Introduction to Community Development – Resources

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Module 01 - Community Development Strategies

Does your community	Yes	No	Undecided
1. Have broad consensus on a vision of a healthy community			
2. Have a community strategic plan in place to achieve that vision?			
3. Provide opportunities for lifelong learning and skill development?			
4. Encourage members to take on leadership roles?			
5. Have a high degree of cooperation and collaboration among its organizations and institutions?			
6. Have a high level of civic pride?			
7. Consider the well-being rural areas surrounding the municipality in their planning?			
8. Ensure all residents are able to meet their basic needs?			
9. Encourage youth to take an active role?			
10. Plan to protect and enhance all forms of capital; natural, financial, physical infrastructure, human and social?			
11. Have a thriving arts community?			
12. Have an effective communications network, including media, public consultations and access to information?			
13. Welcome newcomers?			
14. Invest in economic development and business retention programs to promote a diverse and vital economy?			
15. Treat each other with respect regardless of differences?			
16. Celebrate its accomplishments?			
17. Have Workplaces that are supportive of individual and family well-being?			
18. A high level of safety perceived by its residents?			
19. Work diligently and creatively towards environmental sustainability?			
20. A strong cultural and spiritual life			

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Tool: When to Start a Coalition

If you responded "no" to any of the questions below, a coalition might not be an appropriate structure to accomplish your goals.

Start a Coalition Check sheet	Yes	No
Does the problem affect a broad range of people?		
Is the problem complex, requiring information and expertise from various sectors of the community?		
Is there a need for broad public awareness or education to accomplish the goal?		
Is there a gap in existing services or programs such that no existing organization is clearly mandated to take on this work?		
Are there other organizations that see this problem as a priority?		
Are there other organizations that are willing to work together to address the problem?		
Is this problem best addressed through the joint ownership and responsibility of a number of organizations		
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?		
Are there potential members of the coalition willing to commit to and abide by democratic decision-making procedures?		
Are the organizational goals and policies of the potential members in alignment with those of the coalition?		
Are there resources that can be shared or obtained to assist with the work?		
Is there a true commitment to work together and produce results, irrespective of funder requirements for collaboration?		

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Tool: Collaboration Framework

The following Collaboration Framework [1] compares the purpose, structure and process of different levels of collaboration.

Level	Purpose	Structure	Process
Networking			
	• Dialogue • Common Awareness • Information flow • Create support base • Non-hierarchical • Loose, flexible link • Roles loosely defined • Concern is primary link • Low key leadership • Low decision-making • Information Communication		
Alliance			
	• Match needs • Provide some coordination • Limits duplicating services • Ensures tasks done	• Central body of • communicators • Semiformal links • Roles somewhat defined • Links are advisory • Develops new resources • Joint budget	• Facilitative leaders • Complex decision-making • Some conflict • Centralized • Communication (formal)
Partnership			
	• Share resources • Coordinate activities • Address common issues • Merge resource base • Create something new	• Central body of decision-makers • Roles defined • Links formalized • New resources • Joint budget	• Autonomous leadership • Focus is on issue • Group decision-making by task groups • Communication frequent and clear
Coalition			
	• Share ideas • Willing to pull resources from existing systems • Develop commitment • Minimum three years	• All members involved in decision-making • Roles and time defined • Links formal • Written agreement • New resources • Joint budget	• Shared leadership • Decision-making with all members • Communication is prioritized
Full			

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	- Accomplish shared vision - Develop benchmarks - Build interdependent system - Consensus used in shared decision-making - Roles, time and evaluation formalized - Links are formal and written in work assignments - Leadership high - Trust level high - Productivity high - Ideas / decisions equally shared - Highly developed communication		

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Tool: Tips for Improving Coalition Functioning

The following is a list of strengths and weaknesses that happen at each level of a coalition and tips to help you address them.

	Strengths	Weaknesses	Tips

Individual Members	• members are confident in each others' skills
	• diversity of ideas/perspectives
	• creativity
	• humour
	• openness to feedback, new ideas and criticism
	• willing to give and take re: time/profile/work/ information/expertise
		• personal agendas; people who are in it:
		– to enhance image
		– to gain access to resources
		– to sabotage efforts
		– to push a certain idea
		– make them feel good
		  • Passive aggressive personalities;
		  • different levels of passion –real or perceived
		  • undermine decision-process
		  • personality conflicts
		  • control issues
		  • lack of flexibility
		  • lack of understanding of concepts
		  • tension between professionals and volunteers
			• look at potential coalition members to evaluate suitability; look for commitment towards outcomes and motivation and believe in the objectives of the coalition
			• terms of reference should include
			• process for conflict resolution; use/increase skills in conflict management
			• get to know others on coalition
			• elect chair with good facilitation skills to manage disruptive members
			• provide skills training; orientation to members
			• create a "space" for community volunteers; differentiate role from professional members; provide time on agenda for their input and feedback.

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Group Process	• trust • respect • shared power • shared ownership • teamwork • team "check-ins" • defined roles • understand investments and benefits • mutual care and concern • have fun • wealth of resources within the group' members willing to share resources	• varying expectations • use of jargon, systems that some nonprofessional members do not understand or are not comfortable with • lack of understanding of stages of group development • role confusion • unequal resources of members • lack of respect for others' viewpoints • lack of investment • lack of commitment to take on tasks, to work towards outcomes • lack of accountability • distrust • power imbalances • racism/sexism • resistance to change	• set terms of reference or agreement that defines roles, investments, benefits • take time to build good group process • set "ground rules" for how group members relate to each other • share ideas, life, "check-ins", build in activities that show care and concern • let people offer what they can instead of expecting a certain level of participation • recognize value of coalition regularly/annually through evaluation and celebration of accomplishments • address issues openly; re-identify goal and objectives, members roles; clarify values, principles, ground rules; if insufficient "common ground", evaluate whether the group has what it takes
Leadership	• understanding of leadership and role of facilitator/chair	• negative leadership style (e.g. controlling, not allowing input)	• develop understanding of leadership and role of facilitator/chair • ensure all have input • work to consensus • have annual elections for leadership positions
Decision-Making Process	• everyone has input • work towards consensus	• hasty or inequitable decision-making	• chair has good facilitation skills • actively seek input from all members (silence is not the same as approval) • allow time for discussion; explore reasons for differences of opinion

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Relationship With Member Organizations' Senior Management	•	• direction given by outside manager who doesn't know what goes on inside the coalition • members not being able to make decisions have to take it back to own supervisor/board	• need to obtain "buy-in" from senior management of member organizations • request delegation of authority to staff representative on coalition • members sign agreement that states investment, decision-making process, etc.

Achieving Objectives	• accomplishment creating positive change in community
	• good reputation
	• involvement of target group
	• access to resources
	• community buy-in
	• clear focus/purpose
		• lack of direction
		• different agendas
		• lack of resources
		• lack of follow-up
		• lack of evaluation
			• Lack of direction: develop strategic plan involving target population
			• Different agendas – diffuse and change/increase number of members with similar commitment to group goal
			• Lack of resources:
			  - Go to agency CEO's to request resources
			  - Members identify own resources to see what they can contribution
			  - Review potential membership and their resources
			• Lack of follow-up: find out why may be the person lacks skills/knowledge/ experience: mentor with someone who is learning; if due to forgetting/disorganized, provide check list to follow
			• Lack of Evaluation – create evaluation plan

Recruitment of New Members	• new members join coalition to bring in new ideas, perspectives and resources	• need to find new members due loss of members or to obtain needed skills, experience, access to resources, etc.	• identify potential benefits of membership • plan outreach/ communications strategy • make use of existing members contacts

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Sample : 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	Icebreake
30 min	On a piece of paper describe the following: 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,
60 min	Have everyone share their descriptions with the group. Have someone
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

Sample : Sample Visioning Workshop

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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.

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

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. (2030 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 day-care?"
- Remind the participants, however, that the 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.

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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?

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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

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Module 03 – Getting Organised

Sample Agenda

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: · 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: · 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		

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Some Common Meeting Complaints and Possible Solutions

Complaint	Possible Solutions
Meetings are too long	• set a firm time to end the meeting and stick to it • shorten agenda to essential items • schedule more time than you think necessary for each item to give some flexibility • appoint a time keeper to ensure schedule is respected • put less important items at the end and if necessary table to the next meeting
Too many people speak at once	• chair needs to stop the meeting and ask for one person at time to speak • if a chronic problem, may have to insist that people raise their hands and not speak until r recognized by the chair
Discussion is monopolized by a few	• chair must interrupt if necessary and politely explain that it is time to let someone else speak; if it continues the chair should speak to the person in private and explain that this behaviour is not acceptable
Hidden agendas	• if a hidden agenda is suspected the chair or another respected member of the group should meet with the person in private to discuss concerns; if a conflict of interest is apparent the person should be asked to resign from the group
Poor preparation	• meeting agendas and background materials should go out early enough for members to have a reasonable opportunity to read them; if one or two are chronically unprepared, the chair should inquire as to the reason and assist them to find a solution, or perhaps resign if they are not interested in participating effectively
Discussion goes off on tangents	• chair needs to re-focus the group as needed; re-state the issue to be discussed; ask if anyone has anything else to add about this particular item and if not, announce the next agenda item. If the chair is ineffective, a respected member of the group may suggest the group get back on track.
Important issues not addressed	• while it is the chair's responsibility to set the agenda, most groups allow for members to have input and thus the opportunity to place their issue on the agenda. If this is not the case, a member may raise the issues under the "new business" portion of the agenda and, if supported by others, have it placed on a future agenda.
Talking to "neighbours"	• chair should stop the meeting and focus attention on the "talkers" and ask them to save their side conversations for a break or after the meeting
Lack of commitment or genuine interest by some members	• attempt to find out what they are interested in and see if there is an activity they could become involved in that matches their area of interest. If they are truly not interested they will eventually stop coming.
Lack of skills - interpersonal, leadership and/or meeting facilitators	• if the chair is ineffective, don't embarrass him or her in front of the group, but privately suggest some strategies for improvement and offer your support. • training is an important part of group development; inexpensive training programs are available for non-profit groups from a variety of sources, such as United Way or volunteer centres.
Chronic complainers	• talk to the person privately and try to discover if there is a deeper issue or problem that is the root cause of dissatisfaction. If no solution emerges, convey the negative impact the complaints have on the morale of the group and ask that only constructive suggestions regarding the agenda item being discussed be made at the meetings.
Repetition of opinions, especially when decision already made	• chair needs to firmly remind the person that the decision has been made. Parliamentary procedure requires a 2/3 majority to "re-open the question" i.e. to discuss something that has already been decided.
Inadequate minutes	• the minute-taker may need training or coaching; use a form that only needs to have the details filled in (see Appendix 2 for sample) to make the job easier. If minutes are late getting out, perhaps a reminder is needed. As a last resort, recruit an alternative minute-taker.
"Old guard" not adapting to changing environment	• it is important to be respectful of past achievements, but the focus must be on the future. Reflect on the changes we are experiencing and bring in reliable information to back up your proposals for change. Listen carefully to all expressed opinions, but prepare your own case thoroughly and present it persuasively. Try to accommodate their concerns and interests simultaneously with the new plans.

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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 well considered and not rushed.	1	2	3	4	5	N/A
9. Board members worked together in a constructive manner.	1	2	3	4	5	N/A
10. The Board agenda was organized effectively.	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

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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: _____

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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 any time 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 reflect 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 to 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				
Personnel				
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
Subtotal Salaries and Benefits	*57,498*	*26,100*	*18,200*	*13,198*
Transportation & Communication				
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
Subtotal Transportation & Communication	*9,009*	*3,857*	*2,550*	*2,602*
Services				
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		
Subtotal Services	*11,733*	*8,333*	*1,380*	*2,020*
Supplies				
Office Supplies	775	655	20	100
Computer Software	1,370	1,370		
Program Materials	166	86	0	80
Subtotal Supplies	*2,310*	*2,110*	*20*	*180*
Other				
Conferences & Memberships	200			200
Miscellaneous	100			100
Subtotal Other	*300*	*0*	*0*	*300*
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	Differnce 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						
Personnel						
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%
Subtotal Salaries and Benefits	*4,792*	*10,603*	*14,375*	*3,771*	*57,498*	*18.4%*
Transportation & Communication						
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%
Subtotal Transportation & Communication	*751*	*1,831*	*2,252*	*422*	*9,009*	*20.3%*
Services						
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%
Subtotal Services	*901*	*2,569*	*2,933*	*364*	*11,733*	*21.9%*
Supplies						
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%
Subtotal Supplies	*179*	*464*	*578*	*113*	*2,310*	*20.1%*
Other						
Conferences & Memberships	0	0	50	50	200	0.0%
Miscellaneous	8	20	25	5	100	20.0%
Subtotal Other	*8*	*20*	*75*	*55*	*300*	*6.7%*
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 Aaccount	483
Savings Aaccount	775
Aaccounts Receivable	250
Prepaid Expenses	0
TOTAL ASSETS	**1508**
LIABILITIES & EQUITY	
Liabilities	
Aaccounts 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 Balance Sheet