnership	<ul style="list-style-type: none"> · share resources · co-ordinate activities · address common issues · merge resource base · create something new 	<ul style="list-style-type: none"> · central body of decision-makers · roles defined · links formalized · new resources · joint budget 	<ul style="list-style-type: none"> · autonomous leadership · focus is on issue · group decision-making by task groups · communication frequent and clear
Coalition	<ul style="list-style-type: none"> · share ideas · willing to pull resources from existing systems · develop commitment · minimum three years 	<ul style="list-style-type: none"> · all members involved in decision-making · roles and time defined · links formal · written agreement · new resources · joint budget 	<ul style="list-style-type: none"> · shared leadership · decision-making involves all members · communication is prioritized
Full Collaboration	<ul style="list-style-type: none"> · accomplish shared vision · develop benchmarks · build interdependent system 	<ul style="list-style-type: none"> · consensus used in shared decision-making · roles, time and evaluation formalized · links are formal and written in work assignments 	<ul style="list-style-type: none"> · leadership high · trust level high · productivity high · ideas / decisions equally shared · highly developed, formal communication channels

(b) Partnerships

Empowering Partners

"...share risks, responsibilities, resources and rewards in collaborative efforts. They establish mutually respectful, trusting relationships, take the time to understand each others' motivations and hoped-for accomplishments, and state problems in a manner that provides opportunities for others to share in their solutions."

(Arthur Himmelman, 1995)

The Ontario Prevention Clearinghouse (OPC) produced a tip sheet on "Dynamic Partnerships" in 1997 that provides reflections, references and resources about partnerships. It explains that "partnering with other organizations to support a common goal involves "an interdependence of elements along with increasing complexity that requires less competition and more crossing of boundaries and sectors". (OPC 1997: p.1)

While the vision of a partnership may be very compelling, every day realities may pose considerable challenges and tensions. OPC lists the following difficulties that a potential partnership might face:

- Despite common concerns, each organization may have "its own take" on the problem, with its own set of assumptions and divergent values.
- We may accomplish a greater impact together but the work takes longer and can be more complex.
- While partners benefit from each other's strengths, they also add to their risks and responsibilities.
- It can be difficult to nurture partnerships in times of rapid change.
- Conflict probably is inevitable due to different styles, experience and values.

Their pointers for forming effective partnerships are briefly summarized below.

People: Organizations do not form partnerships, people do - thus individual characteristics will be a factor in whether the partnership is successful or not. Check out the "chemistry" between people and their level of commitment to making the partnership work.

Vision: Create a shared vision and common goal that incorporates all of the partners' perspectives and identifies mutual needs that cannot be met by one organization alone.

Trust: Take some time to explore your common ground. "Trust is built through mutual respect for each partner's experience, knowledge and contribution." (p. 3)

Time: Do not give in to the pressure for speed and action. Getting to know each other in order to develop a solid partnership takes time, as does planning and implementation.

Learning Together: Partnerships involve learning about each other, about the issues or needs that are being addressed, and about how to work together effectively.

Decision-Making: It is crucial that how decisions are made is agreed upon right at the start of the partnership and adhered to throughout its duration. Partners should also agree on a problem resolution process. Agreements regarding the investment of people, time and resources need to be negotiated and clearly understood by all partners.

Leadership: There are many options for leadership; e.g. elect a chair or co-chairs, or establish different roles for different partners. It may be formal or informal. Whatever style of leadership is chosen, it should create "a sense of shared ownership while maintaining focus, assessing progress and direction." (p. 3) Shared leadership can renew energy and increase commitment.

Technology: Electronic communication can enhance and support the work of the partnership by facilitating connections and opportunities for innovation. An assessment of current systems and technical capacities of each of the partner is required before an effective information and communications system can be established.

Flexibility: As circumstances change, one or more partners may not be able to contribute to the extent originally intended, or may not be able to remain involved at all. The remaining partners will have to make adjustments accordingly.

(c) Community Coalitions

As stated previously, almost any community initiative can benefit from involving many different groups and organizations. In a Healthy Community initiative, it is particularly important to draw from the various sectors of the community (e.g., health, social service, media, business, environment, etc.) in order to ensure that all aspects of community well-being are considered. Many issues and problems are complex and require both input and commitment from different sectors if they are to be solved. Also, active involvement by many segments of the community increases the likelihood that significant accomplishments will be achieved.

Establishing a coalition may be an effective way of organizing a diverse group that has agreed to work together. It provides a vehicle not only for sharing information and expertise, but also to coordinate information, communications and, in some cases, financial resources. Not all coalitions are structured or mandated in the same way. Some are created for a specific time period, usually relating to a particular project or event. Others may be formed to tackle long term community development and/or establish and oversee permanent programs and services. Feighery and Rogers describe three main types of coalitions:

Grassroots Coalitions

- form in times of crisis to pressure political decision-makers to act
- are organized by volunteers
- are often political, controversial and short-lived

Professional Coalitions

- may form in time of crisis or as part of a long-term strategy in increase their power and influence
- establish a lead organization that contributes staff and financial resources
- are often plagued by “turf ’ control issues

Community-Based Coalitions

- are broad-based coalitions involving both professionals and volunteers/grassroots leaders
- focus on positive action to improve conditions in community, worksites, schools or other local institutions
- often have a lead agency to seek funding to support the coalition and its activities
- usually have their own funds and staff (may be seconded from a participating agency)

Is a coalition the right structure for your group?

Being a member of a coalition requires a high level of involvement and ownership of the activities and results of the work undertaken in the name of the coalition. Here are a few questions you should ask yourself and others before deciding to establish a coalition. Please note that "the problem" is being used in the questions below in a broad sense that encompasses any change effort or goal. Not all coalitions are formed to address a negative situation; some are concerned with increasing well-being rather than solving problems (see next page).



Is a Coalition Right For You?

	Yes	No
1. Does the problem affect a broad range of people?	_____	_____
2. Is the problem complex, requiring information and expertise from various sectors of the community?	_____	_____
3. Is there a need for broad public awareness or education to accomplish the goal?	_____	_____
4. Is there a gap in existing services or programs such that no existing organization is clearly mandated to take on this work?	_____	_____
5. Are there other organizations that see this problem as a priority?	_____	_____
6. Are there other organizations that are willing to work together to address the problem?	_____	_____
7. Is this problem best addressed through the joint ownership and responsibility of a number of organizations	_____	_____
8. Are the potential members of the coalition willing to relinquish individual control over the activities and outcomes of the coalition and actively engage in a collective process?	_____	_____
9. Are the potential members of the coalition willing to commit to and abide by democratic decision-making procedures	_____	_____
10. Are the organizational goals and policies of the potential members in alignment with those of the coalition?	_____	_____
11. Are there resources that can be shared or obtained to assist with the work?	_____	_____
12. Is there a true commitment to work together and produce results, irrespective of funder requirements for collaboration?	_____	_____
<p><i>If you responded “no” to any of the questions above, you should give careful thought as to whether a coalition is the best organizational structure for your group.</i></p>		

Functions Of A Coalition

Once you have decided to create a coalition, the next step is to identify the various functions that it will carry out. Feighery and Rogers outline three major functions of a coalition:

- 1. Communication:** The Coalition ensures honest and clear communication among its members that will help the group stay focused on its common purpose. It provides members the opportunity to share information not only relating to their common purpose, but about their individual organizations' goals, programs, activities and resources. Effective coalitions develop communication strategies that encourage members to speak out about their concerns and difficulties. They facilitate the development of trusting relationships among members, while acknowledging differences of opinion.
- 2. Co-ordination:** To be effective, a fairly high level of involvement is required by coalition members. Joint activities are undertaken, such as setting goals, planning and synchronizing of individual organizations' activities so they don't conflict with each other. This co-ordination should not result in a loss of autonomy or identity for individual organizations.
- 3. Collaboration:** It is not sufficient that members share information or obtain input and feedback from others about the work of their organization. Members work together on coalition objectives and activities that are carried out in the name of the coalition, rather than of individual member organizations. The coalition does not necessarily have to provide a joint program or service; they may develop a finding proposal, conduct assessment or evaluations, or propose changes to public policy.

Not every member must be involved in all aspects of the work of the coalition, but all should keep informed of activities and participate in major policy, planning and evaluation processes. Also, it may be necessary from time to time for members to distance themselves from the coalition for political reasons, conflicts of interest or concerns about potential liability. If broad community representation is desired, or access to specialized information or expertise is seen as beneficial, some flexibility will be required regarding occasional departures from the coalition when necessary.

Recruiting Coalition Members

Before you plan a recruitment campaign to expand the membership of your coalition, you will have to decide what kind of people you are looking for. Do you need members that:

- have program development skills?
- are experienced in policy development?
- have influence in the community?
- represent various segments of the population (e.g. ethno-racial groups, socio-economic class)?
- are able to raise money?
- have considerable time and energy to put into the coalition?
- have other important talents, connections, knowledge or skills?

Feighery and Rogers suggest that coalition members should have at least one of the following attributes:

- interest in and commitment to the issue
- credibility in the community
- contacts with other potential members or allies
- familiarity and experience with the political system
- material or expertise in program development, promotion, implementation or evaluation
- financial resources or fundraising ability.

You can use the "snowball" method to recruit members. Arrange interviews with people that you are pretty sure will be interested. After explaining the objectives and anticipated benefits of the coalition, and if appropriate, inviting the person or his/her organization to join, ask for the names of other people or organizations that might be interested. Then set up interviews with those people. When issuing the invitation to join the coalition, some caution is advised. Interest in the issue should not be the only criteria for membership. Ensure that there is a clear understanding of the objectives of the coalition and its intended role and activities, and a willingness to commit a reasonable amount of time and effort to the coalition. The image of the coalition and the mix of its members should also be considered.

It may be helpful to have informal or formal agreements with coalition members that set the time frame and conditions of their participation.

Facilitating Coalitions

Facilitating a coalition is similar to facilitating any group process. (see Chapter II: Getting Organized). Many coalitions hire co-ordinators or administrative assistants to ensure effective communication among the members and to the public, attend to the administrative requirements of bookkeeping, minute-taking and arranging for meetings. However, it is important that the staff do not dominate the coalition. The leadership and governance processes of the coalition must be established at an early stage. Policies around the relationship between the staff and the coalition members need to be developed, and evaluations of the progress and process of the coalition undertaken regularly. Feighery and Rogers identify the following barriers to coalition effectiveness:

- threats to the sense of autonomy that member organizations may perceive
- disagreements among the members regarding community needs
- lack of consensus about membership criteria or coalition structure
- inadequate participation of relevant community constituencies (e.g. only the "power elite" agencies are involved)
- disagreements about which coalition members should provide services to clients
- lack of leadership and a clear sense of direction.

The development and maintenance of effective coalitions is an exciting challenge. They have tremendous potential to bring about changes conducive to health in communities, provided that they are built and maintained with sensitivity, flexibility, and an appreciation for the time, care and expertise it takes to create a complex, organizational entity.

(Feighery and Rogers, 1990)



4.2 Making It Happen

The people who get on in this world are the people who get up and look for the circumstances they want, and if they can't find them, make them.
(George Bernard Shaw, quoted in Bender, 1999:10)

Let's assume that you have identified a community issue that you want to address, formed a group, conducted some background research on your community and the issues, set your goals and recruited additional partners. Now it is time for the group to take action!

(a) Action Plans

Depending on the size and complexity of the organization there may be some intermediate steps between formulating strategic directions and establishing concrete action plans. It may be beneficial to identify long-term objectives and look at potential impacts across the organization as a whole, such as the need to change policies, procedures or resource allocations. However, since this handbook is aimed at emerging organizations and coalitions, or grass roots groups that are unlikely to be working within a complex organizational structure, we will go directly to action planning.

In developing your action plans, it is often helpful to organize activities that are related or have a common purpose into project areas. This allows you to communicate your group's activities in an organized and easily-understandable format, which is helpful for not only your own members, but for public relations and fundraising purposes. For example, OHCC groups all of its internet-based services and functions (e.g., website, e-mail bulletin, on-line publications) under the project heading of "E-Strategy Co-ordination".

There are many ways of going about improving the quality of life in your community. Ideally, a community-wide coalition has developed a strategic plan that involves clusters of community groups and organizations working together on various projects simultaneously. However, often a smaller coalition or group will take on a particular challenge. The following section gives a few examples of projects and initiatives that have been undertaken by community groups.

(b) Community Projects and Events

The following is a list of potential community projects and activities, some of which have been undertaken by OHCC members in the past few years:

Objective: To build community capacity

Possible Activities:

- provide training to community members in skills that will help in community organizing, such as communications, planning and running effective meetings
- create or enhance community networks through events, newsletters and identifying common meeting spaces
- identify resources and assets within the community and publicize them
- set up a volunteer matching program; find out who has what skill and interests and match them with those that need assistance
- increase community pride and attachment by compiling and publicizing your community's history
- start a "buy local" campaign to support locally-owned businesses
- start a local currency or barter system
- establish indicators of community well-being through a community consultation; track and review every few years to check on progress towards becoming a healthy community.

Objective: Responding to needs of community members living in poverty

Possible Activities:

- work with your local educational and training agencies to develop community-based employment training programs that incorporate practical experience
- establish a local food bank, clothing exchange and other programs that provide practical help
- work with local emergency care workers to ensure that services are available as needed and that they are well-publicized
- establish a coalition against homelessness to advocate for affordable housing and appropriate services for people that are homeless or at risk of becoming homeless
- identify volunteer opportunities that will provide meaningful work experience and beneficial social contact
- establish a Collective Kitchen (small group purchases ingredients in bulk and cooks several meals together) or a Good Food Box program (surplus produce purchased at discount rate from local farmers, packaged and distributed at a modest cost)

Objective: Working Effectively with your Local Government

Possible Activities:

- establish liaisons with various government advisory bodies
- host meetings with local government representatives and community members
- host all candidates meetings before an election
- prepare fact sheets on community issues for politicians (could be sent out ahead of the "Meet the Candidate" night)
- provided training to community members in how local government bodies operate and how to participate effectively.
- work with local government staff and elected officials to undertake a broad-based community consultation; could involve city-wide focus groups, ward meetings, telephone survey, kitchen table talks, televised Town Hall Meeting, visioning workshops

Objective: Increase community resources to enhance Quality of Life

Possible Activities:

- start a capital fundraising campaign to build a new community centre, recreation complex, library, or other publicly-owned building that would have important benefits to residents
- negotiate with property owners, governments, etc. to establish a hiking or biking trail

Objective: Reduce greenhouse gas emissions to reduce climate change

Possible Activities:

- mobilize and support citizens to take action to become energy-efficient
- develop and publicize demonstration projects; e.g., an energy efficient eco-house
- organize community activities such as walk-to-work days
- establish programs such as home energy audits or energy retrofit programs

(c) Developing Healthy Public Policy

Groups that are concerned about the well-being of their community may want to consider becoming involved in creating or advocating for healthy public policy. It is important that we consider the impact that decisions will have on our health and the health of all of our community members. The Ottawa Charter for Health Promotion calls for "[putting] health on the agenda of policy makers in all sectors and at all levels, directing them to be aware of the health consequences of their decisions and to accept their responsibilities for health". (Ottawa Charter for Health Promotion, World Health Organization: 1998)

The following section will give you a few ideas of how you might start to take action to improve or establish healthy public policy in your community.

The Newfoundland and Labrador Heart Health program have published a guide entitled *Making Public Policy Healthy*, available at www.infonet.st-johns.nf.ca/providers/nhhp (as of June 2002). Written in an easy-to-follow style, it is designed for individuals or groups seeking to either:

- create a policy to benefit the health of community residents, or
- support, oppose or advocate for change in a policy which may have health effects in your community.

In this guide, *public policy* is defined as "a decision embodied in legislation or an action of a Government, a directive made by a Board of Directors of a private company or non-profit organization with authority to make the decision."

Further to this, *healthy public policy* is "a decision or actions intended to have a positive effect on the health of people."

Healthy public policy is designed to enhance health and equity in all policy areas. It creates a supportive environment in which people are able to lead healthy lives. Healthy public policy makes it easier for citizens to make healthy choices.

Policies or decisions are made by politicians and people who hold positions of authority. However, individuals and community groups can influence

public policy. The policy-making process can be either top down (initiated by government) or from the bottom up (initiated by citizens). Both government and citizens are necessary to the creation of healthy public policy. As governments need electoral support, politicians are interested in satisfying citizens' concerns. Conversely, community members need the support of government to have healthy public policies put in place.

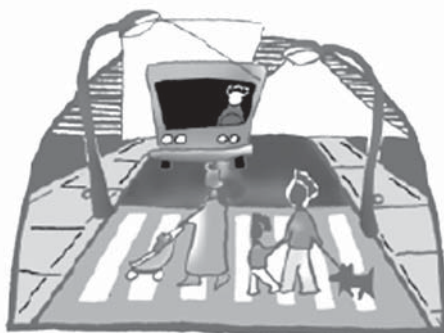
Top Down Policy may originate from government through:

- legislation,
- policy direction (e.g. deficit reduction), or
- policy initiative (e.g., creating a positive business climate).

Bottom Up Policy may originate from:

- the community's organized efforts to create change
- one person (a champion or an initiator) who organizes a working group to advance a cause.

When considering where to start in developing healthy public policy, you should keep in mind the key determinants of health, which have been identified by Health Canada, as shown on the chart on the following page.



Key Determinants of Health – Health Canada

Key Determinants	Underlying Premises
Income and Social Status	Health status improves at each step up the income and social hierarchy. High income determines living conditions such as safe housing and ability to buy sufficient good food. The healthiest populations are those in societies which are prosperous and have an equitable distribution of wealth.
Social Support Networks	Support from families, friends and communities is associated with better health. The importance of effective responses to stress and having the support of family and friends provides a caring and supportive relationship that seems to act as a buffer against health problems
Education	Health status improves with level of education. Education increases opportunities for income and job security, and equips people with a sense of control over life circumstances - key factors that influence health.
Employment/ Working Conditions	Unemployment, underemployment and stressful work are associated with poorer health. People who have more control over their work circumstances and fewer stress related demands of the job are healthier and often live longer than those in more stressful or riskier work and activities.
Social Environments	The values and norms of a society influence in the health and well-being of individuals and populations. In addition, social stability, recognition of diversity, safety, good working relationships, and cohesive communities provide a supportive society that reduces or avoids many potential risks to good health.
Physical Environments	Physical factors in the natural environment (e.g., air, water quality) are key influences on health. Factors in the human-built environment such as housing, workplace safety, community and road design are also important influences.
Personal Health Practices and Coping Skills	Social environments that enable and support healthy choices and lifestyles, as well as people's knowledge, intentions, behaviours and coping skills for dealing with life in healthy ways, are key influences on health.
Healthy Child Development	The effect of prenatal and early childhood experiences on subsequent health, well-being, coping skills and competence is very powerful. Children born in low-income families are more likely than those born to high-income families to have low birth weights, to eat less nutritious food and to have more difficulty in school.
Biology and Genetic Endowment	The basic biology and organic make-up of the human body are a fundamental determinant of health. Genetic endowment provides an inherited predisposition to a wide range of individual responses that affect health status. Although socio-economic and environmental factors are important determinants of overall health, in some circumstances genetic endowment appears to predispose certain individuals to particular diseases or health problems.
Health Services	Health services, particularly those designed to maintain and promote health, to prevent disease, and to restore health and function contribute to population health.
Gender	Gender refers to the array of society-determined roles, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Many health issues are a function of gender-based social status or roles. Measures to address gender inequality and gender bias within and beyond the health system will improve population health.
Culture	Some persons or groups may face additional health risks due to a socio-economic environment, which is largely determined by dominant cultural values that contribute to the perpetuation of conditions such as marginalization, stigmatization, loss or devaluation of language and culture and lack of access to culturally appropriate health care and services.

The chart on the previous page does not indicate the fact that often it is the interaction between factors from different categories of determinants, and their timing across the life cycle, that can be critical to the health of individuals and populations. This is why it is important to adopt a systems approach to the understanding of health and well being and the development of healthy public policy, rather than looking at each area in isolation. (Scottish Council Foundation, 1998)

Given that there are many determinants of health, all government sectors (agriculture, trade, education, industry, transportation, communications etc.) need to take into account health as an essential factor when formulating policy. These sectors should be accountable for the health consequences of their policy decisions and should pay as much attention to health as to economic considerations.

Investing in healthy public policy will raise the health status of all of us, which will in turn raise our overall social and economic productivity and well-being.

Developing your campaign may involve using some of the techniques of commercial marketing, adapted for your purposes. Here is a social marketing adaptation of the traditional marketing components.

Term	Commercial Marketing	Social Marketing
Product	What you sell	The idea, belief or habit your audience must accept, adopt or change to meet its needs and/or aspirations. (e.g. one person can make a significant difference)
Price	How much the customer pays	Costs of modified habits, changed beliefs, time or money that your audience will have to invest, or conversely, the costs of not investing (e.g., impacts of pollution on human health - investing in clean-up costs may save lives and/or medical costs)
Place	Location from which the product is sold	Location from which the message is delivered (e.g., reading a proclamation from the Mayor at the Town Hall)
Promotion	How you attract the customer (usually advertising)	How you deliver your message (e.g., celebrity spokespeople, billboards)
Participation	N/A	A Social Marketing concept: input from your audience in planning, developing and implementing the campaign will increase its effectiveness

(d) Social Marketing Campaigns

In a nutshell, social marketing is the selling of an idea. It's the "creation, execution and control of a program designed to influence social change." (John Shewchuck, OMAF Fact Sheet #92-097), The blue box recycling program is a good example - the number of boxes was not as important as were the benefits of recycling, resulting in a massive change in behaviour.

To successfully market your program and ideas you must understand the direction in which society is moving. Recognizing public attitudes will help you implement a solid social marketing campaign.
(Shewchuck, 1994)

Shewchuk (1994) identifies two key principles for social marketing campaigns:

1. You must understand the attitudes of the society in which your organization exists
2. You must tackle your social marketing campaign in an orderly, step-by-step manner

In terms of understanding public attitudes, it is important to identify current trends in values, beliefs and aspirations. You need to tap into the psyche of the community in order to develop a message that will "hook" them.

Benefits of Social Marketing:

- can lead to relatively rapid behaviour and attitude changes within the population, with beneficial results for individuals, the environment or the community as a whole, depending on the message
- educates about the attitudes, values and needs of community members
- helps to maintain a high level of participation by the broad community
- lets people know what they can do on an individual level to effect positive change; often people agree that something needs to be done about an issue but they are not always aware that their actions may be part of the problem
- publicizes your cause; others with similar goals may get in touch with you and bring with them new networks and opportunities for action.

Social Marketing: 7 Steps

- 1. Issue:** research your issue in detail, identify what behavior you want to change, assess resources and identify trends.
- 2. Audience:** identify your target audience and determine whose behavior do you want to change? If there are sub-groups, it may be necessary to develop a different plan for each one, tailored to their particular characteristics.

- 3. Strategy:** establish realistic goals and objectives; identify the barriers to change: through interviews, surveys, focus groups or other methods; find out what makes it difficult or unattractive for people to make these changes.
- 4. Action Plans:** decide how to reduce the barriers to change; plan ways to make it easier, more accessible, and more attractive to change to the desired behaviour. Identify potential problems, indicators of success and time frames.
- 5. Communications Plan:** decide on core message; develop a detailed plan of the delivery methods, resources required. Pretest your ideas on a small number of people, then modify your plan according to your results.
- 6. Implementation:** work with community leaders to launch the campaign. Review and revise the plan as needed. Publicize both the benefits of change, and also your efforts to make change easier in a way that will draw people to take advantage of your efforts.
- 7. Evaluate:** Complete an honest, detailed assessment report.

(adapted from Shewchuk, 1994 and the Community Toolbox, 2002)



4.3 Finding Resources

Any action plan requires some resources to make it happen. Not only financial resources will be required, human resources (both paid and volunteers), information, facilities, and/or in-kind donations (e.g. office space, photocopying) from other organizations will also need to be obtained. Small informal groups that do not have many expenses may be able to rely on informal contributions from group members. However, if any sizeable project or initiative is to be organized, there will likely be a need to seek additional resources. There are many books and other materials that are available on this topic, some of which are listed in Appendix 3. This handbook will just give a brief orientation to some of the options available to you.

(a) Types Of Funding

Before embarking on a fundraising campaign it is important to define the type of funding that you are looking for. Most funding bodies have strict guidelines concerning the types of funding that they can provide.

Core Funding: This is sometimes referred to as "operating funds" or "central administration", and relates to the costs of running the organization; e.g. rent, office staff and office equipment. Many funders are reluctant to fund core operating costs because it is difficult to evaluate how the benefits of the expenditures. Some organizations include a portion of their operating costs in each of their project budgets, so that the relationship to the activities of the organization is more clearly seen.

Project Funding: A project has a definite start and finish and usually results in a tangible product. Examples of project funding are speaking tours, publishing a resource manual, conducting a community survey, or undertaking research on a specific topic. A project has a clearly defined budget, a specific time frame and can be easily evaluated in terms of whether the objectives were met or not. Many funders will only support projects, so that organizations are continuously re-inventing and re-packaging their activities into project

bundles; this can have negative consequences for building an effective organization.

Capital Project Funding: If the object of your fundraising activities is to build a new facility, such as a community swimming pool or a community arts centre, or a major piece of equipment, such as a Magnetic Resonance Imaging (MRI) machine for the local hospital, it is a capital project. Campaigns for capital projects are risky and highly competitive, and there always has to be consideration of the on-going operation and maintenance costs.

(b) Before You Start Fundraising

Effective fundraising requires a considerable amount of planning and preparation. The following items should be in place before the group begins to get involved in fundraising activities.

Purpose: It is crucial to have a clear statement explaining why your group should be supported. What purposes will be accomplished by the funds that are raised? Why is this important? This will incorporate your vision and mission statements, long range goals and evaluation methods.

Quantifiable Objectives: The long range goals must be broken down into measurable objectives; for example "to increase the diversity of participation in OHCC" can be broken into several concrete, measurable objectives, such as: "Consult with four organizations that work with marginalized communities to identify ways in which OHCC can respond to their needs." or "Provide board and staff training in cultural sensitivity".

Fundraising Policies: The group as a whole must discuss what means of fundraising are acceptable to them. For example, some groups prefer not to approach corporations that are not perceived to have values that are in alignment with their values, most notably those that sell tobacco and alcohol. Others prefer not to engage in fundraising activities that involve gambling, such as bingo.

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Fundraising Activity	Advantages	Disadvantages
Grant proposals to government, corporation and/or foundations	<ul style="list-style-type: none"> · sizeable amount possible · may be able to develop on-going relationship to aid future proposal development 	<ul style="list-style-type: none"> · considerable background work required. · usually need to demonstrate a "track record" · must be able to demonstrate community support · evaluation and reporting requirements can be challenging · high dependency costs; need to satisfy funder
Special Events - small (e.g. bazaar, raffle, BBQ, car wash)	<ul style="list-style-type: none"> · attractive notices and signage can enhance your public profile · large number of members can be involved which promotes participation · fun for participants 	<ul style="list-style-type: none"> · usually don't raise a great deal of money. · often seen as a lot of work for little return
Special Events - large (e.g. concert, banquet)	<ul style="list-style-type: none"> · can make substantial return on investment · can enhance public profile and promote your cause · can be an introduction to potential donors 	<ul style="list-style-type: none"> · enormous amount of work · generally very risky
Bingo	<ul style="list-style-type: none"> · once organized, can be a reliable source of income · usually low risk 	<ul style="list-style-type: none"> · high demands on volunteers · profits have diminished in recent years due to casinos and slots · reporting requirements may be difficult to manage
Super Lotteries	<ul style="list-style-type: none"> · have been lucrative for some organizations in the past 	<ul style="list-style-type: none"> · risky; some organizations have had substantial losses
Donor Campaigns (door-to-door, telemarketing, direct mail)	<ul style="list-style-type: none"> · if your cause is popular with the general public this may yield high returns 	<ul style="list-style-type: none"> · competition is severe · requires professional expertise · may not fit with some groups' values and principles
Membership Fees	<ul style="list-style-type: none"> · increases members' commitment to group. · provides some degree of independence for the group; as these funds can be allocated according to members' wishes · increases communication between group and its members through recruitment campaigns and reports · may be asked to contribute a donation in addition to the fee 	<ul style="list-style-type: none"> · not usually a lucrative source of funds. · requires on-going communication, reporting and management
Fee for Services (e.g. consulting services; products developed for sale)	<ul style="list-style-type: none"> · consumers tend to value services more when they pay at least a portion of the costs · offsets operational costs 	<ul style="list-style-type: none"> · may direct energy and resources away from the group's mission

Fundraising Committee: The fundraising committee will analyze the gap between the cost of the activities to be undertaken and the available resources, research various fundraising strategies and assess which are the most likely to succeed with your particular group. It is always helpful to recruit individuals to the fundraising committee that have some experience or knowledge in this area.

Financial Records: It is critical that the group has the capacity to track its financial transactions and to produce accurate financial reports, not only of its fundraising activities but of the group's financial picture.

(c) Methods Of Fundraising

There are many different ways of raising funds. The chart on the previous page lists some of the advantages and disadvantages of each.

(d) The Fundraising Cycle

Many experienced fundraisers recommend that an overall fundraising framework be developed, cyclical in nature, which consists of elements such as:

1. **Budget:** What do you need money for? How much do you need for what projects or activities? Where do you want to be financially in five years?
2. **Annual Fundraising Strategy:** It is best to have a few diverse strategies for fundraising. Some events may not bring in a great deal of money but will help increase your public profile, which will in turn have a positive impact on other fundraising initiatives. It is also expected that the first time you try a fundraising activity it will not be hugely successful. It takes several tries to learn what you need to know, get the bugs out and develop the necessary public exposure. Creating an event or activity that is repeatable, at least for a few years until everyone gets tired of it, is also one way of securing the maximum return on your investment. An annual calendar will help you to plan your work strategically and efficiently.
3. **Organizational Commitment:** While there may be a subcommittee that takes on the main tasks of fundraising, there needs to be a commitment and support from the group as a whole. The whole group should have input into the activities to be undertaken, approve the annual fundraising calendar and commit to help out in whatever way they are able.
4. **Raising the Money:** Each activity needs to be planned in great detail - volunteers recruited, in-kind donations gathered, seed money obtained, time tables set, communications plans developed and control mechanisms put in place.
5. **Follow Up:** Ensure that all bills are paid, receipts issued and thank you letters are written promptly after each activity. Celebrate your successes and provide recognition to all volunteers and donors that helped make it happen. Ensure bookkeeping is managed carefully and update your donor list. Keep accurate and legible records of procedures, contacts and lessons learned for future reference.
6. **Prepare for Next Cycle:** Evaluate your fundraising plan annually and make improvements wherever possible. Start the planning for the next year as early as possible.
7. **Financial Controls:** While not usually seen as part of a fundraising strategy, it is important for the financial viability of your group that the funds that are raised are spent wisely. They must be accounted for accurately and the group must live within its means. Spending priorities need to be established with financial transactions monitored on an on-going basis.

OHCC has published the handbook *Strategies for Effective Proposal-Writing* which can be downloaded from our website (www.healthycommunities.on.ca) at no charge or ordered from our central office for \$5 + shipping & handling.

(e) In-Kind Donations

There are many sources of financial assistance besides cash. Especially for a group that is just getting started, it may be beneficial to partner, formally or informally, with other organizations. This may lead to arrangements such as your group being able to use their photocopier, fax or mail machine, or perhaps holding your meetings in their meeting room. More formal arrangements may result in an organization incorporating some of your costs into their own; e.g., providing offices space, doing a mailing on your behalf with them paying for the cost of the printing and postage. Perhaps they would be able to provide some administrative support, take messages on your behalf, provide information to the public, or handle registrations for a workshop.

In-kind donations may also take the form of services from other professionals or businesses. Perhaps you know a chartered accountant that will provide accounting advice at no charge, or a printer that will give you a discount, or a computer specialist that will help you set up a computer program. Don't forget to look to your own members as well. There is probably a wealth of talent within your group. Caterers, graphic design artists, communications specialists, business people - find out what skills you have among yourselves and don't be shy about asking for help for a good cause.

Your group may also solicit goods. Perhaps you can find a printer who is willing to donate some paper, or a grocery store that will donate supplies for your community event. When asking for donations be prepared to:

- give a brief but powerful statement of why your activities merit their support;
- state exactly what you want from them
- provide a promotional opportunity for their business; e.g., arrange for their logo to be displayed or appear on a program, publicly thank them for their support at the event;
- take no for an answer - many businesses have strict policies about how they manage their charitable contributions, so find out what they are and if you can fit your group into their system.

It can be very helpful to keep track of in-kind donations. Not only will it aid in planning future activities but it will be very helpful in demonstrating community support for your work. It is very helpful to be able to demonstrate community support for your work by showing the amount and kind of donations received. Funders will look very favourably on this demonstration of community support. In addition some funders will recognize in-kind donations in calculating the community contribution towards matching funding requirements.

(f) Volunteers

Many community groups are made up entirely of volunteers. While the situation is clearly different in organizations that have mostly paid staff with the occasional volunteer, some general principles apply to both. Whether the volunteers are community activists, board members, or people that just want to help out, they need to be treated with respect, provided with opportunities for personal growth and development, not taken advantage of and given frequent recognition for their efforts. Volunteers are more than free labour. They are a vital component of your human resources. Volunteers contribute time, labour, skills, information and experience to the organization and often ask for little, if anything, in return. To effectively recruit, train and retain your volunteers, some resources, tangible or intangible, must be allocated to nurture them. Ideally, both the organization and the volunteer will find the experience rewarding.

There are many potential sources of volunteers. Some of the places or people you might consider when looking for volunteers are:

- **High Schools:** At the time of publishing this manual, students in Ontario were required by the Ministry of Education guidelines to commit 40 hours of volunteer activity in order to obtain their graduation diploma. This mandatory requirement is of value to both the students' future career opportunities and to the operation of local community organizations.

- **Alternative Measures Program:** Young people that have pleaded guilty to minor infractions of the law are sometimes given community service orders in which they provide volunteer services to a non-profit organization. This is a vital component of our restorative justice initiatives, which recognize the social determinants of crime. This opportunity is often a positive experience for both the young person and the organization.
- **Job Seekers:** Many people seek volunteer opportunities that will give them needed work skills and experience. While they are developing their labour market credentials, your community group could be receiving valuable services.
- **Seniors:** An active, aging population and the increase in early retirement have combined to expand the size of the volunteer pool. The organization could benefit greatly from the years of experience of the senior volunteer. Also, the social opportunities afforded by community participation and an active schedule may help some retirees in making the transition to retirement.
- **People with Disabilities:** Some people, while not able to maintain permanent employment, are willing and able to provide volunteer assistance in numerous ways to community organizations.

Components of a successful volunteer program include:

- orientation to the organization: its functions, activities and personnel
- guidelines for appropriate conduct
- clear job description that outlines tasks, duties, responsibilities and expectations
- contact person they can call if they have questions or concerns
- regular supervision
- incorporation of the volunteer's interests and learning goals into the tasks assigned
- regular recognition of volunteers
- individual evaluation of the volunteer's work and suggestions for improvement