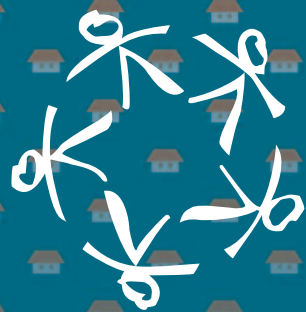


PRACTICAL GUIDE

Building a Healthy Community

to Take Action

IN HEALTH PROMOTION



**MOUVEMENT ACADIEN
DES COMMUNAUTÉS EN SANTÉ
DU NOUVEAU-BRUNSWICK**



PRINCIPAL PARTNERS

The production of this document was made possible thanks to a financial contribution from Health Canada through the *Société Santé en français*, Canadian Partnership Against Cancer and CLASP.



COALITIONS LINKING ACTION & SCIENCE FOR PREVENTION

CANADIAN PARTNERSHIP AGAINST CANCER / PARTENARIAT CANADIEN CONTRE LE CANCER

OTHER PARTNERS



Patrimoine canadien



Agence de santé publique du Canada



Bureau du Québec dans les Provinces atlantiques



Nouveau-Brunswick

NOTICE

The views expressed in this publication do not necessarily reflect the views of Health Canada or the *Société Santé en français*, Canadian Partnership Against Cancer and CLASP.

Practical Guide

to help implement the Healthy Communities-Organizations approach

Nathalie Boivin, Ph.D., author

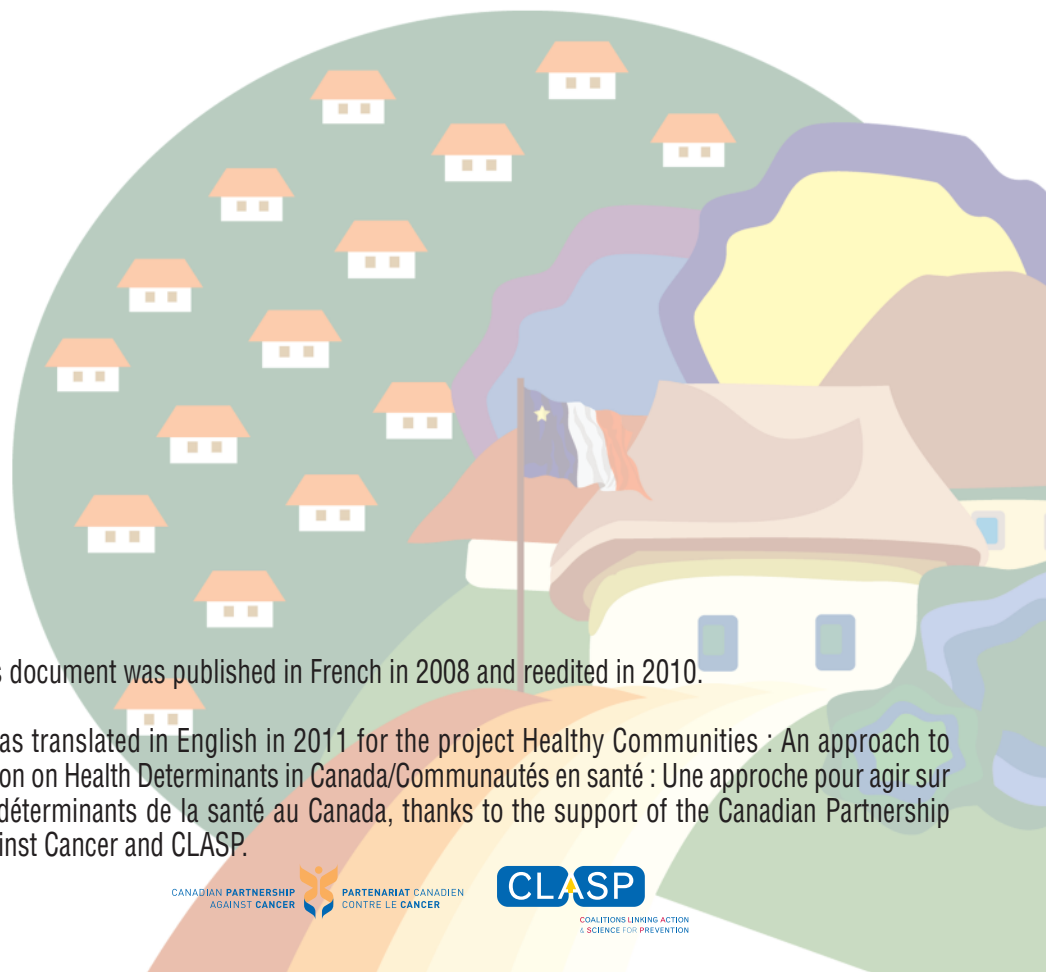
An initiative of the *Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick inc.*, in collaboration with the *Réseau-action Communautaire de la Société Santé et Mieux-être en français du Nouveau-Brunswick*.

MOUVEMENT ACADIEN
DES COMMUNAUTÉS EN SANTÉ
DU NOUVEAU-BRUNSWICK



Réseau-action
Communautaire

de la
Société Santé et Mieux-être en français
du Nouveau-Brunswick



This document was published in French in 2008 and reedited in 2010.

It was translated in English in 2011 for the project Healthy Communities : An approach to Action on Health Determinants in Canada/Communautés en santé : Une approche pour agir sur les déterminants de la santé au Canada, thanks to the support of the Canadian Partnership Against Cancer and CLASP.

CANADIAN PARTNERSHIP AGAINST CANCER / PARTENARIAT CANADIEN CONTRE LE CANCER



COALITIONS LINKING ACTION & SCIENCE FOR PREVENTION

Foreword

The Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick (MACS-NB) is delighted to offer you the practical guide “Building a Healthy Community to Take Action in Health Promotion.” This tool has been developed to assist individuals and interested groups in implementing the Healthy Communities-Organizations approach.

Due to great demand shown for this guide on the part of the francophone population of N.B., of Québec as well of many francophone communities all over Canada and many international francophone groups, MACS-NB decided to publish a second edition of this guide. MACS-NB wishes to thank these groups and is proud to participate in the development of Healthy Cities, Communities and Organisations in the greater francophone environment. This document was translated in English in 2011 for the project Healthy Communities : An approach to Action on Health Determinants in Canada/Communautés en santé : Une approche pour agir sur les déterminants de la santé au Canada, thanks to the support of the Canadian Partnership Against Cancer and CLASP.

MACS-NB is a non-profit organization. It is a community action network that promotes the healthy communities concept. This concept supports the

empowerment of communities and the local population through a collective approach to wellness.

The potential of this approach has been explored since 1996 in the New Brunswick Acadian community. Since then, an increasing number of communities, organizations and individual participants have committed themselves to the process of improving the quality of life in their surroundings.



Over the years, MACS-NB has received many requests for a guide that would explain the Healthy Communities-Organizations approach and how it can unfold.

A grant from Health Canada, received through the *Société Santé en français*, made it possible to complete this practical guide. It adds to the series of Health Promotion tools provided by MACS-NB in collaboration with the *Réseau-action Communautaire de la Société Santé et Mieux-être en français du Nouveau Brunswick (SSMEFNB)*.

The purpose of this guide is first to assist cities, communities and organizations wishing to set up their own

Healthy Community-Organization process. MACS-NB is confident that the guide will also inspire active Healthy Communities and Organizations to continue their actions towards wellness.

A consultation process was carried out by MACS-NB to ensure that the guide meets the expectations and needs of the majority of people. First, the consultation brought together individual members of organizations and various communities. Some had extensive experience in launching a Healthy Community committee, while others had very little or none at all. This first step resulted in the collection of a considerable amount of data. Secondly, partners were surveyed at the *Réseau québécois de Villes et de Villages en santé (RQVVS)*. During these two consultation stages, some research was done at the same time, identifying materials describing the elements needed to start or support a Healthy Community or Organization process.

We would like to thank our main partner, Health Canada, and all of those who generously participated in the consultation process. Both MACS-NB and the author hope that the result is fully satisfactory and allows you to continue your work toward wellness.

Table of Contents

FOREWORD	3
BASIC CONCEPTS.....	5
• Health	5
• Health promotion.....	7
• Development of the Healthy Cities movement	8
• Healthy Communities and Organizations in New Brunswick.....	10
• What does it take to be a Healthy City?	11
• What does a Healthy Community or Organization look like?.....	12
• Where can health initiatives be intergrated?	12
• Why get involved in this journey?	13
BUILDING A HEALTHY COMMUNITY.....	15
• Introduction.....	15
• Step 1: Drafting or sketching a portrait that resembles us	17
• Step 2: Finding the rallying idea.....	24
• Step 3: Planning and getting into action	32
• Step 4: Maintaining the momentum.....	39
• Step 5: Evaluating.....	48
CONCLUSION	54
APPENDICES.....	56
REFERENCES	65

ACKNOWLEDGEMENTS

The team from the *Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick* (MACS-NB) would like to warmly thank:

- Nathalie Boivin, researcher and author of this document;
- The individuals and participants consulted;
- Its Healthy Communities and Organizations members and associated group members ;
- Members of the RQVVS team;
- Health Canada and the *Société Santé en français*, for their financial support; *Collectivité ingénieuse de la Péninsule acadienne* (CIPA), creator of the online animated or virtual publication of the francophone guide;
- René Gionet, graphic artist
- Paula Robichaud and Terry Kearney, proofreaders;
- All partners, supporters and colleagues of MACS-NB and Healthy Communities and Organizations.

For further information, contact: *Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick Inc.* (MACS-NB), 220 Boulevard St-Pierre West, Room 215, Caraquet, New Brunswick, E1W 1A5.

Telephone: 506-727-5667
Fax: 506-727-0899

This document is available on the following websites:
www.macsnb.ca
www.villagesante.ca.

It is forbidden to use the content of this document for financial gains. However, anyone wishing to work in Healthpromotion within their community can draw from it and reproduce it in whole or in part, provided that the source is mentioned.

BASIC CONCEPTS

Recently, a group of Quebec researchers discovered that the Canadians who say they are the happiest live in New Brunswick. Health was identified as one of the essential factors for this happiness (*Côté Communication Conseil 2007*). This clearly reflects the considerable importance attached to health.

HEALTH

We all have our own definition of what health is, means and what makes us more or less healthy. In the past, people said that being healthy meant not being sick. Now, people agree that health is more than that. In 1947, the World Health Organization (WHO) defined health as a state of complete physical, mental and social well-being. This new definition of health has made its way into Canada.

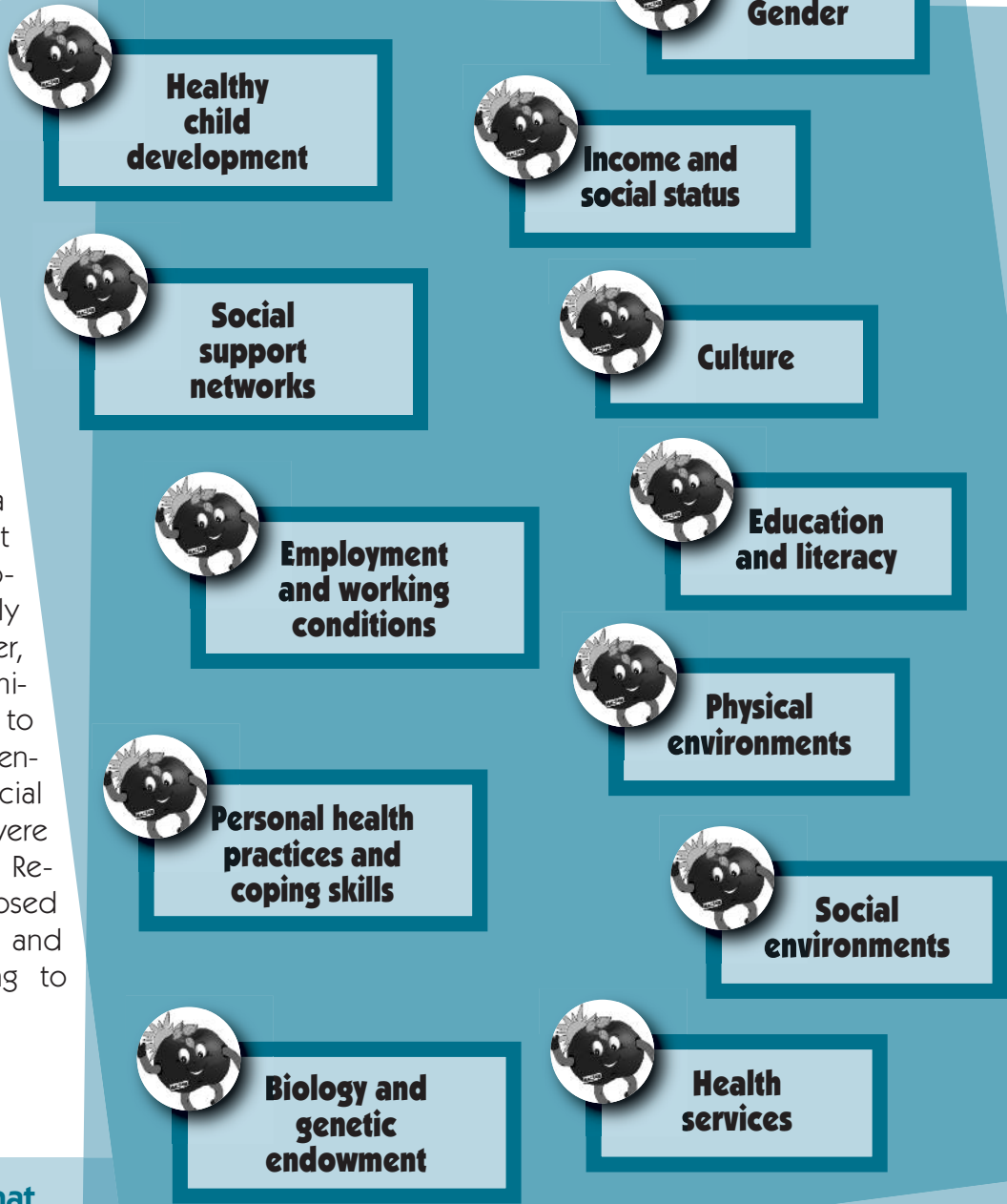
In 1974, the Minister of Health and Welfare at the time, the Honourable Marc Lalonde, tabled a report in which he declared that health services are no longer sufficient to improve the health of the population. Three other factors also contribute: human biology, the environment and lifestyle (Lalonde, 1974).

In 1986, WHO reviewed and broadened its definition of health. Health was then, considered to be a resource for everyday life, making it possible to fulfill our ambitions, satisfy our needs, evolve with our community or adapt to it. That same year, the first international conference on health promotion was held in Ottawa. A major observation was made: health does not depend on the individual alone, but also on the context in which individuals develop (school, home, work, community), which must all be involved in order to create environments where the easiest choices are the healthiest.



What is your definition of health?

While the idea took root to create environments in which people can easily make the choices that help them stay healthy, the Canadian Institute for Advanced Research (CIFAR) identified a group of factors that have a determining effect on health (see Appendix C). Initially nine (9) in number, the health determinants increased to twelve (12) when gender, culture and social environment were added to the list. Recently, WHO proposed including mental and spiritual well-being to the list.



And you, what are the factors that affect your everyday health?

What are the factors that affect the health of the people in your community or in your organization?

Can you make connections between your answers and the group of health determinants presented in the appendix C?

People agree that several factors are responsible for health and that each individual whether the person is a man, a woman, a child, a leader, a health professional or a social worker, has a part to play.

HEALTH PROMOTION

On the way to wellness...

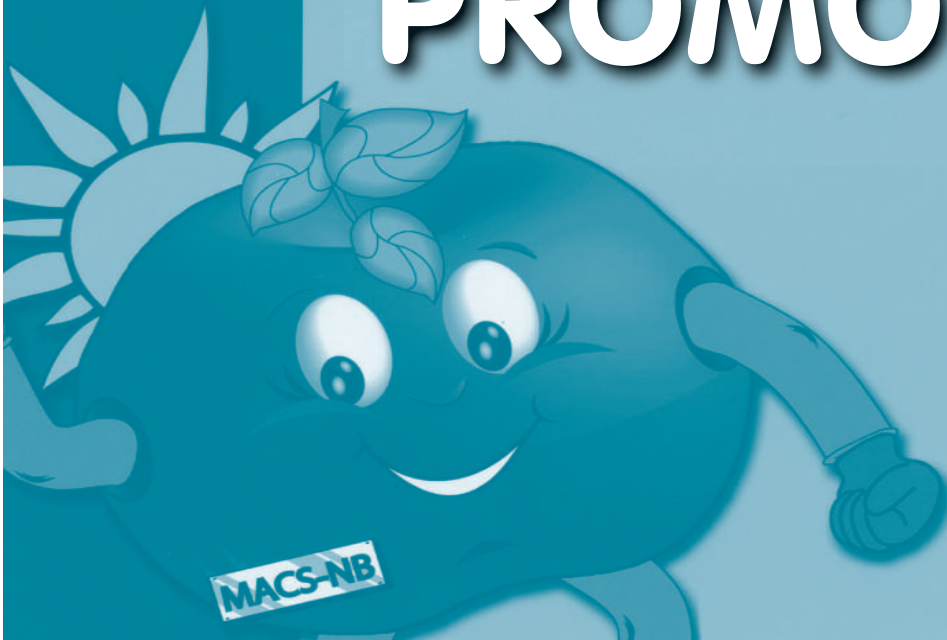
In 1974, Minister Lalonde used the words “health promotion” to designate a mass education strategy (providing information on health to the general public). Health promotion in this sense is a way to improve the health of individuals by providing them with information and support to change the health practices they have chosen. This leads to changes in the type of services offered, the healthcare workers who offer the services and the responsibilities of each person. The individual is singled out as the main person responsible for his or her state of health or sickness. (Blaming the victim)

In 1986, WHO proposed a definition of health promotion. Health promotion is defined as the process of enabling people to increase control over, and to improve their health (WHO 1986). This definition suggests that the work to improve health is a journey. The whole population must be targeted and not just the individual. We are all capable and all play a part in our state of health.

Healthcare workers embarked on this new way of doing health promotion. They realized that improving health is more than a question of adopting personal health practices. The environments in which people live have an impact on the options open to

them. Home, school, workplace and communities are environments that have an impact on people’s state of health. It is therefore necessary to help people realize that they have a say and a part to play in creating the living conditions that sustain their health. Many were pleased with these new methods of working with people that consisted of making them active participants and empowering them to take their place.

HEALTH PROMOTION



DEVELOPMENT OF THE HEALTHY CITIES MOVEMENT



Len Duhl

Trevor Hancock, a Canadian, and Len Duhl, from the University of California in Berkeley, are two individuals that believed in these new methods of working with people. In 1984, they began working in Ontario to help people create healthy environments or communities.



Trevor Hancock

Their slogan, “Think globally, act locally!” led people to understand that each small action they do individually (such as planting a tree) has a repercussion on their neighbourhood or their region (purifying the air, beautifying the environment).

- **If you were to put this slogan into action in your community, what local actions would you undertake?**
- **How would it affect people’s health around you?**
- **Is your community or organization alive?**
- **What makes it breathe?**
- **What makes it grow?**
- **Do you like the way your community or organization is changing?**

Trevor Hancock and Len Duhl consider a community or a town to be a living organism that breathes, grows and changes constantly. A Healthy Community or City becomes a place in which people help each other and where each individual can reach his or her full potential. Each person has a part to play to improve everyone’s health.

According to Hancock and Duhl, building a Healthy Community or City must be supported by health professionals and municipal decision makers. In fact, many health improvements are the result of efforts made by local individuals and leaders. Think of the emergence of sewer systems, public transportation systems or even the laws banning smoking in public areas...

“Think globally,
act locally!”

As Dr. Jessie Parfitt from the Province of British Columbia Ministry of Health once stated “Many would be surprised to learn that the greatest contribution to the health of the nation over the past 150 years was made, not by doctors or hospitals, but by local government (Ontario Healthy Communities Coalition, 2004, p. 2).

- **Which recent changes in your community or organization have affected people’s health?**
- **Who proposed them?**

Originating in Canada, Trevor Hancock and Len Duhl’s concept has reached as far as Europe. In 1986,

eleven (11) European cities were chosen by WHO to evaluate the effectiveness of this approach. The results were positive and serve as the basis for the Healthy Cities global movement that extends across Europe, in Australia, Canada and the United States. Presently, all continents are involved with Healthy Cities initiatives.



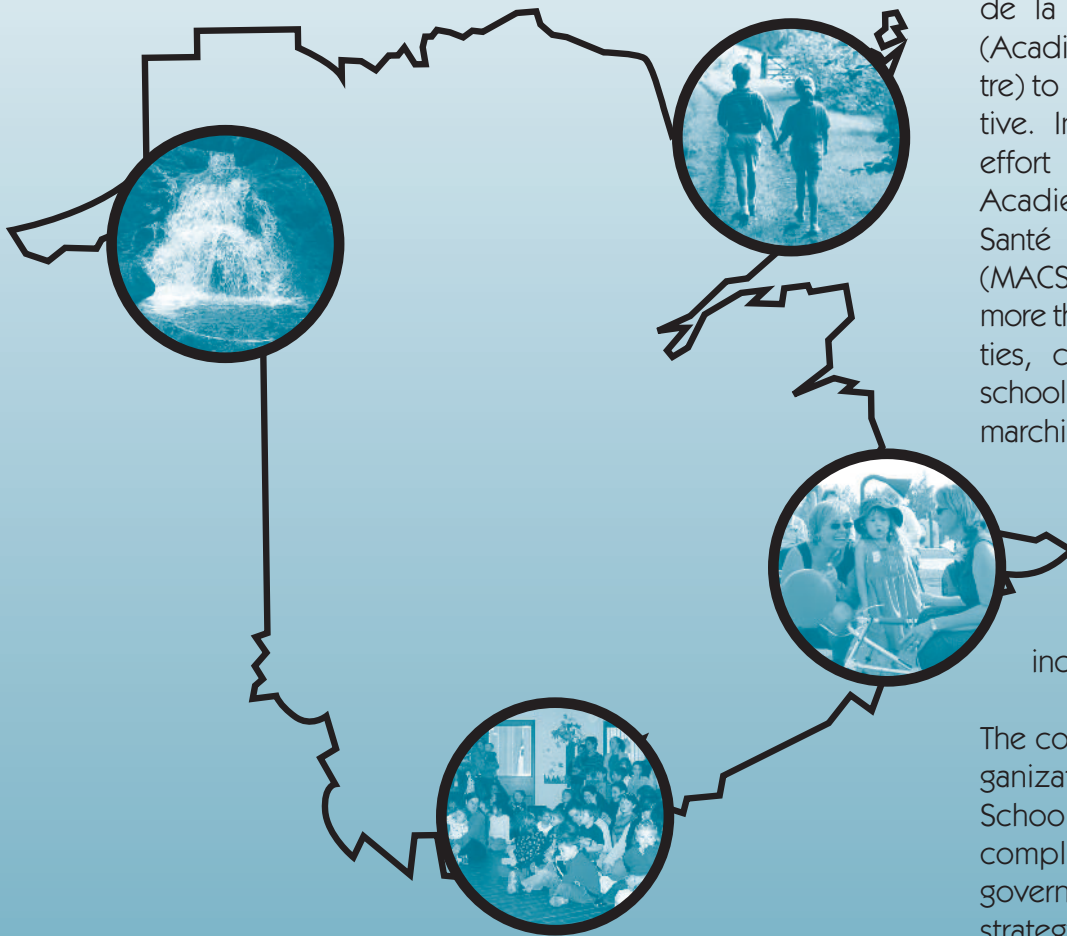
HEALTHY COMMUNITIES AND ORGANIZATIONS IN NEW BRUNSWICK

The Healthy Cities movement reached New Brunswick in the mid 1990's under the leadership of Public Health and the Association of

Urban Planners. For francophones, it was in 1996 that the Association des municipalités francophones du N.-B. (Association of Francophone

Municipalities of New Brunswick) and the Société des Acadiens et Acadiennes du N.-B. (Acadian Society of New Brunswick) collaborated with le Centre de Bénévolat de la Péninsule Acadienne Inc. (Acadian Peninsula Volunteer Centre) to plan the arrival of this initiative. In 1999, this collaboration effort became the Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick (MACS-NB), which now includes more than 70 members (communities, cities, health organizations, schools and associated groups) marching towards wellness. www.macsnb.ca. An increasing interest from the province's francophone schools is also noticed and is constantly increasing its membership.

The concept of Healthy Cities, Organizations, Communities or Schools proposed by MACS-NB compliments the New Brunswick government's renewed wellness strategy and therefore constitutes an added value. MACS-NB is also a community partner in the movement *Santé en français* in New Brunswick and in Canada.

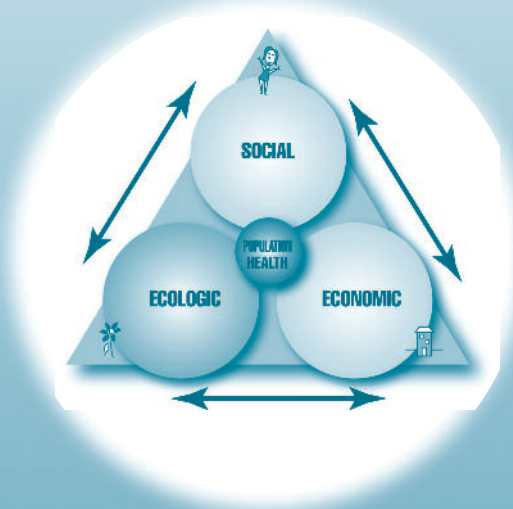


Destination WELLNESS

WHAT DOES IT TAKE TO BE A HEALTHY CITY?

The World Health Organization (WHO) established eleven (11) factors or features that make a healthy city. A Healthy City commits to provide its citizens with the following:

- a clean, safe environment;
- a stable ecosystem that is sustainable in the long term;
- a strong community that sticks together;
- a high level of participation and control by the people;
- the ability to meet people's basic needs (food, water, housing, income, safety and work);
- access to a wide variety of experiences and resources with the opportunity to increase contacts, communication and develop synergy;
- a diverse, vital and innovative local economy;
- promotion of feeling connected with the past, as well as with other groups and individuals;
- a structure that is compatible with the items mentioned above, and that improves itself;
- the highest level of public health services available to all;
- and a priority on health (with generally high standards of health and almost no sickness) (WHO 1992).



Although WHO describes eleven (11) elements that make a Healthy City, there are four (4) that must absolutely be present for a city to be healthy. They are:

- the commitment of local decision makers;
- the participation of citizens;
- the cooperation of all sectors (environment, health, employment, education...); and
- the development of sound healthy public policies.

WHAT DOES A HEALTHY COMMUNITY OR ORGANIZATION LOOK LIKE?

It is a place where everybody works together to improve their quality of life. A Healthy Community/Organization has human resources (all its members from the youngest to the oldest, city employees, decision makers...), economic resources (industries, companies, businesses...) and physical resources (water, air, soil, roads, parks, buildings, industrial plants...) to be proud of and that are used to improve health, the quality of life and the collective well-being. A Healthy Community/Organization is a place where:

- Individuals are in good health;
- People have drinking water, food, and good housing;
- Everybody feels safe;
- Citizens participate in making decisions that concern them;
- People have access to adequate health services;
- People use both public and private services;
- Young people want to stay and start a family;
- People have satisfying work;
- The physical environment is respected;
- There are numerous support groups that work together;
- Cultural activities are important and reinforce people's sense of belonging; and
- Economic activities are important and varied (RQVVS, 2004).

What are the characteristics that indicate that your community/organization is healthy?

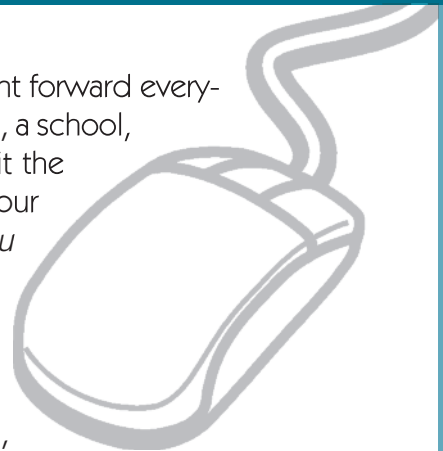
WHERE CAN HEALTH INITIATIVES BE INTERGRAED?



BC Healthy Communities
People. Place. Potential.



Initiatives that improve health can be brought forward everywhere, be it in a community, an organization, a school, a city, a university or even a company. Visit the MACS-NB website for a complete list of our members at www.macsnb.ca the Réseau québécois de Villes et Villages en santé (Quebec Network of Healthy Cities and Towns) website at www.rqvvs.ca, Ontario Healthy Communities Coalition, www.ohcc-ccso.ca, BC Healthy Communities, bchealthycommunities.ca.



WHY GET INVOLVED IN THIS JOURNEY?

Too often, people are comfortable with their old habits and ways of doing things and wonder why they should change. However, becoming a Healthy Community/Organization is a practical way to help people imagine what their world could look like if everyone worked together to improve their health and quality of life.

People who work at creating a Healthy community or organisation, see several advantages.

Members of a Healthy Community/Organization find that it allows them:

- To develop the feeling of belonging within their community;
- To develop a feeling of pride in their community;
- To get involved in improving their own health and the health of others;
- To better understand the community issues and concerns;
- To discover the available resources and opportunities for partnership;
- To learn how the municipality and their group function;
- To identify new community leaders;
- To make their concerns known to the decision makers;
- To establish a relationship with different government advisory groups (Ontario Healthy Communities Coalition, 2004, p. 5).

What would you gain in becoming a member of a Healthy Community/Organization?

What would the members of your Community/Organization gain?



It's a "Win-Win" solution for the participants as well as for the decision makers, the community intervenors or the health professionals.

From the point of view of a decision maker, becoming a Healthy Community, City or Organization makes it possible:

- To better understand its needs and strengths;
- To discover its knowledge and expertise;
- To obtain a wide range of public opinion on certain issues;
- To obtain immediate feedback on policies, plans and programs;

- To have a time and place to inform the public about administrators' constraints and issues;
- To offer better services.

From the point of view of community intervenors and health professionals, becoming a Healthy Community/Organization or City makes it possible:

- To improve their knowledge of the people;
- To have a positive influence on the collective health;

- To diminish unnecessary use of health services;
- To stimulate support between people and community groups;
- To develop new services in response to people's needs;
- To develop the ability to face difficulties.



Deciding to become a Healthy Community/Organization is therefore committing:

1. To involve the largest number of participants possible (individuals, families, students, women, the elderly, those in need...)
2. To involve people from all sectors (health, education, justice, economy, social ...)
3. To involve decision makers (municipal, educational, provincial...)
4. To develop healthy public policies.

Building a Healthy Community to Take Action in Health promotion

INTRODUCTION

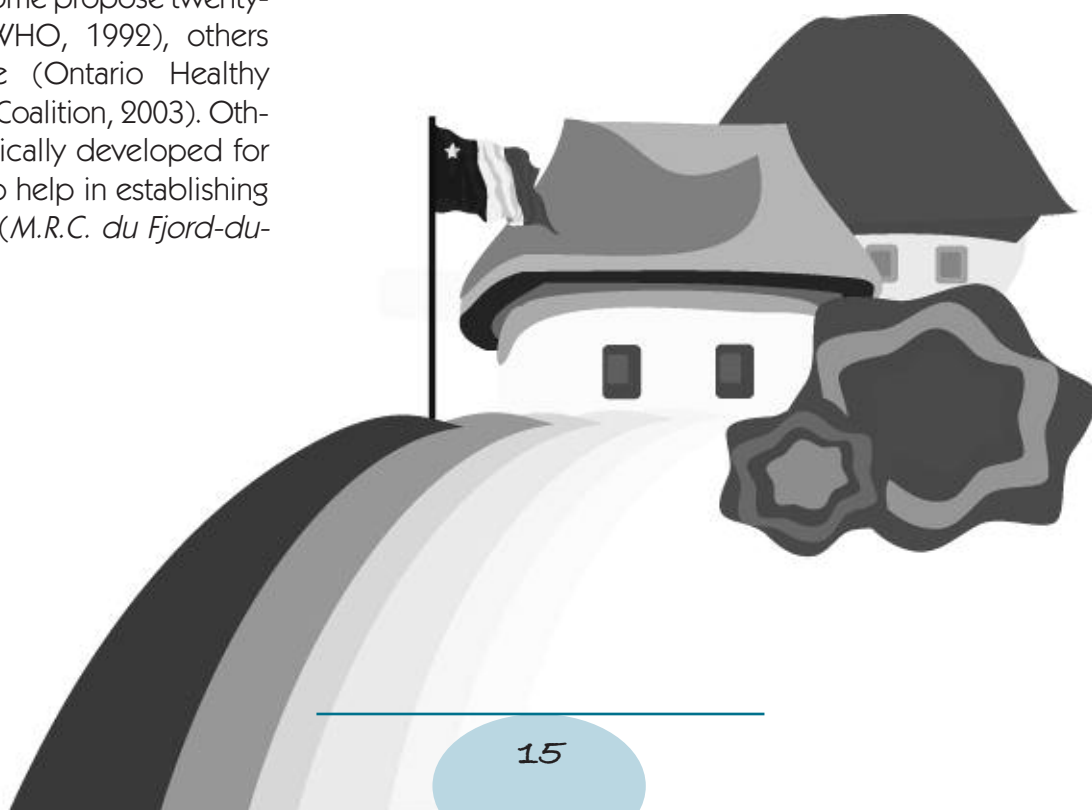
You now know where the idea of creating Healthy Cities comes from and better understand the positive results for people, decision makers, professionals and community healthcare workers. So how do you make your community or organization healthy?

Several guides have been developed since the creation of this movement. Some propose twenty-one steps (WHO, 1992), others propose five (Ontario Healthy Communities Coalition, 2003). Others are specifically developed for schools or, to help in establishing partnerships (M.R.C. du Fjord-du-

Saguenay, 2004) or coalitions (RQVVS, 1998).

The people who were consulted asked for a tool that would be both simple and useful. The author has chosen to present a practical process in five major stages to start or support your Healthy Community, City or Organization project.

The order can vary according to your situation and needs. The presentation here is only a suggestion. Your group will decide how it will take shape in your community.



THE FIVE MAJOR STAGES SUGGESTED ARE:



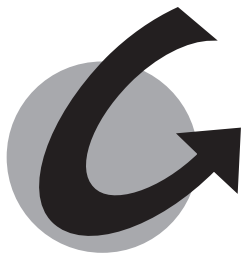
1. DRAFTING OR SKETCHING A PORTRAIT THAT RESEMBLES US



2. FINDING THE RALLYING IDEA



3. PLANNING AND PUTTING INTO ACTION



4. MAINTAINING THE MOMENTUM



5. EVALUATING

At each stage, through several small steps, the guide offers:

- possible paths;
- a few practical exercises or questions; and
- most of the time, a success story.



At the suggestion of the people who were consulted, each stage and the small steps it involves are plainly described. But before starting to take a few steps on the road to wellness, as MACS-NB suggests, two essential elements are required: shoes!

This pair of shoes, or two essential elements, are:

The will to take action to improve people's quality of life;

A group of people interested in working toward this goal.

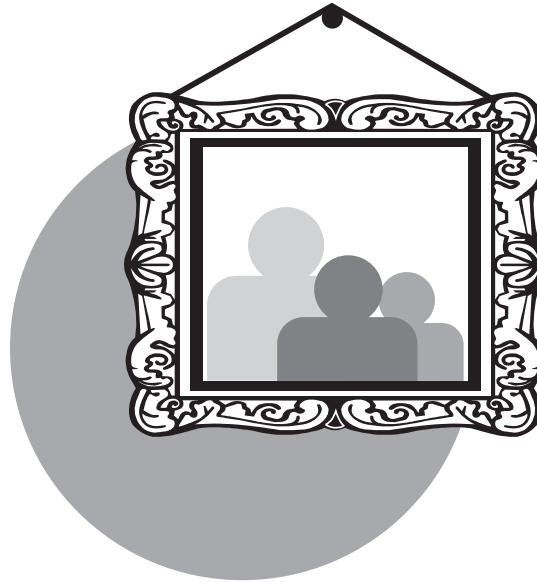
In your community, do you have such a group?

Is this group interested in improving the quality of life?

If yes, what are you waiting for?

You are on the way toward wellness!

STAGE 1



DRAFTING OR SKETCHING A PORTRAIT THAT RESSEMBLES US

You are convinced of the value of becoming a Healthy Community/Organization. Before going further, you must first create a picture of your community/organization to be sure that you know it well.

SMALL STEPS TO GET THERE:



- A. IDENTIFY WHAT PEOPLE LIKE
- B. IDENTIFY THE STRENGTHS
- C. IDENTIFY THE RESOURCES
- D. IDENTIFY THE NEEDS AND THE CHALLENGES
- E. IDENTIFY THE LEADERS
- F. IDENTIFY THE OCTOPUSES (WELL-CONNECTED PEOPLE)

Winning conditions for success at this stage:

- Take time to get a picture that really reflects your community/organization.
- Keep all the determinants of health in mind.
- Make sure to consult and observe the largest number of people.
- Respect the input of your community/organization.



**SMALL STEP
1-A**



IDENTIFY WHAT PEOPLE LIKE

One important aspect of your community/organization is to look closely and note what makes people happy. What do they like? What stimulates them? What are they inclined to do spontaneously whether it be leisure activities, sports, social events, religious or other activities.

A few questions to answer:



- What are people's preferred leisure activities?
- Where do they go?
- With whom?
- What stimulates them?
- What do they find thrilling?
- What do they like to do to celebrate?
- What do they like to eat?

Possible paths

LOOK at their habits (food, smoking, consumption of alcohol or drugs...).

LOOK at their leisure activities (cinema, music, reading, arts, sports...).

THINK about activities where you see people smiling and happy.

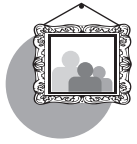
CONSIDER the whole population, young people, the not so young, men, women, families, single people...

Success Story

Success story...from Ado Santé (Teen Health)

Discover their way to use the Internet and the media to send a message and connect with young people! Their choice of colours, words and artists used to convey the message, the tools, the context... everything has to connect really well with the people we want to reach. The more we know what people like, the easier we'll be able to reach them.





SMALL STEP
1-B



IDENTIFY THE STRENGTHS

The first step allowed you to identify what the people in your community like. Now look at the strengths that are present in your community/organization. These strengths are everywhere and include all the sectors (health, art, work, sport, family...) and should help the people in your community do what they like best. Make sure you cover everything. Don't forget to think about all the determinants that affect the health of your population.

Possible paths

LOOK at the activities carried out in your Community/Organization.

THINK about the aspects, the actions and the individuals that make your community proud.

CONSIDER what makes people want to stay or move into your community.

SPEAK to key people and intervenors (committee presidents, community or economic development workers, homemakers...)



A few questions or exercises:

- What distinguishes your community/organization from another?
- What makes people proud to be a part of it?
- What makes people stay?
- What are its success stories?
- What are its achievements?
- What makes projects function well?

Success Story

Success story...about a cycling path in Caraquet N.B. The removal of train tracks led to the development of a safe, accessible cycling path that allows people to fully enjoy the surrounding scenery whether they are cycling, walking or running.





SMALL STEP
1-C



IDENTIFY THE RESOURCES

Your community/organization has resources that it can rely on to put initiatives into action. Look long and hard! There are many overlooked gems like your beautiful scenery or hidden talents going to waste.

Questions to answer:



- Who regularly supports attends cultural, sports and social events?
- Where are the volunteers found?
- Who has hidden talents and experience?
- Who has time to dedicate to volunteer work?
- Which resources make projects work well?
- Which are less utilized?
- Can you count on the support of these different resources?

Possible paths

These resources can be:

HUMAN:

your people, your volunteers;

FINANCIAL:

a strong, diversified economy, business people who are good entrepreneurs with many ideas;

SOCIAL:

means and tools for communication, social networks, community groups, climate of trust...;

POLITICAL:

a person in politics involved in your community, a democratic way of decision making, municipal laws...;

CULTURAL:

arts, theatre, library...;

SPIRITUAL:

personal beliefs, places of worship...;

PHYSICAL:

parks, green space, streets, services...; or better yet, time!

Success Story

Success story... from a small municipally of 2,500 people in Abitibi Québec. They set up an emergency response service to intervene immediately in an urgent situation thus lowering the risk of health deterioration of the people affected. Training was offered to 16 volunteers, including some from the municipal fire department.





SMALL STEP
1-D



IDENTIFY THE NEEDS AND CHALLENGES

Just as it is important to make a list of your community/organization's strengths and resources, it is also important to make an inventory of its needs and challenges. This will help you recognize your limits and your needs for support in this area.

Possible paths

LOOK at the activities, projects and initiatives that have not survived in your community/organization.

LOOK at the environment (physical: green space, water ways, air and soil pollution; social: poverty, unemployment, income instability, violence, crime...; and infrastructure the built environment: roads, housing, health services, schools...)

LOOK at the composition of your community/organization (age, gender, race...).

LOOK at the aspects that often appear at the centre of disputes, discussions or debates in your community/organization.

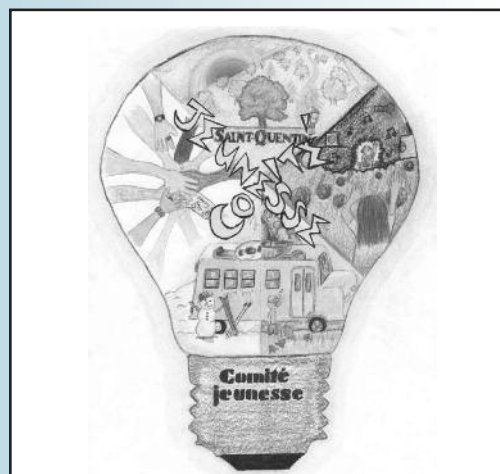
LOOK at statistics and available reports (health problems, use of services...)

A few exercises:

- What are the factors that prevent an activity or initiative from working?
- What are the persistent problems in your community/organization?
- According to the youth? The not so young? The women? The families?
- What is preventing your community/organization from achieving its full potential?
- What are the sensitive areas in your community/organization?

Success Story

Success Story... from the Saint-Quentin Youth Committee in N.B. In February 2005, a survey was conducted among students from grades 7 to 12 at A.J. Savoie secondary school to find out student opinions and interests. The results were presented to the municipal council who decided to invite the young people to share additional ideas and suggestions and comments. Everything was noted down and taken into consideration. Student activities were planned as a result.





SMALL STEP
1-E



IDENTIFY THE LEADERS



Now it's time to discover the leaders who will be able to support you on your way to becoming a Healthy Community/Organization.

A few exercises:

- In your area, who are the leaders? Who often take charge?
- Who do young people see as a leader? The not so young?
- Who is listened to when speaking?
- Who has an influence over people?
- Who typically attracts people?
- What is the vision of the leaders of your community/organization?
- Would the leaders you identified take an interest in your cause?

Possible paths

A LEADER listens; people feel that they are understood.

A LEADER consults; people know that their opinion counts.

A LEADER knows how to communicate; people want to listen.

A LEADER has a natural ability to rally people; people want to follow.

A LEADER has credibility; people believe in him or her.

People identify with leaders.

A LEADER'S words or quotations are often repeated by others.

Success Story

Success story....from the youth initiative "It's MY community" in N.B.

The initiative started a dialogue between youth and local elected officials. This gave young people an opportunity to take part in the various debates and get involved in the decision-making process of their community. The community became more inclusive, and youth were more interested in staying.





SMALL STEP
1-F



IDENTIFY THE OCTOPUSES (well-connected individuals)

THE VALUE OF NETWORKING

Yes, you read correctly! In each community/organization, there are people who are linked to a multitude of networks and who will be able to help you connect your efforts.

Possible paths

The OCTOPUSES of your community are the people we see everywhere and who seem to know everybody.

If you need something or someone specific, ask them. It is certain that they will be able to find what you are looking for.

OCTOPUSES are usually appreciated by everyone.

They may be retired or work from home.

The OCTOPUSES of your community have an incredible talent for networking. They know how to connect you to other people.

They are a precious asset to help you reach the right people and the available resources.

A few exercises:

- Look at your social clubs; who is there?
- Look at your committees; who is there?
- Look in your community organizations; who is there?
- What are the other initiatives in your community/organization where you can find your octopuses?
- Who, in your community/organization, is often out of town attending meetings?
- What are the names and the groups that keep coming up?

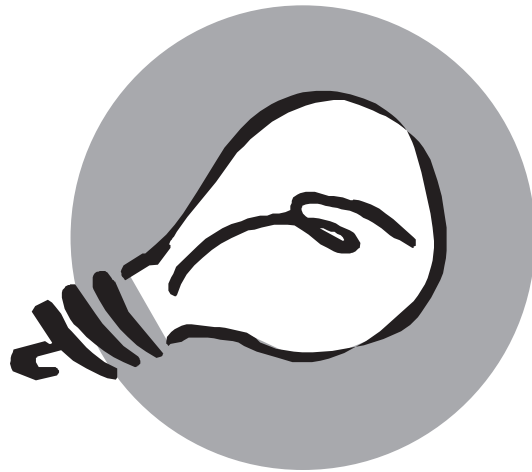
Success Story

Success Story... Bathurst Healthy Community Network (BHCN) The BHCN knew how to create a network of people involved in several groups, organizations and associations-people who make things happen and get things done locally as well as regionally and who extend their tentacles to provincial and national levels as well. Their networking abilities enabled the Health Capsules initiative to take off and spread across Canadian French-speaking communities.



Réseau communauté en santé | BATHURST | Healthy Community Network

STAGE 2



FINDING THE RALLYING IDEA

People who organize activities for a group often speak of the lack of participation. Yet, if they could find the idea that gets people talking, that is stimulating and fires them up, participation would come automatically.

This stage of the process gives you concrete ways of identifying the idea or ideas that make it easy to mobilize people.

SUGGESTED SMALL STEPS TO GET THERE:



- A. IDENTIFY THE IDEA THAT IGNITES PEOPLE
- B. CONFIRM THE INTEREST AND THE PRIORITY
- C. FORM A COMMITTEE
- D. IDENTIFY THE DECISION MAKERS
- E. DEVELOP A CLEAR MESSAGE
- F. SHARE THE IDEA

Winning conditions for completing this stage

- Take time to listen and observe your entire group.
- Respect and accept the ideas of the community.
- Ensure that each member of the group is motivated.



SMALL STEP
2-A



IDENTIFY THE IDEA THAT IGNITES PEOPLE

Now that you have made a complete picture of your community/organization, you've set the stage. What's left is to discover the switch that will turn people on to your health adventure. It's time to use your imagination and go through the ideas that are out there to find one that is stimulating enough to rally people together.

Possible paths

LOOK at newspapers-especially the letters to the Editor.

LISTEN to local television.

NOTICE which subjects are discussed on open-line radio programs.

LISTEN to people talking at the grocery store, the post office, bingo, the corner store, the coffee shop, the local restaurant, the service station, religious ceremonies...

CONSULT people who know your community well (key informants).

Look again at the ideas people shared when you were making a picture of your community/organization.

A few questions to answer:



- What are people talking about?
- Who is doing the talking?
- How are they speaking about it?
- Do they propose ways of doing things?
- What motivates them?
- Does it motivate you?

Success Story

Success story... from Edmundston. The Citizens' Forum allowed people from the municipality to share their ideas and solutions for making their city a good place to live. A circular outdoor ice rink and an urban cross-country ski trail were some of the suggestions and ideas that materialized to give the people of Edmundston N.B a more enjoyable and better quality of life.





SMALL STEP
2-B



CONFIRM THE INTEREST AND THE PRIORITY

Verify the ideas that have been identified with different individuals in your community to ensure that you have understood the issues well. This little step will also help you understand how people think, what gets them talking and what concerns them. If you have several ideas in mind, establish a priority. Ideally, there should be consensus among people in the community.



A few questions to answer:

- How do people initially react when you bring up the subject?
- Why does this subject concern people?
- Does it affect everybody?
- If they could work on only one issue, what would it be?
- Among all the subjects that get people talking in your area, which ones seem to arouse the most interest?

Possible paths to help prioritize

The idea affects a large number of individuals.

The idea is positive, creates a lot of interest and will fuse the strengths of your community/organization.

The situation is sufficiently serious and important to require intervention.

Results can be obtained in the short and the medium term.

The people have the means to implement the idea (financial, human and physical resources...)

Your chances of success are good.

Success Story

Success story ... from MACS-NB. When MACS-NB wanted to establish their general orientation, they asked members attending the annual general meeting to identify the main subjects of concern. Each member received three coloured pieces of cardboard to stick on the themes he or she judged to be the most important. The priorities chosen by the members continue to be verified and updated at every annual meeting.





SMALL STEP
2-C



FORM A COMMITTEE

Once you have identified an idea and determined its priority with the people in your community/organization, you need to assemble a team and form a committee to work on it. Before creating another committee in your area, consider whether there may already exist a committee whom you could work with. Who would this group be? Can you convince them of the advantage of an association? If there is no committee to associate with, who do you choose to form your own committee? How do you convince them to take part in your group?

Possible paths

Consider involving people from different sectors (politics, health, justice, environment, community...) different ages, interests and expertise. Consider the mayor, for example, or a representative from social services, from the education sector, the environment sector, housing, urban planning, health services, associations, the university, the Chamber of Commerce, or industry or even important individuals from your community/organization. Also think of recruiting people who will represent citizens.

Recruiting can be done by word of mouth, through an announcement in the local newspaper or a memo to community groups. Try to contact people in person. Invitations made in person generally produce better results than a letter in the mail.

The six (6) **R**'s of participation are
Recognition,
Respect,
Roles,
Relationships,
Rewards and
Results.



A few questions to answer:

- Who or what do you need?
- Are these individuals willing to get involved?
- Do they have any experience?
- Are they influential? Do they have a good reputation in your milieu?
- Are the people who have been identified ready to get involved?
- Are they ready to embark on a project they will have no control over?
- Are these people able to compromise?
- When you contact people to form a local committee, be clear!
- Explain to individuals why you hope they will participate. (Why do you want their involvement? What do they bring to the committee?)
- Highlight the importance of their experience and talents for your committee.

Building a Healthy Community

- Explain to individuals the goal of the committee. (Our group aims to...)
- Clarify what your expectations are and the nature and length of the time commitment with your committee.
- Indicate when and where the first meeting will take place.



Success Story

Success storyfrom Saint-Quentin

N.B. Following an evaluation of community life in Saint-Quentin, the *Regroupement des Organismes Communautaires* (ROC) (Association of Community Organizations) was created in 2001. The ROC regroups 64 organizations and facilitates strong connections between citizens and community organizations. Thanks to the support of the City's Director of Leisure and Community Life, the ROC was able to rally forces around projects such as the redesign or refreshing of the railway station in the city center. The City of Saint-Quentin continues to work closely with the ROC by providing physical space for meetings and sharing of a variety of resources.





SMALL STEP
2-D



IDENTIFY THE DECISION MAKERS

This small step will allow you to identify decision makers who are capable of improving your chances and help you advance your idea. This is crucial because sometimes people call on somebody who has no decision-making power whatsoever on the issue. It is therefore very important to identify the right people who are in a position to make decisions relative to your idea. It can also be important to identify the people who influence those who make decisions. Sometimes, convincing these people is just as useful as convincing those who have the power to make decisions.

This little step helps you prepare your arguments to convince these people to support your cause. Knowing who might oppose your idea also allows you to be well prepared to explain why your initiative will improve the situation. This stage is essential. Without the support of the decision makers, everything is more difficult. Have you ever tried to row against the current?

Possible paths

- Local decision makers (the mayor and municipal councillors, school principals...)
- Politicians (at the municipal, regional, provincial or federal levels)
- Business people (industry, companies, restaurant owners, arts, leisure...)
- Members of the Board of Directors from your health authority

A few exercises:



- Who is in a position to make decisions regarding the identified issue?
- Who are the people who can influence the decision makers you have identified?
- Are the decision makers open to discussion?
- Who are the individuals who might complicate your efforts? (For example, people proposing a different approach, leading another cause, fighting for financial support or who have been there much longer.)

Success Story

Success Story...from the Healthy Schools movement in N.B. For this initiative put forward by the Bathurst Healthy Community Network, entry into the schools system was a challenge. The network was neither part of the Ministry of Education nor from the Ministry of Health. It was necessary to establish credibility, then identify and approach the decision makers at the school level. Once partnerships were established, the Healthy Schools idea was on its merry way.





SMALL STEP
2-E



DEVELOP A CLEAR MESSAGE

You have identified an idea that rallies people together. You have formed a local committee or you are associated with a group that will help your idea come to life. You want people to know that something is brewing. You especially want to make sure that the message is clear.

Possible paths

Simplicity is the best messenger.

Focus on a short and clear message.

The message must be pertinent, that is, it should be connected to people's reality and needs.

The message must be realistic and take into account the consequences (advantages and constraints) and the chances for success.

Do you remember the telephone game? You want to prevent the message from changing from one person to another and getting lost.

You can consult the following web site to help you develop clear messages www.btb.gc.ca/btb.php?lang=eng&cont=001

For further information consult the on-line guide at the following address: <http://www.thcu.ca/workshops/hp-skillsresourcetour.htm#hc>.



A few exercises:

WHO: Who are you? Do you have a group name? Do you represent an association or are you speaking on your own behalf?

WHAT: What are you saying? What is the essence of your message? What do you want people to remember? It must be contained in one or two sentences.

TO WHOM: Who are you talking to? Clearly define to whom you are addressing your message. Are you speaking to the general public, to families, to a specific age group? The more you know who you are addressing, the better you will be able to prepare a message that will reach them and that they will respond and react to.

WHY: What will it give them, precisely? What would the advantage be for the people in your community? What is expected of them?

HOW: By radio announcement, television, poster, letter, press release, bulletin board at the supermarket? How are you going to diffuse your message?

Success Story

Success story ...from the community radio stations in New Brunswick. Community radio stations created for and by people in the community have become powerful promotional tools. Every year, surveys demonstrate their popularity. If there is a community radio station in your area, ask for help in developing your message so that it will capture everyone's attention.





SMALL STEP
2-F

SHARE THE IDEA



You have identified an idea that rallies people together. You have developed a clear message to communicate your idea. Now, you have to make it public.

Possible paths:

- You need to consider your resources (financial and human).
- Reflect on the habits of people in your community. Where do they usually go? To the bank? To the grocery store? To the local restaurant? The coffee shop? The community centre? The arena?
- Depending on the method you use to send your message, identify the person to contact.
- Consult Appendix H for communication tools.

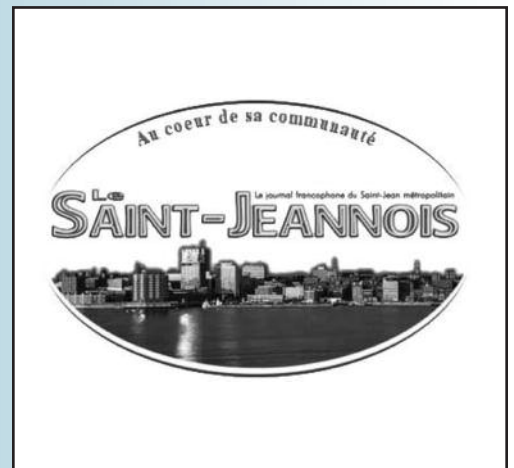
Questions to answer:



- How do the people in your community prefer to receive a message? (Reading, personal contact...)
- Should you plan different methods? For whom?
- Do the people in your community read the newspaper? If yes, which one?
- Do the people in your community listen to the radio? If yes, which station? At what time?
- Do the people in your community watch local television?
- What would be a better way to reach your population?

Success Story

Success story... from the Regional Association of the Francophone Community of St. John N.B. To reach its members, the Centre equipped itself with effective communications tools, including a newspaper, *Le Saint-Jeanois*, which allows each community organization to publish its messages. The Centre offers organizations a resource to help prepare their messages, so they can keep their communities informed with hardly any effort at all.



STAGE 3



PLANNING AND TAKING ACTION

You have visited the people in your community and better understand what excites or motivates them.

You have identified and confirmed the idea or ideas that should help you mobilize them. You have formed a local Healthy Community/Organization or you have established an alliance with another group in your area. Now you must plan and put your project into action.

SMALL STEPS TO GET THERE:



- A. CHECK OUT WHO HAS WORKED ON A SIMILAR PROJECT**
- B. DREAM TOGETHER – SHARE ONE VISION**
- C. DRAFT YOUR PLAN**
- D. TAKE ACTION**

Winning conditions for success at this stage:

- Take time to look around, ask for advice, and go through your resources. Being prepared will save you time and trouble.
- Be open to ideas!
- Don't be afraid to try something new.



SMALL STEP
3-A



CHECK OUT WHO HAS WORKED ON A SIMILAR PROJECT

The time you invest in this stage of the work will help you avoid mistakes that others have made. Then you will be able to spend more time where it counts. And maybe you can build on what already exists and contribute to moving forward, rather than trying to reinvent the wheel.

Possible paths

The committee must verify whether what they want to do has not already been done or is not in the process of being done in the community or elsewhere. To get there:

- Take another look at the picture of your community/organization.
- Search the internet on the subject for example: www.google.ca.
- Consult groups who are working on the subject or in the field.
- Get information from intervenors working in the field of wellness or health professionals.
- Contact regional or provincial associations interested in your theme.

Questions to answer:

- How did these communities or people tackle the project?
- If they had to start over, what would they do the same?
- If they had to start over, what would they do differently?
- What did they learn from this experience?
- How did they obtain funding? Volunteer help? The support of the community?
- Is the initiative still in operation?

Success Story

Success Story... from Saint-François N.B.

The Mayor did not hesitate to visit a community that resembled his own from a geographic and demographic point of view—the town of Saint-Quentin. He went back on several occasions to obtain more information. This consultation and exchange helped the village of Saint-François reinforce their own community development initiatives, including a residence for the elderly.





SMALL STEP
3-B



SHARE THE DREAM

Your group is ready to equip itself with a common vision. Together you need to identify what you want to do and how to achieve it. A workshop on strategic planning can be a good method to use. This approach is very popular with Healthy Cities and Towns initiatives in Quebec.

This approach encourages three major steps:

- GUIDED IMAGINATION: Participants describe what the ideal situation would look like;
- IDENTIFICATION OF THE METHODS TO DEVELOP: How can we achieve this vision?
- SYNTHESIS: Transmitting the results to officials.



Questions to answer:

- Which groups would you like to hold workshops with?
- How many workshops are you planning to hold?
- Who would be able to lead these workshops?

Possible paths

- Each workshop should involve a maximum of 20 people.
- You can hold several workshops with different social groups in your community/organization or within your own committee.
- You can also decide to hold workshops with various sectors of the community and with people from different social environments and age groups. This will give you a good wide range of opinions.

Success Story

Success Story ...from the city of Rouyn-Noranda Québec. The City Health group held a series of workshops with several established groups in the community and in schools with primary and secondary students. The solutions generated during these workshops led to a number of initiatives being undertaken in the community, including clean up and revamping, redesigning or reorganising of the downtown lake area.





SMALL STEP
3-C



DRAFT YOUR PLAN

Regroup , gather your committee to draft your plan. This will make it richer and more complete. It is also a good way to ensure that everyone understands what the work is all about. At the beginning, your plan does not have to be detailed. The objectives and activities will become more precise as the initiative moves forward. However, the goal must be very clear. To determine this goal, simply ask yourself: in the long term, what is the effect you want to produce? Improving the health and the quality of life of the people in your community is probably the most important common goal of Healthy Communities and Organizations’ initiatives.

Possible Paths

Many web sites propose different ways to determine your objectives and build a workplan. Remember that your objectives must be easy to measure.

You can consult the website www.toolsforchange.ca/?Francais/firstsplit.asp, which will help you determine your objectives and develop your plan.

Whatever source of information or technique you decide to use, the major categories or important questions to ask are pretty much the same.

What resources can you count on? (financial, people, time)



“As in building a house – you need a blueprint”



Questions to answer while drafting your plan:

- If your goal is to improve people’s quality of life, what are the small steps you must take to succeed? These little steps must be more precise and concrete than your goal. They represent your OBJECTIVES.
- How will you know that you have reached your objective? (The MEASURES OF SUCCESS must be based on the results.)
- What ACTIVITIES should you plan to reach your objectives? What are the concrete actions that you must do to reach your objectives?
- What RESOURCES will you need?
- When will the activities take place? Are there deadlines to meet?
- Which resources can you count on? (financial, people, time)

Let's think Green!

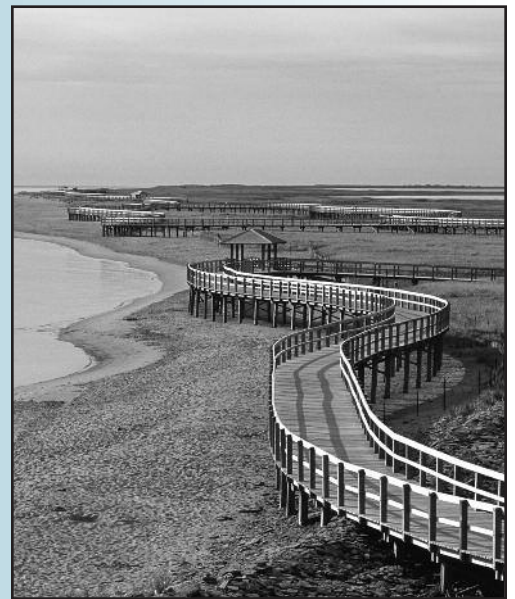


Success Story

Success Story from Bouctouche, New Brunswick.

This community chose to work on a green plan. In doing this, they are not only banking on sustainable development, but they are becoming a tourist attraction that values the health of the environment and the well-being of the people in the community. To achieve this goal, the municipality identified a group of sustainable initiatives to guide the implementation of the green plan's different recommendations. The planning tool for sustainable management of the city's built and natural infrastructure consists of several components, including conservation of energy, conservation of natural resources (clean drinking water, soil, etc.), waste management, construction and zoning. Some of the achievements to date have been awareness-raising activities, installation of bicycle stands, and tree planting. To come:

a windmill energy project and community gardens.



WORK SHEET

FOR DEVELOPING YOUR ACTION PLAN

OBJECTIVE	MEASURES OF SUCCESS	REQUIRED ACTIONS	NECESSARY RESOURCES
<p>What is your goal? Don't forget: it must be realistic and easy to measure.</p>	<p>What signs will indicate that you have reached your goal or that you are on the way to achieving it?</p>	<p>What activities must be put forward to reach your objective?</p>	<p>What resources do you need? (people, time, money)</p>



SMALL STEP
3-D

TAKE ACTION



Once your plan is developed, you need to bring it to life and carry it out. This is the time to roll up your sleeves and move from planning to actions. Don't forget that every action however small, are the elements of your map toward health and wellness.

Possible paths

- Consult the calendar published by Health Canada at www.hc-sc.gc.ca/ahc-asc/calend/index-eng.php to find out the themes for different weeks or months of the year: non-smoking week in January, Heart Health Month in February, etc. It's a way to coordinate your activities with others at the national or provincial level.
- Inquire about the regular activities held in your community/organization to find out how you can collaborate or join in.
- Meet people where they are: the farmers' market on Saturday morning, social groups meetings, etc.
- Start working fast. Even if the action is small, people will see you and become familiar with your committee.

Questions to answer:



- What groups in your community/organization could you join to hold an activity?
- Who are the volunteers you can rely on to hold this activity?
- When is the best time to schedule your activity?
- Which activity appears to be the easiest to do quickly?
- Which activity might attract people's attention and get them to participate?

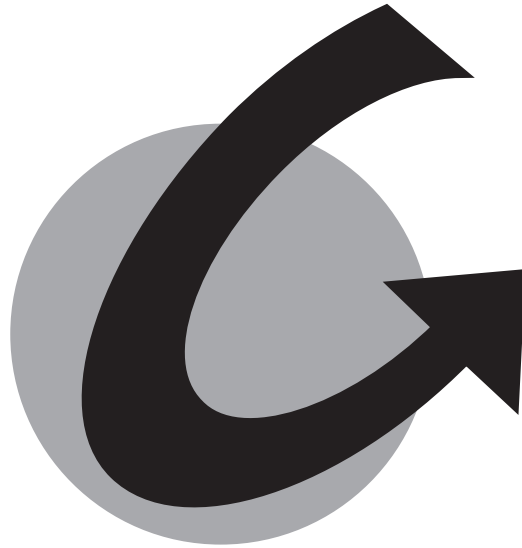
Success Story

Success Story.... from Saint-Isidore N.B.

Concerned about improving the civic pride of village residents, the Healthy Community committee undertook a simple but effective initiative: planting sunflowers to beautify the landscape. Then they planted trees and flowers in municipal parks, which also helped prevent vandalism.



STAGE 4



MAINTAINING THE MOMENTUM

A group naturally goes through different phases.

At the time of the group's **FORMATION**, members need to get acquainted, establish their rules of operation and develop a common vision that is clear to everyone.

Afterwards, during the **TAKING CHARGE** phase, members must feel individually called upon to contribute, to express themselves freely and share ideas to move the initiative forward. Conflicts can arise, and it will be important at that time to remember the group's vision and the goals being pursued.

In the third phase, members develop a sense of belonging within the group, and confidence sets in.

The fourth phase has to do with **ACHIEVEMENTS**. Fellowship and openness prevail, and productivity

increases. It is essential at that time to recognize the contribution of each person, celebrate the achievements and plan for the future.

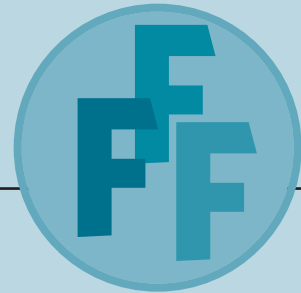
The last phase is **LIFE AFTER THE GROUP**. The accomplished task and the sense of work well done predominate. Disbanding the group or orientation toward other initiatives can be considered.

Whatever the phase, all groups experience periods of emptiness. It is important to plan ways of maintaining momentum in your group, to **KEEP THE FIRE GOING** as Réal Lacombe, director of Public Health in Abitibi-Témiscamingue, says so well.



Conditions for Success

The three F's



FAITH in what you are doing

1. Be convinced of the cause
2. Share information freely with people in the community
3. Inform and offer training to the members of your team
4. Reserve time for feedback
5. Make adjustments

FUNDING \$

1. Secure funding and resources
2. Seek new sources of funding

FUN 😊

1. Take time to build relationships based on cooperation
2. Celebrate achievements, big and small
3. Recognize the potential of each individual

Contrary to the preceding sections, these suggestions are the result of tips shared by people who participated in the consultations.

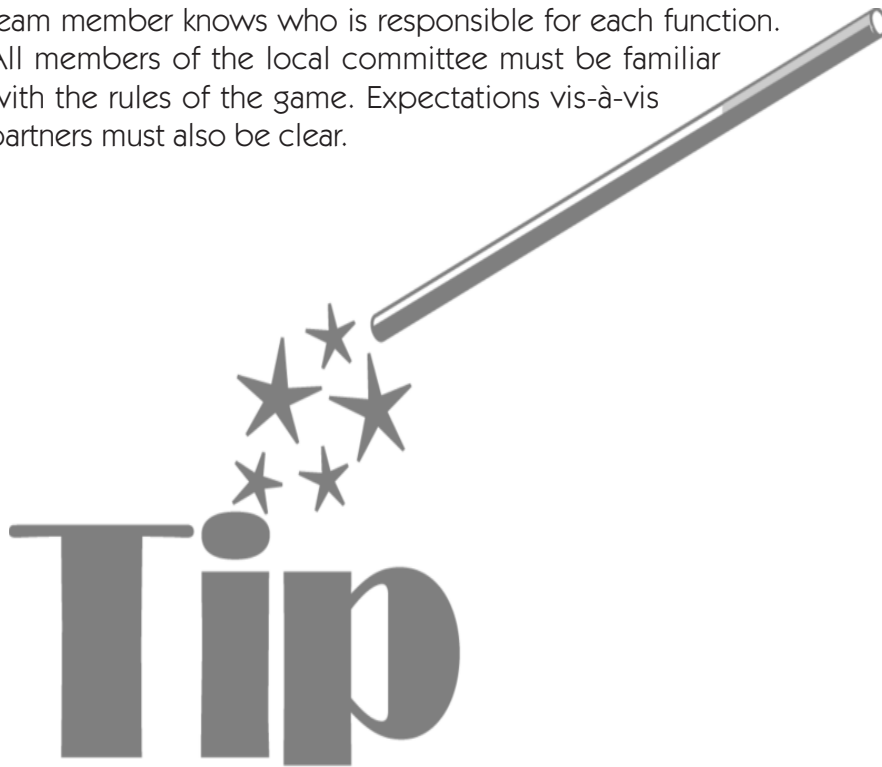


MAINTAIN THE COMMITMENT OF GROUP MEMBERS

We all need to feel that someone needs us. We all want to belong to a group where we are recognized and appreciated. We also want to be treated with respect and dignity. A good tip for maintaining the commitment of your members is to clearly describe what is expected of them and assign responsibilities they are able to handle and want to take on. These responsibilities can be in coordination, communications, administration or organization. Then, make sure that each team member knows who is responsible for each function. All members of the local committee must be familiar with the rules of the game. Expectations vis-à-vis partners must also be clear.

To achieve this, you can:

- Plan activities that are realistic and feasible in the short term in order to motivate members.
- Place importance on citizen participation.
- Recognize the contribution of each individual in the process.
- Encourage collaboration.
- Balance the short-term (concrete initiatives) and medium-term (planning) activities in a way that holds people's interest and efforts.
- Offer each person a chance to exercise some authority.



Success Story

Success Story... from the Bathurst Parish Nursing health team. After nine years of working together, each person was given a special function on the team according to their interests and expertise: secretary, researcher, hospital liaison, leading the “Go ahead Senior” program. These special functions given to each member reinvigorated the whole team.





CELEBRATE THE ACHIEVEMENTS, LARGE AND SMALL



Your project must be able to achieve short-term outcomes, and it is often better to begin with small initiatives. Each little achievement is worth celebrating. People like their contribution to be recognized and appreciated. Recognize the partners, the collaborators and the volunteers who support the project and, of course, the people who participate in your activities as well. Think of saying “thank you.” Consider organizing an activity to show appreciation for regular volunteers.

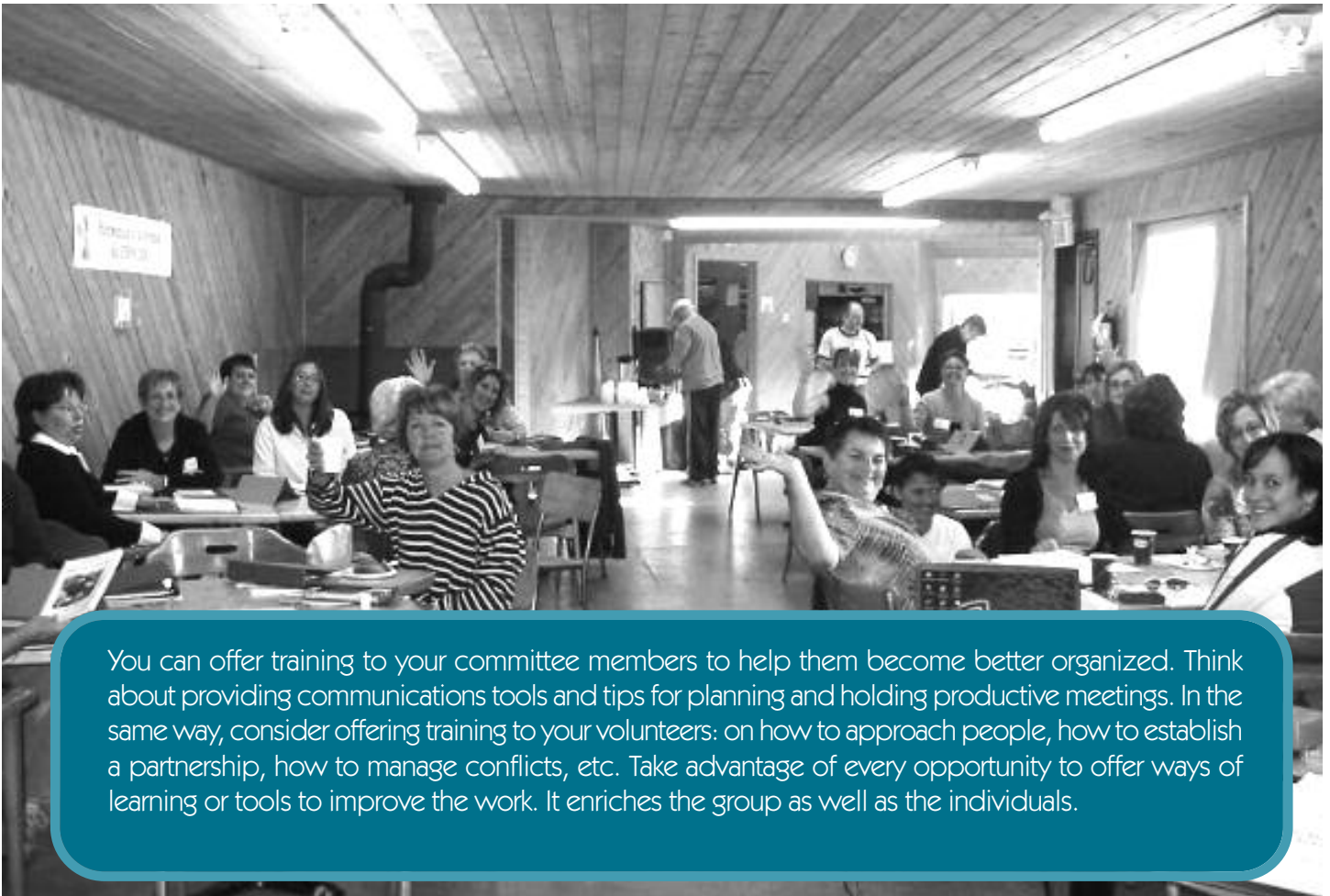
Success Story

Success Story ... Grande-Anse N.B. In the fall of 2006, the Healthy Community committee organized their first Stars award banquet. Several individuals and groups were honoured. Prizes were given for the Star Individual/Volunteer, the Star Organization, the Star Company and the Star Community Project.





PROVIDE TRAINING FOR YOUR COMMITTEE MEMBERS AND VOLUNTEERS



You can offer training to your committee members to help them become better organized. Think about providing communications tools and tips for planning and holding productive meetings. In the same way, consider offering training to your volunteers: on how to approach people, how to establish a partnership, how to manage conflicts, etc. Take advantage of every opportunity to offer ways of learning or tools to improve the work. It enriches the group as well as the individuals.

Success Story

Success Story.... from the Saint-Anne Community Centre in Fredericton N.B.

Every year the Centre offers a training activity for its volunteers. On this occasion, information is provided on support services, available tools, existing resources in the area and potential sources of funding. In short, the activity provides structure to facilitate the launch and establishment of initiatives.





COMMUNICATE OPENLY AND CLEARLY



Information must be transmitted and written in plain language. Avoid using specialized jargon or fancy words. Information must circulate effectively within the committee, to partners and to the public.

Success Story

Success Story.... the Acadian Peninsula Volunteer Centre in N.B. Every year, the Centre holds a retreat session that gathers employees from all its programs. Each person is called upon to share his or her reflections on accomplishments, challenges and possible solutions. Information is shared with everyone. This annual activity makes it possible to clarify a number of things, to let off steam, draw the team closer together and validate it. In short, it builds confidence and trust.





HELP WITHOUT CREATING DEPENDENCE

As your group accumulates large and small success, it becomes more confident. This confidence then enhances its credibility in the community. Without intending to do so, your group is perhaps creating some dependency within your community/organization. In fact, people may be relying on your group to set up activities and initiatives. It is therefore important that your committee consciously thinks about providing people in the community/organization with tools and support that will empower them. It's better to teach someone to fish than to give him/her a fish. This is what we call "doing with" rather than "doing for."



Success Story

Success Story... from the Lamèque Community Health Centre in N.B. Once it was assigned a community mandate, the Centre's team introduced tools and initiatives that supported people in taking charge of their health and wellness. They carried out a study of the needs and the challenges. A community committee was established. A community development officer worked with different groups in the area. The team organized several activities that were offered on a regular basis in response to the needs that had been expressed. Little by little, the Centre became intergrated with its population, working with them on healthy solutions.





RENEWAL AND CONTINGENCY



It is recommended that you intergrate different lengths of mandates for members of your committee. This is a good way to prevent all committee members from leaving at the same time. When they leave, you can say good-bye to the expertise they have acquired. Half the committee members could have an initial mandate of two years and the other half, a mandate of three years. You should also think of renewing your members before they become exhausted. When the initiative is well under way and people are showing interest, establish a list for filling future openings. It might be beneficial to invite other people to attend your meetings or activities. This will stimulate their interest in what you are doing.

Success Story

Success story... from the Fédération des jeunes francophones du Nouveau-Brunswick. (The New Brunswick Federation of Francophone Youth). In all its programs, the Federation works at preparing young people to participate fully in the present and future society. May it be in the field of arts, politics, social inclusion or citizen participation, youth are invited, trained and supported to be a part of the solution.





LASTING OVER TIME

This is what is called durability or viability. It means having the capacity to pursue activities over time by matching resources and strategies such as volunteer work, grants, fund-raising activities, among other things..

Surviving becomes easier when you gain in popularity and credibility, that is, when people appreciate what you do and your work has an impact on your surroundings.

To continue to survive, your committee needs to stay connected to people. You must appoint some members to be the eyes and ears of your community/organization.

It's necessary, of course, to secure financing for your activities.

Be proactive and remain aware of possible sources of funding. Following are a few possibilities:

Canadian Heritage (look under funding opportunities):

www.patrimoinecanadien.gc.ca/eng/1266037002102/1265993639778

Government of New Brunswick:

www.gnb.ca

Government of Canada:

www.gc.ca



For more information, consult the complete detailed guide on durability and how it applies to the subject of health promotion. If interested, you may consult the University of Toronto Health Communication Unit's Overview of Sustainability workbook. It's available online at the following address:

www.thcu.ca/infoandresources/presentations/Sust.Master.Apr18.v4.forweb.pdf

STAGE 5



EVALUATING

Evaluation is a process that requires time, effort and usually money. An evaluation can enable the following:

- Reporting on the work that has been accomplished;
- Sharing which strategies were fruitful and which ones weren't;
- Enhance decision making due to new knowledge acquired;
- Evaluating the cost-efficiency relationship of different strategies;
- Recognizing the highest quality initiatives;
- Managing initiatives more effectively; and
- Contributing to the development of healthy public policies.

It is important to understand its relevance for your group.

An evaluation helps you answer several important questions, such as:

WHAT?	Have you accomplished what you set out to do?
HOW?	What worked well? What would you change if you had to do it over?
REALLY?	What results did you obtain? Were there unexpected results?
WHY?	What lessons can you draw from your experience? Do you think your work was useful? What changes have you observed in your community/organization?

SMALL STEPS IN PLANNING THIS STAGE



- A. MEASURE IF OBJECTIVES WERE ATTAINED
- B. EVALUATE THE EFFECTIVENESS AND USEFULNESS OF THE METHODS USED
- C. NOTE THE RESULTS (EXPECTED AND UNFORESEEN)
- D. SHARE THE RESULTS

Conditions for success

- Plan the evaluation as the project is being developed.
- Recruit people who have experience in the field.
- Adopt a positive attitude toward the evaluation. It is an opportunity to look at the road travelled, to validate your successful actions and learn from your mistakes.
- Make it a sharing experience by asking everyone to participate.

For a complete guide on project evaluation consult the following website:
<http://www.phac-aspc.gc.ca/ph-sp/resources-ressources/guide/index-eng.php>

Public Health Agency of Canada / Agence de la santé publique du Canada

Canada

Public Health Agency of Canada
www.publichealth.gc.ca

Français Home Contact Us Help Search canada.gc.ca

Home > Health Promotion > Population Health > Resources/Related Sites > Guide to Project Evaluation: A Participatory Approach

Diseases & Conditions

- Infectious Diseases
- Chronic Diseases

Health & Safety

- Travel Health
- Food Safety
- Immunization & Vaccines

Population Health

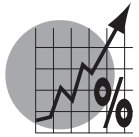
- The Approach
- Determinants
- Collaboration
- Implementation
- Initiatives
- Funding
 - Previous Funding
- Resources
- Contact Us
- Site Map

Guide to Project Evaluation: A Participatory Approach

Table of Contents

Our mission is to help the people of Canada maintain and improve their health.
- **Health Canada**

Published by the authority of the Minister of Health &



SMALL STEP
5-A



MEASURE THE ACCOMPLISHMENT OF OBJECTIVES

This small step leads you to evaluate whether you have reached one or more of your targeted objectives. It helps you answer the question “**What?**” You have already identified some measures of success. Apply them to determine if you have reached your objectives or not.

Possible paths

Check out Chapter 6 of the Project Evaluation guide at <http://www.phac-aspc.gc.ca/ph-sp/resources-ressources/guide/index-eng.php>

If you decide to prepare a questionnaire, don't forget to test it first with a small group of people to make sure your questions are clearly understood.

A few exercises:

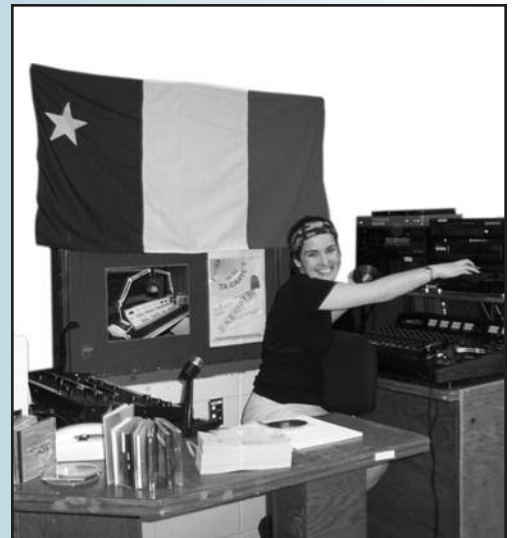
- What information do you need to measure your objectives?
- Who can provide this information?
- How will you find this information?



Success Story

Success story ... from the Beausoleil Community Centre in Miramichi N.B.

The Centre's community radio committee went on the air three times during the summer of 2006, once for the presentation of the first Miracadie Star. The objective of the activity was to develop and feature some of the region's young artists, and five of them charmed the public with their talents. After positive comments were received from listeners, it was decided to repeat this activity the following year adding a training session with professional artists.





**SMALL STEP
5-B**



EVALUATE THE EFFECTIVENESS AND USEFULNESS OF METHODS USED

The previous small step led you to evaluate whether or not you reached one or more of the your committee’s objectives. Now you are invited to ask yourself whether the methods used to reach your objectives were the right ones. This enables you to answer to the question **“How?”**



A few questions to answer:

- Among the activities organized by your committee, which generated the greatest participation?
- Among your committee activities, which produced the most comments?
- Which activities were the most popular and appreciated?
- In relation to the investment (time, money and resources) which activity is the most cost effective?

Possible paths

- Activity that generated the most participation
- Activity that sparked the most comments from the participants

Activity that people continue to talk about several months later

Cost effectiveness: relationship between the number of people participating and the funds invested

Success Story

Success story from Lamèque NB.

As part of the activities offered during the Peatmoss festival, the organizing committee offered a “50+ day”. The activities attracted more that 150 people. The program consisted of music, entertainment and information. The participants were delighted. This was identified as a winning formula, and is included on the program every year.





SMALL STEP
5-C



NOTE THE RESULTS

You worked hard to reach your targeted objectives. You took the time to evaluate them and to examine the relevance of the means and methods used. Now, take a look at the results, the expected outcome as well as unexpected consequences. Observe whether you obtained the results anticipated at the start. And don't forget the results that you did not expect. You will answer the question "Really?" with real surprise!

Take note of

The way the people speak about your initiatives, what they remember

The way the media, written as well as spoken, report your initiatives

Comments gathered from the section "others" on your evaluation sheet

The new alliances that develop through your activities



A few exercises:

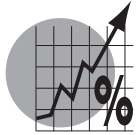
- People may stop to talk to you about your committee's activities. When they do, what do they say?
- What surprises you when people speak about the activity you organized?
- Read the reports that come out about your activities. What are the elements mentioned that surprise you?
- Make a list of the people and groups who want to work with you. Do you see a surge of interest?

Success Story

Success story ... from the University of Moncton, Shippagan Campus.

For a few years now, members of the administration, professors, personnel, student council and the municipality have worked hard to give an appropriate welcome to new students. This week of activities brings students together to talk, get acquainted and become familiar with their new environment. These are some of the objectives of opening week, and they seem to be met. Other positive effects of this week of activities involve helping students create a network that will support them in adjusting to their university life. Eventually, this can prevent students from dropping out, improve their self esteem and who knows, may even prevent the youth migration toward the large centres.





SMALL STEP
5-D



SHARE THE RESULTS

The project you have undertaken could never have become what it has, without the members of your community/organization and your partners. What could be more natural at this time than to share with them the results you have obtained, your achievements, and take this opportunity to boost their sense of belonging and pride. This little step explains the “Why?” of your work. Furthermore, sharing the results is a way of constantly improving your capabilities. It also helps convince people that your work is contributing to the health and wellness of your community/organization, and that it would be wise to support you.

Possible Paths

Attend regular meetings of clubs and organizations in your community/organization (the Golden Age Club, parent meetings, the Optimist Club, Municipal Council meetings, the Richelieu Ladies Club, etc.).

Meet with the editor of your local newspaper to have the results of your project reported to it's readers.

Set up a kiosk at a community activity or the farmers' market.

Don't forget to contact organisations that print monthly news bulletins that may be willing to share your success story and thereby inspire other communities and organizations.

Keep an eye on the media and your partners' announcements to learn about health and wellness events that are coming up, where you could share your results.



A few exercises:

If you could tell the story of your project, what would you say?

What would you like people to remember?

What are you particularly proud of?

What was the initial idea?

Who were the players?

What anecdotes could be shared?

What do you remember in particular?

Do you have any words of caution?

Who do you wish to share your results with?

Success Story

Success story.... from Le Centre de Bénévolat de la Péninsule Acadienne from (the Acadian Peninsula Volunteer Centre). The Centre publishes a news bulletin that is distributed to all the people who benefit from their programs and services and to all their supporting partners. People can learn from the experience of others and celebrate the achievements!



CONCLUSION

This guide was created in response to a need expressed by the Acadian and Francophone Communities of New Brunswick which was to have a concrete, practical tool to help communities and organizations inject life into their Healthy Communities committees in NB. Since such a tool did not exist anywhere else, much less in French, MACS-NB decided to act. The public consultation conducted provided precious information to help us develop a guide that answered the demand in the most effective way. We are now very happy to also have it available in english

We hope this guide will be useful and will help you continue your journey and help reach wellness in your community or organization.

Don't hesitate to share your success stories every way you can! This always generates ideas and contributes to the most precious of collective wealth: it's health and wellness.

*A healthy
community—because
there is a heart beating
in every community*

Cheers to our
HEALTH!



EVALUATION FORM FOR THIS GUIDE

MACS-NB wishes to thank you for completing this evaluation form. Your comments and suggestions can help us to update the guide and maintain its usefulness. When you have a moment, kindly complete and return the following questionnaire.

1. Was the guide useful in starting your initiative?

(1 = Not very useful) (5 = Very useful)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Which section of the guide did you find the most useful?

3. Is this guide easy to use?

(1 = Not easy) (5 = Very easy)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Additional comments:



MOUVEMENT ACADIEN
DES COMMUNAUTÉS EN SANTÉ
DU NOUVEAU-BRUNSWICK

PLEASE RETURN THIS QUESTIONNAIRE
by mail, fax or email to the following address:

Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick (MACS-NB)
220 Boulevard St-Pierre West, Room 215,
Caraquet, New Brunswick E1W 1A5
Telephone: 506-727-5667 Fax: 506-727-0899 macsnb@nb.sympatico.ca

APPENDICES

- A. The Ottawa Charter for Health Promotion
- B. The Bangkok Charter
- C. The Determinants of Health
- D. A Few Success Stories
- E. Tools for Chairing a Meeting
- F. Conflict Management Tools
- G. Guide for Developing a Communication Strategy
- H. Communication Tools
- I. Procedure for Achieving Consensus
- J. Preparing an Action Plan
- K. Preparing a Funding Application
- L. Evaluating the Committee's Work

CLARIFICATION

The series of appendices that follow is intended to direct you toward other existing tools that can support your work. These tools are summarized to give you a general idea of the content and where to find the material without making things too complicated. They offer new paths to follow after the small steps you have already discovered. Rather than reinventing the wheel, MACS-NB prefers to recognize what others do well and gain from their knowledge. We would like to thank them for sharing their skills and experiences.

APPENDIX A

The Ottawa Charter for Health Promotion

The first International Conference on Health Promotion, held in Ottawa on November 21, 1986, launched the Charter for action to achieve health for all by the year 2000 and beyond.

The Charter proposes:

- Health promotion that assures the fundamental conditions for health, aims at promoting health, gives the public the means to reach these goals, and requires the coordinated action of all concerned with professionals in the health sector acting as mediators.
- An intervention in health promotion that requires the development of healthy public policies, the creation of supportive environments, the strengthening of community action, the development of personal skills and the reorientation of health care services.
- Moving into the future by making a commitment to health promotion and a call for international action.

Complete text: www.euro.who.int/__data/assets/pdf_file/0004/129532/Ottawa_Charter.pdf

APPENDIX B

The Bangkok Charter

The sixth Conference on Health Promotion, August 11, 2005, adopted the Bangkok Charter to respond to the challenges of world health. The Charter defines the measures and commitments necessary to take action on the determinants of health through health promotion in a globalized world.

The Bangkok Charter reaches out to:

- governments and politicians at all levels
- civil society
- the private sector
- international organizations
- the public health community

Health Promotion:

- The United Nations recognizes that enjoyment of the best state of health is one of the fundamental rights of every human being without discrimination.
- Health promotion is based on this critical human right and offers a positive and inclusive concept of health as a determinant of the quality of life, including mental and physical well-being.
- Promoting health enables people to increase control over their health and its determinants.

http://www.lydheilsustod.is/media/lydheilsa/bangkok_charter_healthprom_globalizedw.pdf

APPENDIX C

The Determinants of Health

1. **BIOLOGY AND GENETIC ENDOWMENT:** This is how you acquire your mother's nose or your father's eyes. The genetic baggage from your parents can have as much impact on your state of health as your previous medical history.
2. **GENDER:** Men and women are prone to health problems or conditions that are specifically their own. And it goes even further—they have different ways of reacting to their problems, as well as treating and preventing them.
3. **CULTURE:** It is basically who we are, our identity, our language, our history, our beliefs and our values.
4. **HEALTHY CHILD DEVELOPMENT:** What is experienced during early childhood influences the development of the individual throughout his or her life. That is why a healthy environment and enriching learning experiences are so important.
5. **SOCIAL SUPPORT NETWORKS:** In good times as well as bad, to socialize or simply to prevent loneliness we turn to family, friends, colleagues or the community. These networks must be built as early as possible and maintained throughout our lifetime.
6. **EDUCATION AND LITERACY:** The higher our level of education, the better the chances are to have interesting employment, a good income and a better quality of life.
7. **EMPLOYMENT AND WORKING CONDITIONS:** Do you have a job? Are you unemployed? Do you work too hard or not enough? Are you stressed at work or are you appreciated? Working conditions affect your health whether they are good or bad.

Biology and genetic endowment



Gender



Culture



Healthy child development



Social support networks



Education and literacy



Building a Healthy Community

8. **SOCIAL ENVIRONMENTS:** These are social conditions that promote wellness stability, acceptance of differences, inclusion, the sense of security, family and community solidarity.
9. **PHYSICAL ENVIRONMENTS:** Our health is affected by the quality of everything that surrounds us such as the air, water, global warming, housing, the workplace and even the road conditions and street lighting.
10. **PERSONAL HEALTH PRACTICES AND COPING SKILLS:** Making healthy choices (nourishing food, physical activity, mental health and fighting addictions) helps our ability to cope with the pace of every day life.
11. **HEALTH SERVICES:** Each one of us is responsible for promoting and maintaining our own health. However, we would all like to have quick access to quality services in our own language as close to home as possible.
12. **INCOME AND SOCIAL STATUS:** If money can't buy health, it certainly can contribute to our well-being because housing, diet, clothing and living conditions depend on our income and our place in society.

Employment and working conditions



Social environments



Physical environments



Personal health practices and coping skills



Health services



Income and social status



APPENDIX D

A Few Success Stories

The Mouvement Acadien des Communautés en Santé du Nouveau-Brunswick (Acadian Movement for Healthy Communities in New Brunswick) (MACS-NB) publishes numerous success stories through its various publications (*Réseau-MACS*, *La Bonne idée*, practical guides, etc.). The Healthy Communities and Organizations, as well as the network's associated group members, are managing activities in several sectors on their own and have shown excellent leadership. You have had a glimpse of their work in each small step of this guide. Visit the MACS-NB website www.macsnb.ca to discover more about this energetic francophone group.

To find out what is going on elsewhere in Canada, you can visit the websites of other existing provincial networks, such as the *Réseau québécois de Villes et de Villages en santé* (Quebec Network of Healthy Cities and Towns), the Ontario Healthy Communities Coalition and the British Columbia healthy communities.

<http://www.rqvvs.qc.ca/>
<http://www.ohcc-ccso.ca/>
<http://www.bchealthycommunities.ca/>

APPENDIX E

Tools for Chairing a Meeting

Source “Community Action Handbook”:

- Agenda for the planning meeting
- Letter of invitation to the first planning committee meeting
- Letter of invitation to the information-gathering sessions
- Agenda for the information-gathering sessions

Available at: http://www.healthnexus.ca/our_programs/hprc/resources/ca-hndbk.pdf (pp. 33–34, pp. 43–44, pp. 49–51)

APPENDIX F

Conflict Management Tools

From the Ground Up; An Organizing Handbook for Healthy Communities:

Navigating conflict

Available at: http://www.ohcc-ccso.ca/en/webfm_send/166 (page 18)

APPENDIX G

Guide for Developing a Communication Strategy

The University of Toronto Health Communication Unit has developed and translated an excellent document entitled “Overview of Health Communication Campaigns.”

The overview presents:

- An introduction: Rationale and Effectiveness of Comprehensive Communication Campaigns; and
- The 12 essential steps in developing a good communications strategy.

Entire document available at: http://www.thcu.ca/resource_db/pubs/713413616.pdf

APPENDIX H

Communication Tools

Source “Community Action Handbook”:

- Sample news release
- Selection of activities
- Types of promotional material

Available at: http://www.healthnexus.ca/our_programs/hprc/resources/ca-hndbk.pdf (p. 52–55)

APPENDIX I

Procedure for Achieving Consensus

From the Ground Up; An Organizing Handbook for Healthy Communities:

http://www.ohcc-ccso.ca/en/webfm_send/166 (pp. 24-27)

Source “Community Action Handbook”:

- Potential planning committee members
- Planning meeting agenda
- Letter of invitation to the first planning committee meeting
- List of the community leaders
- Minutes of a planning committee meeting

Available at: http://www.healthnexus.ca/our_programs/hprc/resources/ca-hndbk.pdf (pp. 32–37)

APPENDIX J

Preparing an Action Plan

From the Ground Up: An Organizing Handbook for Healthy Communities:

Available at: <http://www.ohcc-ccso.ca/en/from-the-ground-up-an-organizing-handbook-for-healthy-communities>

APPENDIX K

Preparing a Funding Application (french document)

In 2005, the Ontario Prevention Clearinghouse, now known as Health Nexus, put together a guide on strategies for developing funding requests. This guide will help you:

- Produce a profile of your organization
- Reflect on what your group wants to accomplish
- Make an inventory of necessary resources
- Connect with funding agencies
- Draft and verify your application
- Summarize your action plan
- Draft a covering letter
- Follow up with sponsors
- Understand the principles in seeking financial resources

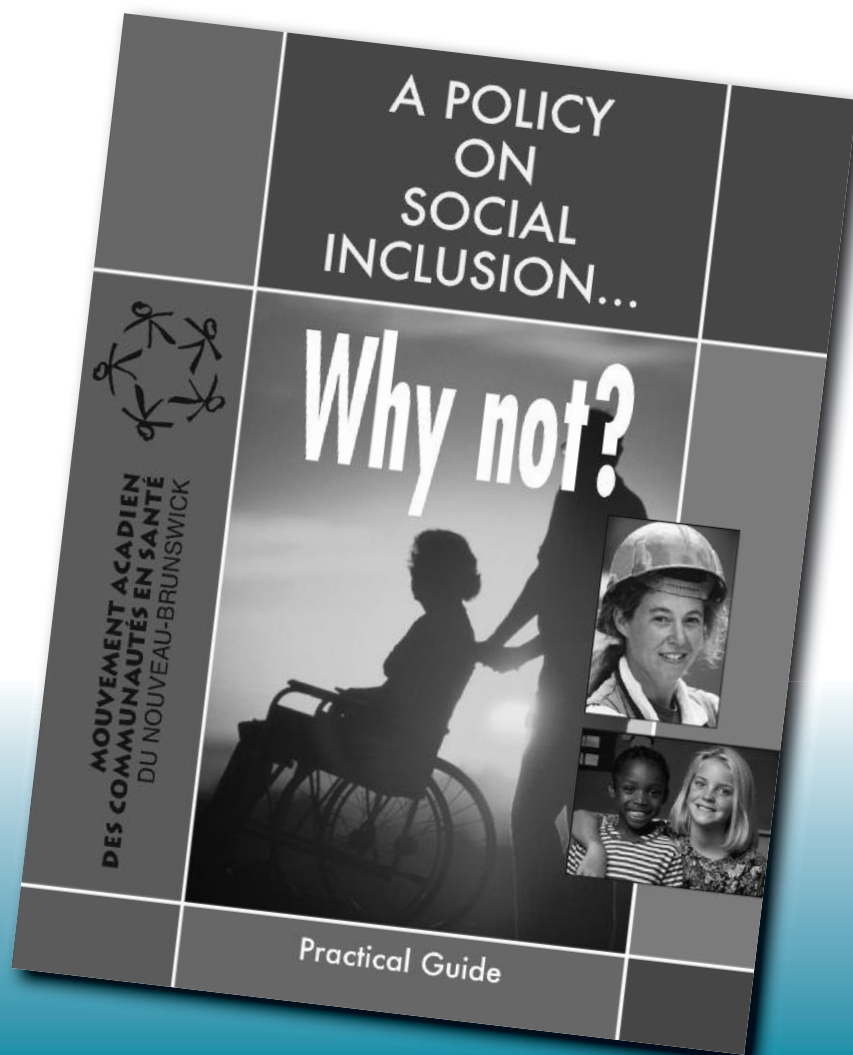
Entire document available at: <http://www.nexussante.ca/nosprogrammes/hprc/ressources/demande.pdf>

APPENDIX L

Evaluating the Committee's Work

From the Ground Up; An Organizing Handbook for Healthy Communities:

Available at: http://www.ohcc-ccso.ca/en/webfm_send/169



Available at :
[www.macsnb.ca/publication/125/file/Inclusion%20\(ang\)%20web.pdf](http://www.macsnb.ca/publication/125/file/Inclusion%20(ang)%20web.pdf)

REFERENCES

CÔTÉ COMMUNICATION CONSEIL.

Relative Happiness Indicator, 2007. Available online at: <http://www.indicedebonheur.com/home.htm>.

DUBOIS, Nancy.

"Sustaining Health Promotion Efforts," <http://www.ohpe.ca/epublish/1> Ontario Health Promotion E-Bulletin, <http://www.ohpe.ca/epublish/1/487> 27 October 2006, Volume 2006, No. 487. University of Toronto Health Communication Unit. Available online at: <http://www.ohpe.ca/node/7906>.

HANCOCK, Trevor.

Des gens en santé dans des communautés en santé : un défi pour la santé publique au 21^e siècle. Text prepared for the Journées annuelles de santé publique, 1999. Available at: <http://www.rqvs.qc.ca/pub/publication/hancock.pdf>.

LALONDE, M.

A New Perspective on the Health of Canadians: A Working Document. Ministry of Supply and Services Canada, 1981, 79 pages. Cat: H31-1374, ISBN: 0-662-50019-9. Available online at: <http://www.hc-sc.gc.ca/hcs-sss/pubs/system-regime/1974-lalonde/index-eng.php>.

M.R.C. DU FJORD-DU-SAGUENAY.

Guide d'une démarche pratique de concertation : à l'usage de partenaires engagés dans un projet partagé de développement régional, 2004, 10 pages.

ONTARIO HEALTHY COMMUNITIES COALITION.

"http://www.ohcc-ccso.ca/en/webfm_send/185" "Open Communities and Local Government Working Together A Resource Manual of Strategies" " _blank" Communities and Local Government Working Together A Resource Manual of Strategies, 1995, second edition 2003, 43 pages.

ONTARIO HEALTHY COMMUNITIES COALITION.

From the Ground Up: An Organizing Handbook for Healthy Communities, 2003, 120 pages.

ONTARIO PREVENTION CLEARINGHOUSE.

Community Action Handbook, 55 pages. Available online at: http://www.healthnexus.ca/our_programs/hprc/resources/ca-hndbk.pdf.

PUBLIC HEALTH AGENCY OF CANADA.

Guide to Project Evaluation: A Participatory Approach. No. cat.H39-355/1996F.1SNBO-662-80935-1, 1996. Available online at: <http://www.phac-aspc.gc.ca/ph-sp/resources-ressources/guide/index-eng.php>. Revised: April 17, 2000.

RÉSEAU QUÉBÉCOIS DE VILLES ET DE VILLAGES EN SANTÉ (RQVVS).

Vers des communautés durables en santé : grille d'analyse de projet, 2004, 13 pages.

RQVVS. Concertation locale : les clefs du succès, 1998. Available online at: <http://www.rqvs.qc.ca/pub/publication/clefs09.pdf>.

WORLD HEALTH ORGANIZATION (WHO).

The Bangkok Charter for Health Promotion in a Globalized World, 2005, 11 pages.

WHO. Twenty Steps for Developing a Healthy Cities Project, 1992, third edition, 1997, 61 pages. Available online at

<http://www.euro.who.int/document/E56270.pdf>.

WHO. Ottawa Charter for Health Promotion. Copenhagen, World Health Organization Regional Office for Europe, 1986. Available online at <http://www.who.int/healthpromotion/conferences/previous/ottawa/en/print.html>.



MACS-NB is a proud partner and the coordinating body of the *Réseau-action Communautaire de la Société Santé et Mieux-être en français du Nouveau Brunswick*



Réseau-action Communautaire

Membre de la
Société Santé et Mieux-être en français
du Nouveau-Brunswick



The Community Action Network is one of the three components of the Société Santé et Mieux-être en français du Nouveau Brunswick. It is on each of these action networks that the grass roots initiatives are based to optimize the health and wellness of the Acadian and French-speaking population of New Brunswick.



VISION

The Community Action Network is the voice promoting a society that is well-adjusted, thriving and responsible for its own health and wellness.

***“Our health
and wellness,
that’s our business!”***

Become a **HEALTHY COMMUNITY** a **HEALTHY ORGANIZATION** and a **HEALTHY SCHOOL**



OHCC • CCSO
Ontario Healthy Communities Coalition
Coalition des communautés en santé de l'Ontario
www.ohcc-ccso.ca



RÉSEAU QUÉBÉCOIS DE
VILLES ET VILLAGES
EN SANTÉ
www.rqvvs.qc.ca

**MOUVEMENT ACADIEN
DES COMMUNAUTÉS EN SANTÉ
DU NOUVEAU-BRUNSWICK**
www.macsnb.ca



BC Healthy Communities
People. Place. Potential.

www.bchealthycommunities.ca

