Contents

Tool: Collaboration check list

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			

Tool: Collaboration check list

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?		

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			

	- 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		

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.

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

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

Tool: Presentation Evaluation Form

Presenter: _____

Date: _____

Topic: _____

Presentation Effectiveness Criteria

To what extent did the presentation represent the following features?	Yes	Needs Work	No	Comments
1. Purpose communicated clearly.				
2. Organized and easy to follow.				
3. Presenter exhibited a good understanding of topic.				
4. Presenter was well-prepared.				
5. Presenter spoke clearly/effectively				
6. Time for presentation used effectively.				
7. Slides enhanced presentation.				
8. Presenter responded effectively to audience questions and comments.				
9. Presentation was done in a way that engaged audience.				

10. What did you like most about the presentation?

11. What areas might you suggest for improvement not listed above?

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:

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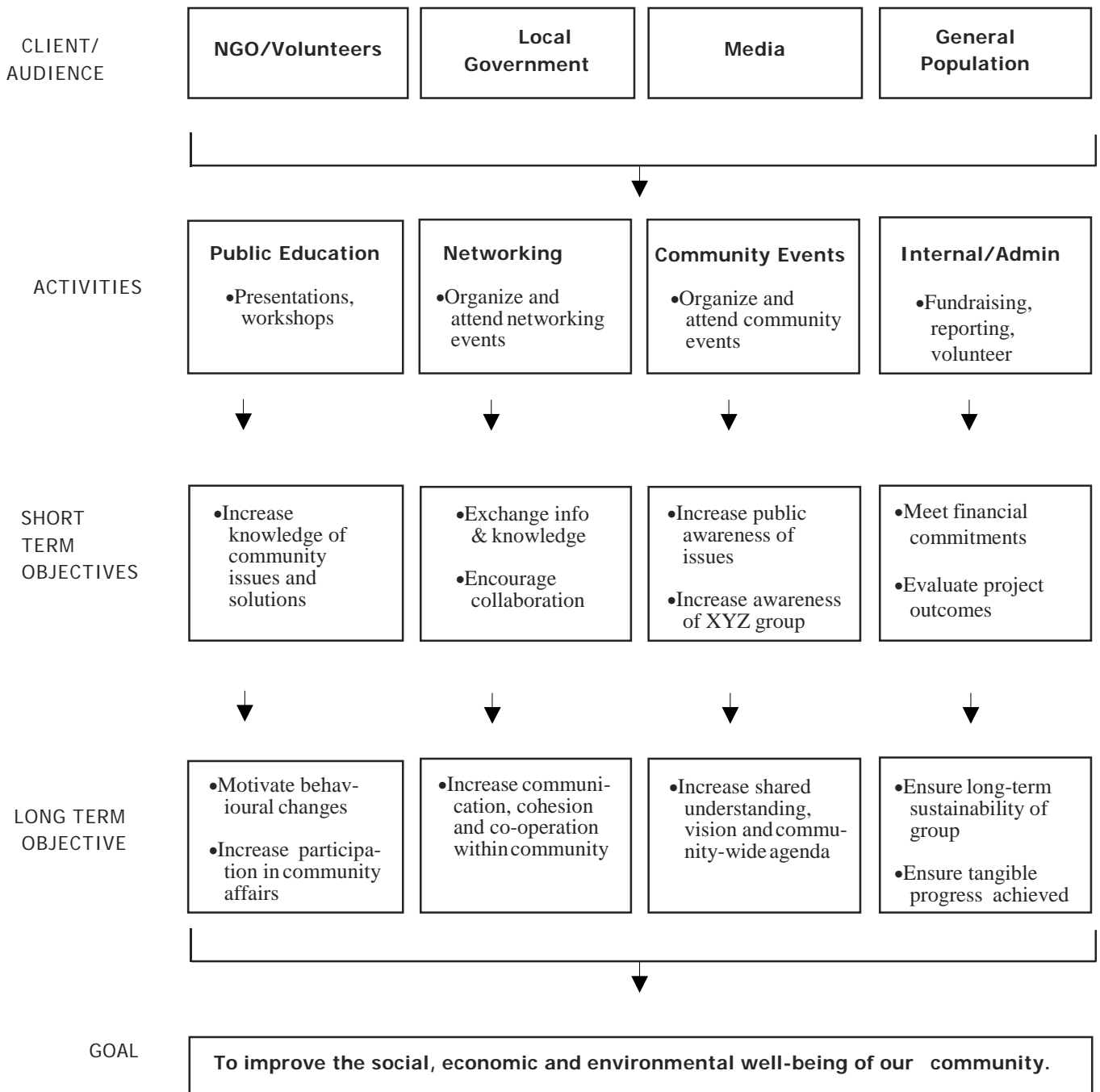
Sample Public Service Announcement (PSA)

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

CLIENT/ AUDIENCE	**NGO/Volunteers**	**Local Government**	**Media**	**General Population**
ACTIVITIES	**Public Education** •Presentations, workshops	**Networking** •Organize and attend networking events	**Community Events** •Organize and attend community events	**Internal/Admin** •Fundraising, reporting, volunteer
SHORT TERM OBJECTIVES	•Increase knowledge of community issues and solutions	•Exchange info & knowledge •Encourage collaboration	•Increase public awareness of issues •Increase awareness of XYZ group	•Meet financial commitments •Evaluate project outcomes
LONG TERM OBJECTIVE	•Motivate behav-ioural changes •Increase participa-tion in community affairs	•Increase communi-cation, cohesion and co-operation within community	•Increase shared understanding, vision and commu-nity-wide agenda	•Ensure long-term sustainability of group •Ensure tangible progress achieved

GOAL	**To improve the social, economic and environmental well-being of our community.**

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.