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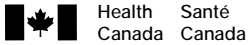
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the wiseguide

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(speak)

YOUR COMPLETE, NO-NONSENSE GUIDE TO NON-PROFIT COMMUNICATIONS



Canadian Strategy on HIV/AIDS



Published by authority of the Minister of Health

This publication is also available on
the Internet at the following address:
<http://www.healthcanada.ca/aids>

It can be made available in/on computer
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upon request.

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1 GETTING attention

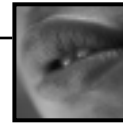


Your group accomplishes great things. If you want people to know about them, you need to take advantage of the media.

There may be an art to getting media attention—but nothing is more predictable and successful than applying the *knack*. And having the *knack* simply means being in possession of a basic understanding of Media Relations and some tried-and-true skills.

This section will give you attention-getting tactics for print, radio, and TV—including 10 *indispensable* hands-on tools for head-on Media Relations.

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INTRODUCTION

Media relations 101

A Media Relations Success Story

The Hamilton AIDS Network (HAN) raised \$2,000 by attracting more than 800 fashion fans to its "Hot Pants Romance Costume Ball" in June 1998. It also convinced designers, models, contortionists, drag kings—and every other kind of talent it needed—to volunteer for the event.

How did HAN do it?

Good Media Relations, that's how.

HAN sent advance news releases to the daily, community, and campus press—as well as to radio and TV.

"Make it exciting. Make use of people you already know. And make yourself accessible," says Niki Gately, co-organizer of the event.

Then HAN people made the all-important personal *Follow-Up Calls* to further sell the very newsworthy elements of the story—local designers and other talent, a funky charity fundraiser, and an exciting and unusual photo-op.

What did HAN get?

Great advance coverage! *VIEW* magazine, *The Hamilton Spectator*, *Xtra*, and other pop culture community papers promoted the event, and CFMU, McMaster's campus radio station, provided free promo spots after it was approached to become a sponsor.

With pre-show attention like this, HAN didn't have to pay for any advertising to stimulate ticket sales. *The Hamilton Spectator* and local TV stations attended the event itself—due in part to the free tickets HAN sent out to encourage the media to show up.

ONtv was there to do interviews and put the story on the 11 o'clock news. The local cable station filmed the entire show and aired it the following week. And *The Hamilton Spectator*, as well as doing advance coverage, gave the event a full-page spread with colour photos in the next day's paper.

WHAT IS IT?

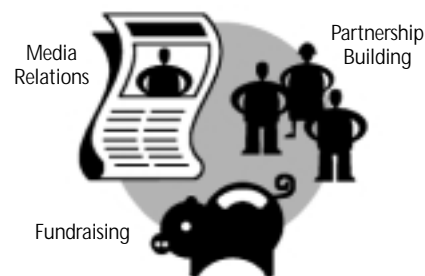
Media Relations is *professionally* dealing with the professionals in the media to make news and get your message across to the public. Media Relations will help you create a profile for your group and an increased awareness of your issue, viewpoint, and initiatives.

Media Relations is also a key activity to help your group survive and thrive in a competitive social action scene. When you do effective Media Relations and raise the profile of your organization, you attract more fundraising opportunities, volunteers, and partners to help you get *attention*, despite the thousands of other causes and issues that compete for coverage, funds, and support.

Media Relations is also an ongoing activity. You'll get the most benefit if you practise Media Relations on a regular basis—from developing strong relationships with media people to thinking about interesting new angles for your stories.

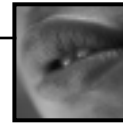
GOOD MEDIA RELATIONS HAS GREAT BENEFITS:

- An exciting and active group profile
- More opportunities for sponsorship
- More fundraising dollars
- More opportunities for partnership
- Motivated group members and more volunteers



When the issue

IS HIV/AIDS



AIDS IS STILL A CANADIAN REALITY

Every day Canadians become infected with HIV and die of AIDS, yet the AIDS issue has lost some of the urgency and media attention it received during the 1980s and early 1990s. The fact that infected individuals have access to treatments and are living longer is seen as a sign that the crisis is over. This is not reality.

THE CURRENT CONTEXT

The truth is this epidemic continues to have a profound impact on the lives of people living with HIV/AIDS—and on the lives of their partners, families, friends, colleagues, and caregivers. Over 50,000 people in this country are living with HIV/AIDS, and hundreds of thousands of people are living with them.

What has changed is that some people with the virus are living longer, in good health. That means they continue to work, plan for the future, and lead relatively normal lives. And while this is an excellent news story, it has instilled a false sense of security. Many people simply don't believe AIDS is still a fatal health threat.

Clearly, HIV/AIDS is and remains a serious medical issue, but, at the same time, governments and world health organizations are taking a broader view to encompass urgent social justice, gender, human rights, and economic challenges.

THE IMPACT ON YOUR GROUP

Community-based AIDS organizations (CBAOs) like yours are becoming more and more involved in societal AIDS concerns, including palliative and senior care, education, workplace productivity and discrimination, poverty, and substance addiction. Your programs and initiatives are expanding to promote this holistic approach to prevention and to meet the emerging needs of a large group of people living with the disease.

From the beginning, community groups have been on the front lines of the fight, and have significantly contributed towards reducing the transmission of HIV/AIDS. But the fight is far from over. And Media Relations is the best way to get that message out.

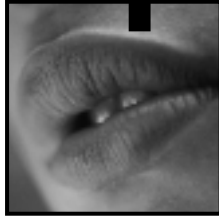
Why AIDS Needs to Stay on the Public Agenda

- There is still no cure and no vaccine
- *Superinfections, or double infections*, are a new threat to the HIV/AIDS community and the population at large
- 12 people a day in Canada become infected with HIV (1998 statistic)
- As many as 15,000 Canadians are unaware of their HIV-positive status (2000 statistic)
- Young people experience half of all new HIV infections
- Current figures show that HIV-positive test reports are increasing among women, Aboriginal populations, and gay men
- More people are alive with HIV/AIDS than ever before, putting an increased demand on groups that are trying to operate with the same level of resources

Use the information in this sidebar and the Tools in this section to reposition the HIV/AIDS issue in your stories and in the local media.

Go to www.healthcanada.ca/aids for the most current statistics on HIV/AIDS.

1



THE MEDIA

This section describes the three types of media you will use the most—print, radio, and TV. It will also tell you how they work and what they need from you to get your story out.



How you relate TO THE MEDIA

The ideal relationship with the media is friendly, dynamic, and ongoing. And it's not a one-sided relationship—you have something to offer each other.

- | | |
|--|---|
| What can the media give your group? | What can your group give the media? |
| <input type="checkbox"/> Relatively cost-free <i>publicity</i> | <input type="checkbox"/> <i>Newsworthy</i> information and stories |
| <input type="checkbox"/> A public <i>profile</i> | <input type="checkbox"/> The <i>opinion</i> of active and informed people |

Contacting people in the media can sometimes be intimidating. But it doesn't have to be. Here are a few things you should start thinking about and doing to help you get wise to Media Relations:

Professional Wisdom

Make a habit of looking at your story with the 5 Ws & H in mind. This is the information the media need most:

- WHO
- WHAT
- WHEN
- WHERE
- WHY
- HOW

Media Relations Basics

Groom your spokesperson to be knowledgeable, return media calls promptly, tell the truth, become a valuable source, and do what you say you're going to do.

KNOW YOURSELF

Keep your eye on trends in story coverage. Look at local, national, and international coverage of your issue in papers and on radio and TV. Public opinion and the media's handling of issues are always changing, and you'll want to know where your group fits into it all.

KNOW YOUR AUDIENCE

Figure out who your messages will appeal to. Is your story something that will interest certain communities, or does it have a wider appeal? Should your *News Release* be sent to the mainstream media or to the alternative press, or both?

KNOW YOUR ANGLE

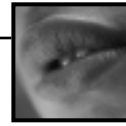
There are many ways to give your story that media *zip*. The media are always interested in stories that affect people and communities—but they'll be looking for an angle that gives your story a sense of timeliness and relevance.

KNOW YOUR FACTS

Make sure the information you offer is comprehensive, accurate, and honest. Check your sources and know your details. Find your 5 Ws & H. If you always provide solid, complete, and interesting information, your media contacts will look to you as a good source for related stories they do in the future.

Print:

YOUR BEST BET FOR MEDIA COVERAGE



Print is the most accessible type of media, and, the one you will use the most. It's everywhere, it's diverse, and, despite the popularity of the Internet, it continues to be widely read. Take advantage of the different varieties of print, including big and small circulation dailies, community papers, alternative weeklies, magazines, quarterlies, and trade publications.

YOUR MESSAGE CAN APPEAR IN PRINT IN MANY FORMATS:

- News article
- Special feature story
- Community event announcement
- Advertisement
- Public Service Announcement (PSA)
- Photo and caption
- Letter to the editor
- Opinion editorial (Op-ed)

Sometimes you'll write the piece yourself—as with *Letters to the editor* and *Op-eds*—but more often the editor will assign a writer or reporter to work on the story. The person assigned will work from your *News Release* or story proposal, and add information gained from interviews and personal research.

THERE ARE THREE MAIN PRINT CATEGORIES:

DAILIES

There are more than 120 daily newspapers in Canada, from mass-circulation newspapers (*The Globe and Mail*, *The National Post*, *La Presse*), to small local publications. Dailies offer some of the freshest news and focus on current issues and information. Consequently, editors tend to enforce a final story deadline of 2 to 3 p.m. on the day before publication.

How to Get Ink

Send out a *Media Advisory* or *News Release* or call the editor in person to pitch your story idea.

Special features or sections may have different deadlines, so be sure to ask. They may also give you free small ad space to promote events, or include small PSA fillers to plug holes in the layout.

e.g., *For confidential HIV/AIDS testing call 123-4567.*

WEEKLIES AND COMMUNITY PAPERS

Canada supports approximately 1,000 weeklies and community papers. Weeklies in big centres tend to be young and hip, and reach the urban and youth audiences. Weeklies can also have a special focus—seniors, the gay community, health, etc.

These alternative press organizations are almost exclusively interested in local news and issues. Emphasize your group's role in the community and the local impact of your initiatives and they'll be interested. Deadlines range anywhere from 2 to 5 days before publication. They may also be interested in sponsoring your events by providing free promo ads, due to their strong community focus.

Often, weeklies are part of a provincial or regional "chain," able to run advertisements or articles in many papers through a single "buy" or submission.

SPECIALTY PRINT

Specialty print includes national magazines (*Maclean's*, *Chatelaine*), regional magazines (*Toronto Life*, *Fugues*), and *niche* or trade publications.

These publications are defined by the interests of their readership—and range from general news and information to a very narrow area of specialty. Again, when you approach these publications, you must choose the angle of your story that appeals to the magazine's scope of interest and target audience.

Like other forms of print media, specialty publications have rigidly enforced deadlines; unlike other forms of print media, their deadlines are often weeks or months in advance of publication.

Remember the Visual Angle

Print isn't just about words. Photos and captions grab reader attention in a big way. Try to set up a photo-op to accompany your story—reporters are open to your suggestions.

Sometimes your print story is *just* a photo-op

Often editors will run a photo of an event without an accompanying article. The 5 Ws & H can be covered off in the caption.

See page 35 for more about photos.

Put it in YOUR OWN WORDS



Here are two savvy Media Relations moves to get your message across to the public in your own words—*Letters to the editor* and *Op-eds*. Dailies and community papers print both, and this is one of the best ways to make a statement. You can either set the record straight, disagree with other letters or recent coverage, or give your opinion on the issues. If you make it compelling, they will print it.

LETTERS TO THE EDITOR

Most newspapers have a letters to the editor page where readers can respond to articles or express opinions on current issues in a letter format. Feel free to contact the editor, discuss your take on the issue, and ask if he or she would be interested in your submission.

OPINION-EDITORIALS (OP-EDS)

Op-eds are opinion pieces that run adjacent to a newspaper's editorial content. Individuals or groups who are concerned with social policy and public issues usually write op-eds. This format allows them to offer a solid opinion and an argument for their point of view. Although you can present a more substantial message in an op-ed than in a letter to the editor, it is still a good idea to keep it brief. Feel free to contact the op-ed editor to propose and discuss your submission.

Keep in Mind

- Keep letters to the editor under 200 words
- Clearly and creatively state your position and offer rationale and support—avoid over-the-top emotion or outrage if you want to get printed
- Editors will trim for length and edit for clarity
- Submit on one page, double-spaced and typed
- Use good style, grammar, and spelling
- Sign your letter from your group spokesperson

Keep in Mind

- Op-eds can range from 500 to 2000 words
- Make it newsworthy (see page 30)
- Be creative and style conscious
- Include an introductory note explaining the relevance of your op-ed to the paper's readers
- Accredite the piece to your senior executive or spokesperson to establish credibility

Say Thanks

Use a heart-felt letter to the editor to thank the community for the support and success of your recent fundraising event.



Radio:

GIVE YOUR MESSAGE A VOICE

There are more than 800 public, commercial, community, and campus radio stations across Canada. And it's relatively easy to give voice to your message through news segments, talk radio programs, community event segments, and PSAs.

NEWS SEGMENTS

Your story will make it onto radio news if it has a good *soundbite*, as well as the other elements of newsworthiness. Radio is ideal for stating your group's position on recent government announcements or for discussing your initiatives and fundraising successes. The deadline for news stories is short—give as much notice as possible because a journalist must conduct an interview by phone or in person and the story must be produced and edited into a brief news segment. News and talk programs are generally broadcast during the *morning* and *afternoon* drive, so you will reach a fairly large audience.

TALK PROGRAMS

Talk radio tends to be opinion or issue oriented. Consider taking part in panel discussions or getting your spokesperson a guest spot on a program that deals with your issues. If you are taking part in a panel discussion, do a little research on the other participants so you know the positions and opinions your spokesperson will encounter. If it's a call-in show, it's a good idea to connect with the caller, validate the question ("That's a good point..."), and give the caller respect—even if you feel it's undeserved.

COMMUNITY EVENTS ANNOUNCEMENTS

Provide all the radio stations in your area with the details of upcoming events. They will include the information in their community announcements and use it for on-air chatter and filler.

PSAs

All radio stations must devote free air time to *Public Service Announcements* (PSAs). PSAs are an ideal way to inform the public about an important social or health issue. They are also a great way to promote free services available to the public, or to call for volunteers. And they're easy—you write them and the radio station produces and plays them. Call the station and talk to the PSA editor for more details.

GIVE A GREAT INTERVIEW

Relax. There's nothing to be nervous about. It's easy to give a good interview. A bit of practice and these common-sense tips will make you a radio pro.

- If it's a phone interview, try to eliminate any background noise and speak clearly into the mouthpiece. Hold the phone a few centimetres from your mouth—it's not a good idea to use a cell phone or a speaker phone. Assume you are being recorded, so be cautious—even off-the-cuff remarks could make it into the news segment. Don't feel pressured by silence. Take the time to collect your thoughts before you answer.
- If the interview is at the radio station, maintain good eye contact with the interviewer and follow her prompts and signals. Consider this interview an energetic dialogue between two people. In fact, it may help you to relax and focus if you think about a single listener and try to connect with that one person sitting at home or in the car.
- The power of radio lies in the soundbite. Rehearse your message in soundbite form—quick, direct, compelling bursts of information. Of course, it's a good idea to come completely prepared with all the details, as the interview may go beyond soundbite quotes.

Here's a good solid soundbite:

"With the enormous success of today's fundraising event, we're able to expand our outreach and education programs and increase our support to people living with HIV/AIDS in this region."

Tool #9

has guidelines and samples to help you write your own PSAs.

How to Be Radio Friendly

- Let your personality come through—be energetic and confident
- Show expressions on your face or smile; it will warm up the tone of your voice
- Sound spontaneous, not rehearsed
- Keep your answers brief—30 seconds max
- Use your notes only for backup
- Talk in quick, direct sentences—they make better soundbites
- Speak clearly, without saying "er" or "uh"
- Try not to hesitate or ramble
- Know the details of your message inside out
- Return to your key message if the conversation strays
- Repeat messages and summarize at the end
- Try not to fidget or shift your body, as it makes background noise
- Keep your cool during a contentious discussion
- Thank the host or interviewer

Tool #8

will help you prepare your spokesperson for radio and TV interviews.



Television:

YOUR MESSAGE IN MOTION

What to Use TV for:

- Big events where the crowd and live action make for interesting footage
- Important announcements and news conferences
- Fundraising events that have an interesting community spin, great photo-ops, local celebrities, or large donors
- Reaction to government announcements
- PSAs and community event announcements

There are several commercial TV stations serving any community, but the increase in popularity of local access cable stations makes it much easier for groups like yours to get TV coverage. You probably won't use TV as much as print and radio, but it's a great format for big news and big events. Remember—people, action, and colour make great TV.

THERE ARE TWO MAIN TV FORMATS:

COMMERCIAL STATIONS

- Newscasts organize their stories into short 30- or 60-second segments. Present your message in catchy soundbites—this will make it easier for the reporters and news producers to fit your story into a segment.
- Most stations broadcast community event details during the news, so make sure you send out all the details a week before in a Media Advisory.
- Keep in mind the difference between mid-day, early evening, and late evening news. Each newscast will have a different focus. Mid-day news programs usually have a less time-sensitive, community focus; while other newscasts feature breaking news and current stories.
- Scheduling is important. If you are throwing a fundraising party in the evening, it could be profiled during one of the evening newscasts. If you are having a fundraising walk in the afternoon, it could be anticipated by the mid-day news and then reported on during the evening news. Contact the news producer a few days before the actual event to work out a schedule together.
- When you contact a news producer, elaborate on what they are going to see if they cover your event. Play up the visual angles and describe the location, the action, and the people involved (local personalities or important government officials). TV stations may not send a camera to your event, but they still may cover your story. The newscaster will read the story over an image, your logo, or B-roll footage.

CABLE AND COMMUNITY ACCESS

- Cable networks are a very accessible resource for groups like yours. Cable stations can be either national or local and offer a diverse range of news, current events coverage, and specialty programming.
- Community cable stations offer both local specialty programs and community access programming. Many schedule special panel shows where authorities on various matters discuss and debate social policy, politics, and culture. These shows are an ideal forum to present your group's message.
- Community cable stations may also tape your entire event for broadcast or give you a time slot to produce your own program. The station will provide technical help and camera operators if you approach it a number of weeks in advance to make the arrangements.
- National cable stations like *MuchMusic*, *CBC Newsworld*, and *YTV* also give some time to localized programming, and are often interested in giving coverage to events staged by community groups. If your group is staging a benefit with performances by musicians or high-profile DJs, there is a good chance *MuchMusic* will want to know about it. Or if your group is organizing an HIV/AIDS education seminar for young students, consider getting *YTV* involved.

TV Interview Tips

- Ask what the first question will be so you're prepared to face the camera
- Use facial expressions and tone to project warmth
- Calm your nerves; pretend only one person is watching
- Maintain eye contact with the interviewer, not the camera, OR look at the camera at all times if you are being interviewed from a remote location
- Try not to look at yourself in the monitor; it could throw you off
- For a face-to-face location interview, allow about 15 minutes for the crew to set up and 15 minutes to pack up
- Use interesting visual aids if it's appropriate—posters, charts, etc.—and pick an attractive backdrop
- Prepare one or two good soundbites
- Give brief answers of 5 to 20 seconds
- Repeat the substance of your message as often as you can to increase the chances that it will make it to the edited version

Tool #8

will help you prepare your spokesperson for radio and TV interviews.



Television PSAs

HOW TO USE THE TAPE INCLUDED IN THIS TOOLKIT

Most community organizations cannot afford to produce their own *Public Service Announcements* (PSAs) for television. That's why *The Wiseguide* includes 44 HIV/AIDS PSAs for TV and radio. These announcements were produced by regional and national AIDS organizations, governments, and media groups across the country. The broadcast rights have been obtained—you are free to use any of the PSAs provided for broadcast in your community.

And, fortunately, all TV—and radio—stations must devote some broadcast time to PSAs. The broadcasters in your community may offer to support your events by giving you PSA airtime, or simply schedule HIV/AIDS PSAs when they have time available. All you have to do is make a quick, informal call to the PSA Directors at your local stations to talk about time availability.

French and English PSAs are included on the VHS tape in this toolkit. Some spots have both a French and an English version, while others were produced in a single language. See a master list of the PSAs, including time codes, on page 18.

FOUR STEPS TO GETTING AIRTIME:

- 1 Call the PSA Directors at your local stations to arrange air time
- 2 View the VHS tape included in this toolkit to select the PSAs you would like to broadcast
- 3 Borrow a Beta master (the format TV stations require) from one of the contacts below and deliver it to the station, along with a photocopy of the master list with your selections marked
- 4 Return the Beta master as soon as possible so that other groups can have access to the limited number of master tapes available

YOU CAN GET A COPY OF THE BETA MASTER FROM THREE SOURCES:

1 Contact your regional AIDS Community Action Program (ACAP) office:

British Columbia and Yukon Territory
757 West Hastings Street
Suite 440
Vancouver, British Columbia V6C 1A1
Tel: (604) 666-2729
Fax: (604) 666-8986

Ontario and Nunavut
55 St. Clair Avenue East
3rd Floor
Toronto, Ontario M4T 1M2
Tel: (416) 973-0003
Fax: (416) 954-8211

Alberta and Northwest Territories
Canada Place
9700 Jasper Avenue
Suite 815
Edmonton, Alberta T5J 4C3
Tel: (403) 495-2754
Fax: (403) 495-5537

Quebec
Complexe Guy Favreau
200 René Lévesque Boulevard West
East Tower
Suite 212
Montreal, Quebec H2Z 1X4
Tel: (514) 283-4667
Fax: (514) 283-3309

Manitoba and Saskatchewan
391 York Avenue
Suite 420
Winnipeg, Manitoba R3C 0P4
Tel: (204) 983-2833
Fax: (204) 983-8674

Atlantic
1557 Hollis Street
Suite 709
Halifax, Nova Scotia B3J 3V4
Tel: (902) 426-2700
Fax: (902) 426-9689

2 Go to www.healthcanada.ca/aids and click on *The Wiseguide* button to make an online request

3 Contact the Canadian HIV/AIDS Clearinghouse at 1-877-999-7740 or aidssida@cpha.ca

The Wiseguide would like to thank the following groups for the use of these PSAs:

Canadian AIDS Society

Alberta Health

Ontario Ministry of Health

Northwest Territories Ministry of Health and Social Services

MuchMusic/MusiquePlus

Health Canada



PSA Master List

TITLE	IN	OUT	DURATION
TELEVISION			
CANADIAN AIDS SOCIETY			
1. Stay Safe	1.30.00	2.00.00	30 sec.
2. Fais attention	2.15.00	2.45.00	30 sec.
3. Friends	3.00.00	3.30.00	30 sec.
4. Family	3.40.00	4.10.00	30 sec.
5. Gay Couple	4.18.00	4.48.00	30 sec.
6. Ami(e)s	5.10.00	5.40.00	30 sec.
7. Famille	5.50.00	6.20.00	30 sec.
8. Couple	6.30.00	7.00.00	30 sec.
ALBERTA HEALTH			
9. Abstinence	7.12.00	7.42.00	30 sec.
10. Naked Goalie	7.57.00	8.27.00	30 sec.
11. Slow Dance	8.42.00	9.42.00	60 sec.
12. The End	9.57.00	10.27.00	30 sec.
13. Skiing AIDS	10.42.00	11.12.00	30 sec.
14. Edmonton Guys	11.27.00	11.57.00	30 sec.
15. Hammered	12.12.00	12.42.00	30 sec.
16. Not Shy	12.57.00	13.27.00	30 sec.
ALBERTA HEALTH/HEALTH CANADA			
17. Wide Mouth Mason—We're All Affected	13.39.00	14.09.00	30 sec.
18. Wide Mouth Mason—Stereotypes	14.29.00	14.59.00	30 sec.
19. Wide Mouth Mason—Compassion	15.29.00	15.59.00	30 sec.

TITLE	IN	OUT	DURATION
HEALTH CANADA AND MUCHMUSIC			
20. Wood Long	16.17.00	17.17.00	60 sec.
21. Dog #1	17.23.00	17.38.00	15 sec.
22. Dog #2	17.49.00	18.04.00	15 sec.
23. Chien n° 2	18.06.00	18.21.00	15 sec.
24. Dog #3	18.31.00	18.46.00	15 sec.
25. Chien n° 3	18.47.00	19.02.00	15 sec.
26. Boarder	19.12.00	19.42.00	30 sec.
27. Don't Share	19.53.00	20.23.00	30 sec.
28. The Phone Call	20.34.00	21.09.00	30 sec.
29. Street Talk	21.18.00	22.18.00	60 sec.
30. Rave n° 1	22.30.00	23.30.00	60 sec.
31. Rave n° 2	23.39.00	24.39.00	60 sec.
32. Rap de filles	24.52.00	25.27.00	30 sec.
33. Les condoms	25.35.00	26.05.00	30 sec.
ONTARIO MINISTRY OF HEALTH			
34. Two Girls	26.16.00	26.46.00	30 sec.
35. Man in Car	27.01.00	27.31.00	30 sec.
STATUS OF WOMEN COUNCIL OF NWT/ NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES			
36. The Right to Say "No"	27.46.00	28.46.00	60 sec.
37. Awareness of the Right to Self-Protection	29.01.00	30.01.00	60 sec.
38. Parent-Child Communication	30.17.00	31.17.00	60 sec.
39. How Best to Prevent Transmission	31.31.00	32.31.00	60 sec.
40. What is an STD?	32.46.00	33.46.00	60 sec.
RADIO			
CANADIAN AIDS SOCIETY			
41. My Sister	33.54.00	34.19.00	30 sec.
42. I'm Gay	34.27.00	34.52.00	30 sec.
43. Ma sœur	35.02.00	35.32.00	30 sec.
44. Je suis gai	35.37.00	36.07.00	30 sec.



THE PLAYERS

A big part of successful Media Relations is knowing who the players are. They are the editors, producers, directors, and reporters who help you get your story out there.

This section will show you how to create your own media lists so you'll know who to contact, what they do, and how they can help you make news. With this information, you're sure to win the Media Relations game.



Find out

WHO'S WHO

There are several fast and easy ways to track down the names of the people you need to talk to:

- 1 Check out the masthead:** newspapers and magazines publish their masthead in every issue, near the front. You'll find names, titles, and all the contact information you need.
- 2 Pick up the phone:** feel free to call radio and TV stations. They'll be happy to give you the information over the phone or fax you a list.
- 3 Go online:** most organizations have Web sites these days—media organizations as well. The sites should include up-to-date contact information for key people.
- 4 Get a media directory:** if you need complete national media contact information, consider subscribing to a media directory.

MEDIA DIRECTORIES

Media directories are helpful resources, but subscriptions can be very expensive. Consider asking for a subscription as a donation to the cause. Here are two of Canada's most complete directories:

Bowdens Media Directory

Bowdens Media Monitoring
2206 Eglinton Avenue East, Suite 190
Scarborough, ON M1L 4T5
Tel: (416) 750-2220
1-877-Bowdens
Fax: (416) 750-2233
www.bowdens.ca

The Matthews Media Directory

Matthews Media Services
Commerce Court East, Suite 850
Box 279, Commerce Court Postal Station
Toronto, ON M5L 1E9
Tel: (416) 361-6325
Fax: (416) 955-0705
www.matthews.ca

Who do you NEED TO KNOW?



If you contact the right people, your stories will move through the process more easily. Check out the list below to meet the key players and find out what they do:

DAILY NEWSPAPERS

ASSIGNMENT EDITOR (AE)

This is the person who assigns a journalist to your story. Send your *News Release* or *Media Advisory* to this person, even if you send it to another editor at the paper. Don't worry about getting to know the reporters right away or contacting them with story ideas—that's what the AE is for.

CITY EDITOR (CE)

This person is responsible for all local news coverage. You want the CE to know about your group, so make contact and provide your group's *Backgrounder* for future reference.

FEATURE EDITORS—HEALTH, ENTERTAINMENT, SPORTS, FOOD, ETC.

These people are responsible for an area of specific interest, and you should contact them directly if you have a great story idea for their section of the paper.

PHOTO EDITOR

This is the person who assigns photographers to stories. You should notify the photo desk, as well as other editors, if you have an event or a *publicity stunt* that will make a great photo-op.

WEEKLY OR COMMUNITY NEWSPAPERS

MANAGING EDITOR OR NEWS EDITOR

There are generally only one or two people at a small alternative press paper that you need to contact to make news.

Smart Moves

Give your stories a creative spin and get unconventional coverage from editors and reporters who don't normally cover HIV/AIDS. Your news isn't just for the health and community beat. The food editor might consider a story about local groups who provide meals to people with AIDS. The sports editor could be interested in a piece about the challenges of keeping fit while living with the virus. So look at your story from all perspectives—business, women, children, and lifestyle—and find a fresh angle to take to the media.

Professional Wisdom

These pages describe the key people you need to know. As you get more comfortable with media relations and meet more people in the industry, you can add to your lists of contacts. Journalists, columnists, and TV reporters will make good additions if they regularly cover HIV/AIDS stories.

Professional Wisdom

Keep a file of relevant press clippings, radio transcripts, and video-taped TV segments. Include stories about the HIV/AIDS issue, clippings of your own coverage, and pieces about other community-based AIDS organizations. This file makes a useful reference alongside your media lists.

You can do this yourself or hire a media-monitoring service to do it for you. Again, the organization may be open to donating its services. It doesn't hurt to ask.

MAGAZINES

EDITOR

Contact editors at magazines, trade publications, and niche publications, and they'll take your story from there.

RADIO

NEWS DIRECTOR

This person's function is similar to that of the Assignment Editor at the paper. News Directors assign reporters and oversee all newscasts. Definitely send your *News Releases* and *Media Advisories* to the News Director.

SEGMENT PRODUCER

Each radio program, including the morning/afternoon drive-time slots, has a Segment Producer. You can contact the Segment Producer directly if you want to be featured on a specific program.

PSA DIRECTOR

Talk to this person to arrange air time for your public service announcements (PSAs). PSA Directors can tell you how to prepare and present your scripts and how long they should be.

ON-AIR PERSONALITIES

It's a good idea to get to know the people behind the mike. DJs often need to fill time and they'll chat about your stuff on air if they know about it. So, definitely send all the details of upcoming events or a call for volunteers to their attention.

TV

ASSIGNMENT EDITOR

This is the most important person in TV. Again, send your *News Releases* and *Media Advisories* to Assignment Editors and they will arrange to cover the story if the station is interested.

PROGRAM PRODUCER

This person is responsible for specific news and information shows, such as the morning, mid-day, or regional information programs common to many stations. These programs cover the news but have many feature segments on other issues. Contact Program Producers directly if you have a feature story idea.

PSA DIRECTOR

This is the person you'll contact to get the PSAs included in this toolkit on air. The Director will review the announcement, ask for a Betacam copy, and schedule the air time.

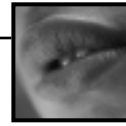
CABLE OR COMMUNITY TV

PROGRAM PRODUCER

Contact this person if you want the station to tape your event or if you want to produce your own program. Program Producers schedule the camera operators and arrange the technical details.

Creating a

MEDIA LIST



Now that you know who these people are and what they do, it's time to make a list. So when you're ready to pitch a story, send your *News Release*, or invite the media to an important event, you'll have everything you need in one place. Consider creating your media list on the computer so you can keep it up to date or add to it more easily. A good solid list will help you spread the news—far and fast.

No matter how you choose to organize the information you've gathered about the media in your region, here are a few tips to consider:

- 1 Do a separate list for each media type—print, radio, and TV
- 2 Create a separate fax list of the contacts who usually need to receive your *Media Advisories* and *News Releases*
- 3 Add notes and comments as you develop each relationship—e.g., “*The health editor does an AIDS feature twice a year*” or “*Covered our last two events*”
- 4 Include all pertinent information:
 - Name of media organization and media type (e.g., Express/Weekly newspaper)
 - Titles and contact names of key players
 - Address, phone, and fax
 - Deadline details
 - Size of readership/audience
 - Type of readership/audience (e.g., general, urban, Asian, young, campus)

SAMPLE MEDIA LIST:

OTTAWA CITIZEN Daily Newspaper Circ. 400,000 General By 2 p.m. (Address)	EXPRESS Weekly Newspaper Circ. 80,000 Urban/young Tuesday before press (Address)	WELLNESS NEWS Monthly Newspaper Circ. 5,000 Community centres By 20th of the month (Address)
---	---	---

Assignment Editor David Smith (Tel) (Fax)	Managing Editor Ella Lennox (Tel) (Fax) <i>Gave us free promo ads for last year's fashion show benefit</i>	Editor Andrew Ng (Tel) (Fax)
--	--	---------------------------------------

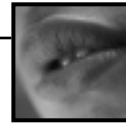
Photo Editor Kim Polansky (Tel) (Fax)	News Editor Darren Brown (Tel) (Fax)
--	---

Health Editor
Margaret Ling
(Tel)
(Fax)

City Editor
Kevin McGrath
(Tel)
(Fax)
Sent Backgrounder 01/01

How to approach

THE PLAYERS



Your ultimate goal is to develop a relationship with the key media people in your area so that they consider you a valuable source when they're reporting on the HIV/AIDS issue. If you're just starting your Media Relations program, it would be a good idea to make contact—even if you don't have anything to publicize at the moment.

Fax a copy of your *Backgrounder* to the key editors, directors, and producers on your media lists. Then do a *Follow-Up Call* to explain your group's role and to offer your spokesperson as a source on related stories. They may call you but, more importantly, they'll know who you are when you send out a *Media Advisory* or a *News Release* and make your *Follow-Up Call* to pitch your story in person.

SEVEN STEPS TO A GREAT STORY PITCH

- 1 Introduce yourself and explain how you represent your group—it will help if you fax your *Backgrounder* or *News Release* beforehand
- 2 Pitch a clear and direct story. Media players deal with a lot of pitches and appreciate ones that are to the point
- 3 Stress the newsworthiness of your story
- 4 Give the essential information—the 5 Ws & H
- 5 Suggest angles and photo-ops
- 6 Emphasize how your story will interest their audience
- 7 Thank them for their time

Professional Wisdom

Media people are extremely busy. If you don't hear back, don't be discouraged. Pick up the phone and remind them about your story. Play up how truly newsworthy it is and offer some new information or added incentive (e.g., free tickets to your event, an interview with a local personality, etc.) to win coverage.



THE MESSAGE

The *message* is the whole reason you do Media Relations. It's more than just communicating information—it's crafting a direct, catchy, newsworthy story. Whether your story is meant to inform or promote, your message must often be powerful enough to change minds and behaviours—and give your issue the profile it deserves.

This section will tell you how to write a strong, effective message for a variety of formats, and how to play up the five key elements of *newsworthiness* in all of your stories.



Your message

CAN TAKE MANY FORMS

You will need to put your message into words for a variety of purposes. Sometimes, you'll write what the public reads, but in most cases you'll write the tools that alert and inform the media so that they can effectively communicate your story. You'll also write things that help you and your spokesperson prepare to get the message out through the media.

THE MANY FORMS OF MEDIA MESSAGES:

- news articles
- speaking notes
- media kits
- community cable shows
- community notices
- TV interviews
- op-eds
- news conferences
- media advisories
- feature stories
- quotes and soundbites
- radio interviews
- news releases
- photo captions
- public service announcements
- backgrounders
- radio talk shows
- letters to the editor

In any case, the same good writing principles apply to all of your Media Relations tasks. You need to master a few basics and learn to look at your stories through the eyes of the media and your audiences.

THE NEWSWORTHY MESSAGE

There are thousands of newspapers, magazines, television stations, and radio programs out there. And each and every one of them is on the lookout for interesting stories. The media see a story two ways:

Hard news is factual and time-sensitive and it communicates the 5 Ws & H of recent events. Everyone covers hard news—it's featured in the front sections of print media and at the beginning of radio or TV newscasts. If you can push your story as hard news, do so first.

Soft news is less about the 5 Ws & H and more about lifestyles, opinions, and engaging stories. Most feature stories, op-ed pieces and columns, radio talk programs, and feature stories on TV news programs are considered soft news. The media trend is towards these kinds of stories, so feel free to generate ideas and pitch a soft news story any chance you get.

Five keys to

A NEWSWORTHY MESSAGE



Whether it's hard or soft news, your story should use one or some of these news-worthy keys to unlock coverage. Figure out which aspect of your story is the most worthy of news, and make that the hook and headline message you pitch to the media.

Now that you know what appeals to the media, build *timely*, *unusual*, and *human interest* aspects into your events during the planning stage.

1 RELEVANCE

What might be newsworthy to one media source may be irrelevant to another. A story about a local fundraising event will be interesting to local television news and newspapers, but probably not to a national monthly magazine like *Chatelaine* or the national news on CBC. Your story will have the most impact when you target the people and the communities who benefit from your work, see the results, or are in a position to contribute to or use your services.

2 TIMELINESS

If the government just announced new funding for AIDS prevention programs, you need to work fast to get your reaction out while the issue is still generating interest. You may be looking at same-day or next-day action if your message deals with a hot issue or an impending event. On the other hand, if your event is a few weeks away, you need to time your media coverage to correspond. Soft news stories and features, however, are less time-sensitive and stay interesting for longer periods of time. Different media and messages will have different timelines—see *The Media* section to help you get your story out on time.

3 UNUSUALNESS

Take to heart Ezra Pound's dictum, "Make it new." The media like their stories to be arresting and fresh. This doesn't mean you need to make your message shocking—just *up* the novelty quotient. Many groups have fundraising events—ask yourself what would make yours unusual. Find the aspect of your story that makes it

Smart Moves

It's easy to increase the relevance of your message by targeting specific communities. Alternative weekly papers and campus radio, for instance, would help you effectively reach the young gay community—a perfect audience for prevention and awareness messages.

Smart Moves

Scheduling is important:

- Try not to conflict with events highlighting different issues
- Use milestones, anniversaries, or retrospectives to make your stories more timely
- Tie into holidays and other events to give your messages more impact
- Schedule a fundraising event on World AIDS Day or launch an awareness campaign on Pride Day

interesting and unique—and sell that twist to the media in your story pitch. If you are organizing an event like the Hamilton AIDS Network’s “Hot Pants Romance Costume Ball,” the fun photo-op is enough to make it newsworthy.

4 PROXIMITY

Stories that hit home—personally and geographically—are often the most interesting. Play up local impact and people to increase your local coverage. If you are raising funds to bring new gay and lesbian youth programs to a local community centre, your story will be of most interest to that neighbourhood’s small weekly.

5 HUMAN INTEREST

Give your message a human face. The people factor always makes a story or photo more compelling. Profile the people involved with your group and the people who benefit from your work. Get quotes from local personalities. Put people in your pictures. Show the impact of your story on the day-to-day life and life stories of the people involved.

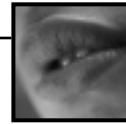
Wise Words

“No matter how global or wide-reaching the issue, it must touch on the personal for anyone to notice or care.”

Renee Smith, Associate Producer, CBC Radio’s *This Morning*

Write

A GREAT MESSAGE



Writing isn't as scary as it seems. Just get your inspiration right from the source. Read newspapers, listen to radio and TV news programs, and collect samples of the kinds of things you need to write. Then, get a few reference guides and writing resources to help you get it right. A good dictionary and thesaurus are a must, and a style guide will have you writing like a pro in no time:

The Brief Canadian Handbook for Writers (Kathleen Scherf)

The Elements of Style (Strunk and White)

Style: Toward Clarity and Grace (Joseph Williams)

On Writing Well (William Zinsser)

The Canadian Press Stylebook

WRITING 101

- Use good style and grammar
- Stick to one theme or argument
- Grab the reader with a compelling and interesting first paragraph
- Explain who, what, where, when, why, and how
- Be spare with adjectives (the weight of your message is in nouns and verbs)
- Never embellish or exaggerate: stick to the facts
- Craft a catchy headline that contains the essence of your message
- Use subheads to make your piece easier to read and scan (this is how most people read a newspaper)
- Write out acronyms in full when first mentioned, e.g., CBAO stands for community-based AIDS organization
- Explain technical or medical terms
- Double check peoples' titles and the spelling of names
- Be consistent with your capitalization
- Spice it up with quotes, statistics, and details
- Avoid clichés
- Have someone else proofread it for you, **twice**



Write great

QUOTES AND SOUNDBITES

Print News

- You can expect several 1- or 2-sentence quotes in a newspaper story

Radio & TV News

- You'll get one or two 5- to 7-second soundbites in a broadcast news story

The media expect you to have quotes and soundbites prepared in advance of interviews. They add variety, credibility, and human interest to your stories, but they're also considered the meat of the issue. Again, read and listen to the news to get some good examples of quotes and soundbites.

It's perfectly acceptable for you to write (make up) a quote that drives home your main message and attribute it to your spokesperson or someone else. Just make sure you pass it by them for their approval. It's also a good idea to practise a soundbite until you can deliver it naturally, in a *talky* tone.

Quotes are especially essential to your *News Releases* so journalists have a ready-made quote if they choose to write the story without doing an interview. The soundbite is simply a spoken quote and it's a key ingredient in compelling radio and TV.

WHAT MAKES A QUOTABLE QUOTE OR GOOD-SOUNDING SOUNDBITE?

- brief
- self-contained (able to stand on its own)
- everyday language
- colourful or metaphorical (a real-world analogy or an interesting turn of phrase)
- passionate or energetic

Your message

NEEDS A PICTURE



Your message will be more newsworthy if it is told with a creative and provocative image. They say a picture is worth a thousand words. And to prove it, studies show that many readers read the photo caption, without reading the full story. Of course, TV is all about moving pictures so a compelling image is even more essential for TV news.

THE NEWSWORTHY PHOTO

An interesting subject makes for an interesting photo opportunity. Look for the person, place, or thing that makes your story relevant or unusual to the public. Another key to a great photo is its setting. Use an interesting background and the right lighting. Try to keep it simple, though, so the action in the foreground gets the attention.

A NEWSWORTHY PHOTO WILL HAVE:

□ Personalities

People with a public profile—whether they are local officials, government representatives, activists, group leaders, or celebrities—will be sure to draw in the media.

□ Presentations

Award and cheque presentations make good photo-ops.

□ Action Scenes

Scenes involving action or movement make for interesting photos and footage—a crowd at an AIDS walk or a public figure flipping burgers at a fundraising event—create visual energy.

PROVIDE A CAPTIVATING CAPTION

Draft a descriptive and creative caption, and list the names of everyone in the photo (from left to right). Attach it to the back of the picture with glue or tape. Don't write directly on the back of the photo as you could damage the image. This good habit will help you keep info and image together—for the media and for your files.

Smart Moves

You can impact the visual punch of your stories by coming up with some photo-op ideas of your own. Feel free to make suggestions—the media will welcome your ideas and your help to pull it off.



The media fix:

SETTING THE STORY STRAIGHT

Sometimes the media make mistakes. Reporters can mix up names or get a date wrong. Or they might even misinterpret some information you've provided. If they've made a serious mistake—and seriously confused the public about your group's event, initiative, or announcement—you may need to set the record straight. Here are a few tips and suggestions to help you do a *media fix*:

- Gauge the seriousness, and if it's a simple factual error that doesn't affect the public's perception of your group, just forget it.
e.g., if the paper said you raised \$5,000, but you really raised \$6,000
- If it's the tone of the story that you didn't like, or if someone omitted a minor point, but otherwise all the facts are straight, just let it slide.
- If it's a negative issue, you might want to leave it alone instead of bringing it to the public's attention again.
- If some minor but still important factual errors have been made, phone your media contact and politely point out the mistake. You probably won't see a formal correction announced, but it is likely the contact will want to set your relationship back on a smooth course by giving your next event better coverage.
- If a big factual error has been made, contact the producer or editor, present the correct information, and request that a formal correction be announced. As follow-up, send a *News Release* with the correct information.
e.g., they said you raised \$5,000, but you really raised \$50,000
- Sometimes the most effective way to set things straight is to submit an op-ed piece or a letter to the editor. This way you get to present the facts as they are, without negotiating a correction.



THE TOOLS

This section details ten tools that will make you into a Media Relations expert. Each of the first nine tools is explained over two pages. The first page describes the tool and gives the how-to essentials. The second page provides handy samples, guidelines, or checklists.

BUILD YOUR MEDIA RELATIONS SKILLS WITH THESE ESSENTIAL TOOLS:

- 1 The Backgrounder
- 2 The Media Advisory
- 3 The Follow-Up Call
- 4 The News Release
- 5 The News Conference
- 6 The Event Scenario
- 7 The Main Event: Before, During, and After Checklist
- 8 The Interview: Spokesperson Prep
- 9 The Public Service Announcement
- 10 Glossary of Media Terms



Tool #1

THE BACKGROUNDER

Smart Moves

Your *Backgrounder* will also come in very handy during *fundraising* and *partnership-building* activities. Put a copy in your funding requests, sponsorship proposals, and partnership proposals to give people an understanding of what you do and how important their help will be.

FUNCTION

The *Backgrounder* is a brief account of your group's history, mandate, and initiatives—in other words, your story. It will have several valuable uses. Fax it to your media contacts to introduce your group, or include it with *News Releases*, *Media Advisories*, and media kits to give journalists the background information they need to write or cover your stories.

ESSENTIALS

- Print it on your group's letterhead or with your group's name prominently displayed at the top of the page
- Identify the document as a Backgrounder at the top
- Be brief and try to keep it to one page, with the essential information—the 5 Ws & H—in the first paragraph
- List your group's initiatives, and explain how they've been successful and have impacted the community
- Name the key people involved in your organization
- Include contact information
- Keep it up to date and on file for easy distribution

SAMPLE BACKGROUNDER

AIDS COMMITTEE OF YOURTOWN BACKGROUNDER 01/02/2000

The AIDS Committee of Yourtown (ACY) is a charitable, non-profit organization with a mandate to promote and facilitate HIV prevention programs throughout our community. We are dedicated to decreasing the rate of HIV infection in all sectors of our society.

ACY membership, the board of directors, and volunteer staff are drawn from members of the HIV/AIDS community, HIV physicians and researchers, and committed, caring members of the general public. Dr. Sandra Fielding is a local HIV/AIDS specialist and she's been the board chairperson since 1997. This combination of expertise and community perspective enables the ACY to raise funds and initiate programs with wide-ranging effects.

ACY was founded in 1988. It started out by establishing links with local physicians' offices and community clinics in order to begin collaborative prevention programs. Today, ACY works with local as well as national organizations—including Health Canada, the Canadian Aboriginal AIDS Network, and the Canadian Public Health Association—to continue to bring the prevention message to the young people of our community.

The ACY annual fundraising events have been unvaryingly successful. Over \$350,000 has been raised to fund our youth outreach programs and on-campus prevention campaigns.

Prevention is the only way to stop AIDS. The ACY will continue to seek funding and partners to promote this message through services and education.

AIDS Committee of Yourtown

(123) 456-7890

Jane Doe, Director



Tool #2

THE MEDIA ADVISORY

Smart Moves

In this case, *less is more*. Don't give away the whole story. If you provide too much information up front (*News Release* and *Backgrounder*), the media is less likely to attend. **Want to encourage media attendance?** Make a *Follow-Up Call* the day before the event. It gives you another chance to sell your event's newsworthiness. And while you've got them on the phone, ask if they plan to attend.

FUNCTION

The *Media Advisory* is a one-pager that alerts the media to an upcoming event, *News Conference*, minor story, or photo-op. It's your chance to tell the media what's going to happen, who's going to be there, and why they should cover it—in brief.

ESSENTIALS

- Fax or hand deliver directly to assignment editors two or three days before the event
- Focus on a single compelling message—*why* your event is newsworthy
- Give the essential details: the 5 Ws & H
- Note who is available for photos or interviews
- Describe the photo-op
- Include contact information

SAMPLE MEDIA ADVISORY

MEDIA ADVISORY

MAY 16, 2000

AIDS COMMITTEE OF YOURTOWN TO LAUNCH MULTIMEDIA PREVENTION PROGRAM TARGETING YOUTH. The AIDS Committee of Yourtown (ACY) will launch a widely anticipated HIV Prevention Program on Friday, May 19, at a news conference in the Ballroom at the Metropolitan Hotel. The Honourable Karen Brown, provincial Minister of Health, Mayor Jones, and General Hospital Director Dr. Lee will join ACY President Jane Doe in unveiling the HIV Prevention Program materials. The Minister of Health will discuss the province's new initiatives in the fight against AIDS.

PHOTO OPPORTUNITY:

When: 11:00 a.m.

Friday, May 19, 2000

Where: Ballroom

Metropolitan Hotel

123 Main Street

Yourtown

The HIV Prevention Program will include an innovative Web-based, community-centred educational campaign and a series of public service announcements to be broadcast between May 20 and July 30 on local radio and television stations.

For more information, please contact:

Jane Doe, President

AIDS Committee of Yourtown

(123) 456-7890



Tool #3

THE FOLLOW-UP CALL

Smart Moves

If your media contact doesn't seem interested in your story, try to find out what newsworthy element he or she thinks is missing. That gives you a chance to fill in the missing details there on the phone, or go away and rethink your message.

FUNCTION

The *Follow-Up Call* is your chance to personally persuade the media to cover your story. You should always try to make this call—especially after you fax your *Backgrounder*, *Media Advisory*, or *News Release*. A brief, friendly chat could make the difference between getting coverage and not. A well-timed reminder also puts your story top of mind.

ESSENTIALS

- Call within a day or two of sending your *News Release*, *Media Advisory*, or *Backgrounder*
- Prepare for a couple of different scenarios—if they've seen your info and if they haven't
- Prepare a script or list of discussion points to help you guide the call and cover everything
- Emphasize the newsworthiness of your story
- Confirm that your fax has arrived—if they haven't seen it, cover the 3 main reasons they should attend or cover your story and promise to resend
- Media contacts likely won't agree (up front) to cover your story, but don't get discouraged—point out how your news is relevant to their readership or audience and ask if they plan to put someone on the story
- Discuss different angles and photo-ops
- Offer to send additional information
- Offer to arrange interviews or meetings

SAMPLE SCRIPT & GUIDELINES FOR THE FOLLOW-UP CALL

Hello. This is John Doe. I'm calling from the AIDS Committee of Yourtown. I'm wondering if you've received the media advisory I faxed through yesterday.

The ACY is having a news conference this Friday. We are launching a new HIV Prevention Program in collaboration with the provincial government and a number of community groups. I can fax you a copy of the media advisory, if you like. I think this conference will be an important moment for the program and for the community.

The Minister of Health, Karen Brown, will be launching the program along with Mayor Jones and Dr. Lee, the director of the General Hospital. Jane Doe, the ACY president, will be answering questions. It should be a well-attended event. Representatives from several community health groups and members of the local school board will also be there to explain how they will be participating in the program. This program is going to have an important and beneficial impact on Yourtown. It seems like news that would be of great interest to your readership.

This is a local program, with local consequences and local benefits. This program has been spearheaded and organized by the ACY, and we have always played a significant role in the local fight against HIV/AIDS.

Your newspaper covered our very successful AIDS walk fundraiser this past summer. And that event drew over 500 participants. This Friday's conference will be the beginning of something just as newsworthy.

If you need a one-on-one interview with anyone at the conference, just let me know. And there will be an opportunity for photos of the Minister of Health, the mayor, the hospital director, and Jane Doe as they present the program's promotional materials. Do you think you'll be sending anyone? I can prepare a media kit for their use.

Guidelines

Use these pointers to make the most of your *Follow-Up Call*:

1. Introduce yourself. Remind your contact about your fax.
2. Tell your story. Give the details—the 5 Ws & H—and offer to send more info.
3. Sell the people involved: name personalities or associations that are participating.
4. Emphasize the relevance of your message to their readership.
5. If they express doubt that your message is newsworthy, emphasize the significance of it to the community.
6. Sell your group's track record.
7. Sell them on opportunities for photos and interviews.
8. Find out if anyone will be covering your story, and make sure they have the right background materials.



Tool #4

THE NEWS RELEASE

Smart Moves

- Tailor your *News Release*—lead paragraph and quotes—for different audiences and angles.
- Send out a post-event release with all the details of your success.
- Distribute a *News Release* at your event or *News Conference* so the media has what they need to go away and write the story.

FUNCTION

The *News Release* is the standard means of communicating with the media. It contains the essential information about your story, but it's also your chance to tell the story the way you'd like to see it told. Use a *News Release* to react to a government announcement, publicize the success of your fundraiser, and summarize the details of your *News Conference*.

ESSENTIALS

- Print on letterhead, or type the name of your group at the top of the page
- Use an attention-grabbing headline that focuses on the most news-worthy aspect
- Cover the 5Ws & H in the lead (first paragraph) and use the past tense
- Use quotes attributed to your spokesperson or other official to tell the most compelling part of the story
- Keep it brief, 2 pages max
- Type "For Immediate Release" and the date sent at the top
- Double-space and use wide margins
- Include your standard "boilerplate" as the last paragraph of the main body—this is a brief description of your group distilled from your *Backgrounder*
- Indicate the end of the *News Release* by typing "-30-" or "#" in the centre after the boilerplate
- If more than one page, type "-MORE-" on the bottom of the first page, add page numbers, and repeat the headline on the second page
- End with media contact information—type "For more information" and list the spokesperson's name and number

SAMPLE NEWS RELEASE

AIDS COMMITTEE OF YOURTOWN

FOR IMMEDIATE RELEASE MAY 20, 2000

AIDS Committee of Yourtown launches new multimedia HIV prevention program for 2000

YOURTOWN, Ontario—Today, the AIDS Committee of Yourtown (ACY) proudly launched its widely anticipated Multimedia HIV Prevention Program. The Honourable Karen Brown, provincial Minister of Health, Mayor Jones, and General Hospital Director Dr. Lee joined ACY President Jane Doe to unveil the HIV Prevention Program Web site (www.stopHIV.com) and new public service announcements for radio and TV. The Minister of Health also spoke of the importance of ACY's role in the community.

"There are many challenges to be faced in fighting AIDS. It is estimated in Canada 12 people become infected with HIV each day; there are also as many as 15,000 people in Canada who live unaware that they are infected with HIV," said Minister Brown. "The ACY HIV Prevention Program will work at the local level, in hospitals, schools and community centres, and through the media to fight this startling rate of infection."

The HIV Prevention Program will include an innovative community-centred, Web-based educational campaign and a series of public service announcements to be broadcast between May 20 and July 30 on local radio and television stations.

The AIDS Committee of Yourtown is a charitable, non-profit organization with a mandate to raise funds for HIV/AIDS and to promote and facilitate HIV prevention programs.

-30-

For more information, please contact:

Jane Doe (123) 456-7890

President, AIDS Committee of Yourtown

Professional Wisdom

If you don't have time to get your media lists together and do hours of faxing, use a wire service to spread the news for you.

For a reasonable fee, companies like Canada News Wire and Canadian Corporate News will distribute your *News Releases* and *Media Advisories* through their media networks.

You select the media (print, radio, TV, or all), the communities, and the language you wish to target.

You can still make *Follow-Up Calls*, as usual, to your key media contacts—just mention which wire service you used and they'll know where to look for your information.

If you have a big event in the works that will involve multiple releases, you should consider asking the wire service to sponsor the event by providing their services for free.



Tool #5

THE NEWS CONFERENCE

Some news conference-worthy events:

- A report on the results of a major group initiative
- A major donation or fundraising result
- The opening of a facility
- The launch of a major outreach campaign

FUNCTION

You may never need to hold a *News Conference*, but it's an excellent way to get big attention for big news. Plan a *News Conference* if you think the story will attract a lot of media attention or if the issue is too complicated to cover in a *News Release*. A conference is also a good way to avoid a busy interview schedule for your spokesperson—reporters will get all the information they need during an organized Q&A period. And if newspapers and TV News are going to want a picture of that big cheque, or VIP cutting the ribbon, etc., set up a conference.

ESSENTIALS

- Prepare a newsworthy issue
- Book your conference space
- Send a *Media Advisory* 2 or 3 days beforehand
- Make *Follow-Up Calls*
- Prepare media kits, including *Backgrounder*, *News Release*, and a copy of the opening statement
- Pick a chairperson to introduce the speaker and moderate the Q&A
- Schedule and prepare speakers
- Prepare your technical equipment
- Send *News Releases* or hand deliver media kits to any media that were unable to attend

THE NEWS CONFERENCE: DETAILED GUIDELINES

TIMING

- Choose a time that is convenient for most media outlets. A conference at 10 a.m. will allow TV stations to meet deadlines for the evening news and newspapers to meet their deadline for the next day's issue
- Make sure your conference isn't in conflict with another local event

INVITATIONS

- Fax a Media Advisory (see page 40) 2 to 3 days in advance
- Make Follow-Up Calls (see page 42), emphasizing the significance of the conference

LOCATION

- Book space—choose a site that is central and accessible to the media
- Choose a room that can accommodate the maximum number you expect to attend
- Allow for an area around the spokespeople where the media can position cameras and lighting equipment
- Arrange for a sufficient number of electrical outlets for the media's use
- If photographers or camera people are coming, try to arrange the room and lighting in a visually interesting manner

EQUIPMENT

- Have a banner displaying your group's name and logo
- Order, set up, and test all audio-visual equipment
- Prepare a podium and special lighting
- Provide drinking water for the speakers

SPOKESPERSONS

- Make sure your spokespeople have a complete understanding of the schedule and the announcement. Have a group discussion about what will be presented before the conference begins. Make sure all speakers are confident in their knowledge of what they will present
- A senior representative of your group should act as the chairperson or moderator—someone who is well-spoken, able to direct questions, and prepared with detailed information
- Make sure that each speaker is identified for the media

THE CONFERENCE

- Keep the conference short—30 minutes is an appropriate length
- The chairperson's role is to manage the conference—open the proceedings, introduce the speakers, announce when the conference will end, keep the question period smooth and orderly, and end the conference by thanking the media for attending
- Provide media kits. The kit will include a *Backgrounder* (page 38), *News Release* (page 44), a copy of the opening statement, a schedule for the conference, a sheet of biographical information about the speakers, and contact information. Feel free to include related illustrations and photos

Quick Checklist

- Book space
- Send *Media Advisory*
- Make *Follow-Up Calls*
- Prepare media kits
- Prepare speakers
- Order audio-visual (AV) equipment
- Set up room and AV equipment
- Test AV equipment
- Put water at podium
- Greet media
- Hand out media kits

Quick Tip

Make an audio or video recording of the conference to keep on file.

Use Tool #6

to create a detailed event scenario for your News Conference. It pays to plan.



Tool #6

THE EVENT SCENARIO

FUNCTION

The *Event Scenario* is a plan that accomplishes four useful things:

- 1 It tells staff and volunteers what to do and when
- 2 It tells public figures participating in the event what to expect, where to be, and what they need to do
- 3 It tells the media when to come and what to expect
- 4 It helps you troubleshoot more effectively if things don't go according to plan

ESSENTIALS

FOR YOUR VOLUNTEERS AND STAFF

Your volunteers and staff will appreciate a very detailed schedule that provides them with a clear sense of how everything will come together. This tool details everything and delegates the different tasks to specific people. You could note what time to show up, when to meet attending public figures, when to open the doors, and who should be providing water to your speakers.

FOR PUBLIC FIGURES

If you have public figures participating in your event—if, for example, the mayor will be cutting a ribbon for your new community facility—create an *Event Scenario* that gives them only the details of their involvement. Explain when to arrive, when interviews are scheduled, when photographs are to be taken, and when speeches are to be delivered.

FOR THE MEDIA

Your media contacts also have their own priorities, and may require a schedule that highlights their needs. Their scenario should resemble a program, with times specified for when speeches or presentations will begin and end, when a question period or interview will happen, and when a photo-op will take place. This way the media can arrive in time for the part they are most interested in. When they arrive, you can walk them through the *Event Scenario* and give them a media kit.

Quick Tip

Include key times in your *Media Advisory*.

SAMPLE EVENT SCENARIO

AIDS COMMITTEE OF YOURTOWN

HIV PREVENTION PROGRAM—NEWS CONFERENCE—YOURTOWN

Event Scenario Revised: May 14, 2000

Date: May 20, 2000

Time: 11:00 a.m.

Place: Ballroom, Metropolitan Hotel, 123 Main Street, Yourtown

Participants

- Karen Brown, Minister of Health
- Tom Jones, Mayor
- Jane Doe, ACY president, chair of news conference panel

10:00–10:30 a.m.

- event location prepared by Metropolitan Hotel staff and ACY volunteers, under the supervision of John Smith; special attention to presentation area and media information table

10:45–11:00 a.m.

- arrival of guests, local media

10:50 a.m.

- arrival of Minister of Health, Mayor; greeted and briefed by Smith

11:00 a.m.—CONFERENCE STARTS

- Jane Doe steps to front and welcomes everyone to conference
- explains significance of HIV Prevention Program to community
- introduces Minister of Health, Mayor—calls upon each to make remarks about Program

11:10 a.m.

- Minister of Health speaks

11:20 a.m.

- Mayor speaks

11:30 a.m.

- Jane Doe thanks Minister of Health and Mayor; introduces public service announcements (PSAs)

11:30–11:35 a.m.

- PSA video played on Metropolitan Hotel AV equipment

11:35 a.m.

- Jane Doe opens the floor to questions from the media

11:45 a.m.

- Jane Doe thanks the guests and media for attending
- panel members available for interviews and photo-ops

12:00 p.m.

- all guests and media depart



Tool #7

THE MAIN EVENT: CHECKLIST

Smart Moves

- Plan your event to coincide with larger events organized by the AIDS Community Action Program (ACAP) and the Canadian Strategy on HIV/AIDS (CSHA).
- Have your event coincide with a holiday weekend or local festival. Labour Day weekend, Valentine's Day, or your community's Pride Day would be ideal times to schedule a fundraising event at a bar or nightclub.
- Feel free to have an event to launch a larger one—like a party to kick off a funding drive.

FUNCTION

Whether you're staging a fashion show, AIDS walk, or fundraising dinner, you need to plan how the media relations activities will happen—before, during, and after. Promoting your *Main Event* through good media relations will bring in the people *and* create a lasting impression of your group's importance to the community.

ESSENTIALS

- Give yourself lots of time to carefully plan and organize your event
- Send out your *Media Advisory* 2 or 3 days in advance. Include key times and complimentary tickets, if required
- Choose a memorable theme for your event—something that will intrigue the public and the media. Bring this theme into all of your promotional materials and *News Releases*
- Depending on what sort of event you're holding, pick a time and day of the week when the most people will be able to attend
- Develop partnerships with other community groups and make your event even more successful through collaboration
- Get local sponsorship from a community TV or radio station or publication with an audience that would be interested in your event. That way you'll get free publicity from your media sponsor—and potential access to speakers, hosts, or equipment you may require.

MAIN EVENT MEDIA RELATIONS CHECKLIST:

BEFORE

- Send out *Media Advisory* 2 or 3 days before the event. If the event could use some pre-event coverage, get in touch with media contacts at least a week in advance
- Arrange for equipment and location
- Provide volunteers and staff with Event Scenario (see page 48)
- Schedule speakers
- Arrange time and location for photo-ops
- Make clear in *Media Advisory* what the photo-op is

DURING

- Provide the media with a sign-in table where they can get media kits containing a *Backgrounder* (page 38), detailed *News Release*, contact names and numbers, and a schedule for the event
- Meet and direct your media contacts to key activities
- Introduce reporters and photographers to group spokespeople
- Arrange on-the-spot interviews with your spokespersons or with other event attendees

AFTER

- Fax summary *News Release* with event statistics (number of people who attended, funds raised, etc.) to any media contacts who didn't attend
- Talk up the event's newsworthiness
- Thank the community for their support in a *Letter to the editor* (page 11) in your local paper
- Keep a file of any press you receive and use this as a reference for future media relations campaigns

Quick Tip

Take pictures for your own files. Small weekly or community papers that don't have a photo budget may want to use your pictures too.



Tool #8

THE INTERVIEW: SPOKESPERSON PREP

Professional Wisdom

On the record vs. off the record

Anything you say to a journalist or reporter is **on the record** unless you specify that something is **off the record**. The media are free to use on-the-record information and to say that information comes from you or your group. If information is given off the record, the media will not name you or your group as a source. But they are free to get that information confirmed by another source and then go ahead and use it.

FUNCTION

The key to a successful interview is good, solid preparation. Prepare your spokesperson so that he or she has the confidence to get your message across with clarity. A clear message will win you the audience's attention.

ESSENTIALS

- Be comfortable with anything you need to say
- Know your subject in detail. You can't predict everything you will be asked, but you should know the key messages you want to get across
- Focus on getting across one key message with three supporting messages. Sort all the information you think might be relevant to the interview according to how it supports your message. Return as much as possible to these points during the interview—this will guarantee that you can get the essentials of your message across
- Take your three key aspects and combine them into a spontaneous-sounding soundbite that the media will be sure to use
- Draw up a list of possible questions and good answers
- Get a friend to act as the interviewer and pose questions to you in various ways until you are confident and comfortable
- Consider what might be the most difficult questions you could be asked, and prepare some satisfying answers
- If you don't know the answer to something, admit it and move on—and keep your cool

INTERVIEW CHECKLIST

YOU'VE GOT THE LOOK

- Wear serious-looking but comfortable clothing
- Direct your attention to the interviewer and ignore any distractions
- Be calm, attentive, and confident

YOU'VE GOT THE GOODS

- Know your key message and three supporting messages
- Anchor your responses with facts and meaningful examples. If you are discussing the importance of your fundraising campaign to HIV/AIDS research, remind the audience about the number of people in your community who live with HIV/AIDS
- Emphasize the significance of your group's programs to the community—especially if you are being interviewed by the local media

YOU'VE GOT A WAY WITH WORDS

- Answer questions with direct and clear language
- Speak slowly
- Unless you know that your audience will be familiar with acronyms, scientific language, or professional jargon, play it safe and avoid using them
- Emphasize words that support your key message
- If you are participating in a radio interview, try not to fill your moments of hesitation by rambling or with “uh” or “er” sounds
- If you get lost in your explanation, or draw a blank, stop talking and let the interviewer jump in and ask a question

YOU'VE GOT A WAY WITH PEOPLE

- Be diplomatic and positive when on a panel interview
- Don't let someone else throw you off track or repeatedly cut you off
- Speak directly to the other guests, not through the interviewer
- Show an interest in the opinions of everyone present
- Show warmth and be personable

Quick Tips

The radio interview

- Refer to notes, but sound spontaneous, not rehearsed
- Speak clearly and in short sentences
- Don't say anything off the record
- Keep your cool

See page 13 for more interview tips.

The TV interview

- Wear clothes in solid colours, not heavily patterned materials
- Look towards the interviewer, not the camera
- Don't say anything off the record
- Keep your cool

See page 15 for more interview tips.



Tool #9

THE PUBLIC SERVICE ANNOUNCEMENT

This toolkit includes some of Canada's best HIV/AIDS PSAs.

Smart Moves

- Non-government organizations (NGOs) most often produce PSAs for radio-TV. PSAs are expensive to produce and require professional help.
- Print is also an accessible form of media for producing PSAs—many newspapers print “filler” ads with messages from NGOs. Just call and ask what size and format they prefer.

FUNCTION

A *Public Service Announcement* (PSA) is a message that informs the public about important social and health issues. These announcements inform and attempt to influence public opinion and behaviour. You can write your own PSAs for radio and use the TV PSAs included in this toolkit to get air time.

ESSENTIALS

RADIO PSAS

- Keep it brief—about 15 to 30 seconds, or fewer than 100 words
- Emphasize the public service component
- Anchor it with a concept or theme
- Tell the audience what they need to know—the 5 Ws & H
- Make it sound professional—if you write a great announcement, the media will want to play it
- Someone will be reading your PSA, so make it flow with ease
- Write a series of PSAs that can be broadcast on a rotation during the day—each announcement could cover a different fact about HIV/AIDS
- End the PSA with a call to action. Tell the audience what you want them to do—call, volunteer, get tested, buy a ticket, etc.

TV PSAS

See page 16 for all the details about how to get air time for the TV PSAs included in this toolkit.

SAMPLE PUBLIC SERVICE ANNOUNCEMENTS

15-second PSA

The fight against HIV/AIDS isn't over. The AIDS Committee of Yourtown promotes HIV/AIDS awareness and provides services to people living with the virus. The success of the AIDS Committee of Yourtown comes from the participation of people like you in The Yourtown Walk for Life. This year's walk is Saturday, June 22. For information, please call 987-6543.

30-second PSA

Are you or is someone you know living with HIV or AIDS? The AIDS Committee of Yourtown promotes HIV/AIDS awareness and provides services to people living with HIV/AIDS. We provide health and wellness counselling, palliative care, prevention programs, and educational seminars. A not-for-profit organization, the AIDS Committee of Yourtown relies on the generous support of people like you. Why not join the fight against AIDS and participate in our annual fundraiser, The Yourtown Walk for Life? This year's Walk for Life is Saturday, June 22. For more information on the Walk or to make a donation, please call 987-6543.

Professional Wisdom

Set your line length to 50 characters. This trick will help you make sure your PSAs are just the right length to fit your time slot.

5 lines = 15 seconds

10 lines = 30 seconds



Tool #10

GLOSSARY OF MEDIA TERMS

Angle/Hook: The most newsworthy part of your message—the announcement, event, or photo-op that anchors your pitch.

Assignment Editor (AE): The person who assigns journalists or reporters to a story. For television and radio, an AE is sometimes called a “producer.” When pitching a story, approach the AE or producer.

Beat: A journalist’s or editor’s area of specialization, e.g., health and wellness, arts, politics.

Boilerplate: Key information about your group and its mandate that you include at the bottom of *News Releases*, *Media Advisories*, and any promotional materials. Information in the boilerplate is usually condensed from your *Backgrounder*.

B-Roll: Supporting images or footage during a television broadcast. A journalist usually delivers a report over the B-roll.

Byline: The line that credits a journalist for writing an article.

Camera-Ready: An image or artwork that is ready to be photographed for print reproduction.

Copy: The text of a news story or article.

Cover Story: The story that is featured on the cover of a magazine or specialty print publication.

Dateline: The date and place of origin, appearing at the beginning of an article.

Feature: An article that isn’t primarily concerned with hard, factual news. Instead, it addresses current opinion, recent events, or trends.

Hard News: Fact-heavy coverage of current events.

Lead: The fact-heavy beginning of a hard news story, often explaining the 5 Ws & H.

Lead Story: The story that begins a radio or television news cast or that is featured on the front page of a newspaper or on the cover of a magazine.

Masthead: The list of editors, publishers, and other staff responsible for a publication. It usually appears within the first few pages or on the editorial page.

Media Kit: Materials prepared for the media that introduce them to the event or initiative you are promoting. Media kits also contain any relevant visual aids, pamphlets, contact information, and *Backgrounders*.

News Peg: The most newsworthy aspect of a story—usually a hard news fact that will grab an audience’s attention.

Off-Lead: The story that follows the lead story in importance.

Off the Record: When information is provided to a journalist off the record, it is understood that the information can’t be used in connection to its source. The journalist could always find another source of the same information and then use it.

On the Record: Information that is provided to a journalist by a named source. Unless information is explained to be off the record, it is implicitly on the record.

Pitch/Query: A proposal to an editor or a producer that a story is newsworthy and deserves coverage.

Segment: A story on a TV newscast constitutes a segment.

Situationer: A detailed article that updates an audience about a notable story.

Soft News: Lifestyle, opinion, and engaging stories.

Slug: A short heading that indicates the category of an article, e.g., ‘Arts,’ ‘Opinion,’ ‘Sports.’

Soundbite: A short statement of opinion or fact communicating a key message.

The Well: The part of a periodical (usually the last two-thirds) where the feature stories are contained.

Wire Copy: News stories supplied by large news organizations like the Canadian Press or Reuters.

Wire Service Daybook: A schedule of upcoming events kept by news organizations like the Canadian Press or Reuters. The daybook is regularly checked by journalists and editors. If you are interested in placing information about your event in a daybook, contact a wire service’s daybook editor.

2 GETTING **money**



The fight against HIV/AIDS requires passion and courage. It also requires money. Community-based AIDS organizations (CBAOs) are most successful at raising money when they use tried-and-true fundraising techniques.

This section presents essential skills for both big and small fundraising campaigns. Plus, you'll find seven *indispensable* tools for successful fundraising.

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INTRODUCTION

Fundraising 101

Professional Wisdom

A knack for fundraising comes with experience. Toronto's Lesbian, Gay, Bi Youth Line, for example, has been able to sustain its telephone counselling service by nurturing community support. Annual events like the Youth Line Charity Auction add hundreds of names to its mailing list—an invaluable resource for connecting with dependable donors.

"It's all about finding what works well. So far, we've found it better to concentrate on one or two larger, rather than four or five medium, fundraising events. Direct mail makes up the majority of our funding, so maintaining a culture of continued support from donors is vital. While raffles can raise a substantial amount of money, they also serve to add to the mailing list, adding more potential donors. Overall, the most valuable lesson we've learned is to avoid 'burnout' and seek advice and support from members of our community who are experts in the area of fundraising."

Lars Mathiesen
President, Toronto's Lesbian, Gay, Bi Youth Line Board

CONSIDERING YOUR OPTIONS

Successful fundraising is critical to being an effective community-based AIDS organization (CBAO). Most charitable donations in Canada come from personal contributions, although the private sector and foundations also contribute substantial amounts.

For most non-government organizations (NGOs), fundraising is an ongoing activity. Over time, your organization may use a range of fundraising techniques matched to specific needs.

A big factor in choosing the form of fundraising that's right for you now is how well it matches your group's public profile. Smaller groups usually don't have the resources or the "pull" to effectively solicit corporate sponsorships or major donations. Instead, their funding tends to come exclusively from individual donors or from local businesses. Groups that solicit major funding typically organize campaigns with a high public profile. In either case, successful fundraising lends legitimacy to a group's mandate and activities.

Current trends

IN FUNDRAISING



WE DO CARE

The Canadian Centre for Philanthropy's 1996-1997 *National Survey of Giving, Volunteering and Participating* reports that:

- 90% of Canadians over 15 years of age contributed financial or in-kind donations to charitable and non-charitable groups
- 38% of those donations went to health groups
- 21% went to social service groups
- 6% went to philanthropy and voluntarism groups

FUNDING COMES FROM MULTIPLE SOURCES

Community-based AIDS organizations (CBAOs) receive much of their operational and project funding from government organizations, but individuals and corporations also contribute substantially. AIDS walks, charity auctions, benefit performances—these are only a few of the creative ways CBAOs encourage the support of the private sector.

CORPORATE SPONSORSHIP IS GROWING

Although most private-sector charitable donations come from individuals, businesses and corporations are increasingly lending support to CBAOs. Corporations are especially interested in sponsoring CBAO events and initiatives—these sponsorships allow corporations to raise their own public profile while supporting a worthy cause.

Quick Tip

In-kind gifts

Fundraising brings in money, but it also brings in-kind gifts. Many individual and corporate donors can offer invaluable in-kind gifts, including:

- Products and services
- Equipment and supplies
- Contest prizes
- Office and meeting space
- Advice, expertise, and services
- Volunteers
- Referrals
- Sponsorships
- Publicity



The current context

OF HIV/AIDS GROUP FUNDING AND FUNDRAISING

The societal impact of HIV/AIDS has increased substantially since Canada's first case in 1982. While many people living with HIV/AIDS are now able to lead relatively normal lives, the epidemic is far from over. AIDS is still a serious health threat. AIDS is still fatal.

Over time, the role CBAOs play in addressing the social impact of AIDS has broadened. Many CBAOs now provide a wide range of services to the community, from helping with palliative care to helping fight workplace discrimination and organizing prevention campaigns. This makes effective fundraising critical—maintaining existing services while developing new ones requires substantial resources.

Pinpointing your **FUNDING NEEDS**



What is motivating your group to raise funds? Before you begin a fundraising campaign, it's important to pinpoint what you expect to get out of it.

Do you need:

- Short-term or long-term support?
- Funding for everyday operations or for special programs?
- Small-scale grassroots support or large-scale corporate support?

Depending on how you answer these questions, you need to consider another three factors that will determine your fundraising capabilities:

DO YOU HAVE A PUBLIC PROFILE?

People and companies will be more likely to support you if they know you.

DO YOU HAVE FUNDRAISING EXPERIENCE?

If your group has little or no fundraising experience, start small and build as you develop skills and a solid base of support. Getting the attention of potential supporters is difficult, so it's critical that you make the most of these opportunities—you may not get another chance.

DO YOU HAVE FUNDRAISING RESOURCES?

Fundraising requires a strategy, a team of volunteers, a budget, a database, and a list of contacts.

Professional Wisdom

Fundraising costs money. Expect to spend about 10% of your fundraising total on expenses such as:

- Research
- Stationery, postage, and couriers
- Travel
- Phone bills
- Promotional materials
- Feeding the troops
- Honorariums
- Accounting



HOW TO BEGIN

your fundraising initiative

FOLLOW THESE FOUR STEPS TO GAIN EXPERT FUNDRAISING SKILLS:

1 Begin with a sales campaign

Sell a product like chocolate bars, admission to an event, or tickets for a raffle. Collecting funds for a relatively unknown group is easier when you have a product to offer. Attempt to build a database of the people who buy your product—this is easiest if you're selling raffle tickets. A database is invaluable for later fundraising campaigns.

2 Launch a small donations campaign

Having established a presence in the community with your sales campaign, your group can move on to seeking donations. Seek donations by direct-mail campaigns, over the phone, going door to door, conducting pledge drives, or selling memberships. The public will be more open to a donations campaign if your group has a profile in the community. If you were able to build a database during your sales campaign, use it to identify likely donors—and continue to add to your database with each subsequent campaign.

3 Look for large donations

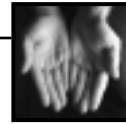
Now that you have a solid reputation in the community and a database of supporters and contacts, look for larger donations from individuals and businesses.

4 Look for sponsorships and partnerships

With a solid reputation and a network of contacts in the business community, you are prepared to look for sponsorships from local businesses and corporations. Then you can nurture your sponsorships into partnerships by ensuring that the sponsors' association with you raises their public profile as much as it raises yours.

Key fundraising

PRINCIPLES



There are five key principles to successful fundraising: prepare, participate, market, diversify, and collaborate.

PREPARE

Effective fundraising begins with a thorough, detailed plan. As a minimum, your plan should:

- Establish your campaign goals, and how and when you hope to achieve them
- Identify the 5 Ws & H of your organization or project—this is what the media and potential supporters will want to know
- Create a mission statement that explains what you hope to accomplish with your campaign
- Include ideas from your staff and volunteers on how the campaign should proceed

PARTICIPATE

To achieve substantial results, a fundraising campaign must reach a critical mass—so involve as many people from your group as you can, from board members to occasional volunteers. Make sure that everyone in the organization has the information he or she needs to communicate the importance of your campaign and your organization to friends, family members, neighbours, and so on. The more successful you are at raising your public profile, the easier your fundraising tasks will be.

MARKET

When you approach a potential contributor, you are selling something—your organization. As in any marketing campaign, you're most likely to have people "buy" when they have heard your message in a variety of contexts—through the media, through colleagues and friends, and so on. So look for opportunities to tell the community what you do and why it matters so much. If you're creative,

Quick Tip

The 5 Ws & H

The 5 Ws & H are the key pieces of information journalists need for a news story. They are:

Who

What

Where

When

Why

How

Not all of these are of equal importance. Before you talk to the media, try to decide which one is the real "story" for your group or event.

your fundraising campaign may interest the media—consider hosting a unique event, for example, or finding a celebrity spokesperson.

DIVERSIFY

Being totally dependent on a single source of funding leaves you vulnerable, so try to cultivate multiple contributors and partners. But don't expect every relationship to bear fruit immediately. Keep in touch with individuals and organizations that expressed interest but didn't commit, and eventually your persistence may win them over.

COLLABORATE

Whenever possible, develop long-term partnerships with your sponsors and with other fundraising groups. To do this, you need to find groups whose strategic goals complement yours.

Build

A FUNDRAISING TEAM



Your fundraising efforts will be most successful if you build a well-rounded fundraising team. Delegating fundraising responsibilities to such a team makes for an enthusiastic and dynamic campaign.

HOW TO ORGANIZE YOUR TEAM

WITH ENTHUSIASM

A team of motivated staff and volunteers is critical to successful fundraising. To make sure you get the people you need, approach potential team members with tasks and responsibilities that match their interests and skills.

WITH DIVERSITY

Try to bring together team players with diverse backgrounds. The more contacts you have with different groups and businesses, the better your chances are of achieving results.

WITH A PLAN

Your team will be responsible for drafting and putting into action your fundraising plan. For that plan to be effective, your team should have some key objectives in mind:

- Come to a common understanding about what the team wants to achieve and how you will accomplish it
- Identify businesses, groups, and individuals that would make good supporters and partners
- Delegate fundraising responsibilities, making sure each team member has a clear understanding of roles

The Benefits of Teamwork

- More opportunities for networking and making contacts
- More sources for creative thinking and solution making
- More people to assume responsibilities
- More people to take over fundraising leadership responsibilities in future campaigns
- More opportunities for the fundraising leader to work behind the scenes, providing support for those out in the field

Professional Wisdom

Use your board of directors.

Your board of directors may be an invaluable resource. Besides offering contacts for fundraising, directors may be able to answer your financial and legal questions, and advise you on how to organize and coordinate your fundraising activities.

Smart Moves

Fundraising records should include:

- Names of people who conduct fundraising activities
- Names of every individual approached
- Names of every business and corporation approached and a description of their products and services
- Complete addresses and contact information
- Contribution records, both received and promised
- Follow-up notes
- Records of agreements made by your group with companies and individuals in exchange for funds (e.g., placement of name and logo in advertisements, etc.)

AVOID COMMON PITFALLS

You'll want to avoid two critical mistakes novice fundraisers often make: failing to diversify funding sources and not keeping thorough fundraising records. Both mistakes stem from not having a clear sense of your fundraising goals. Here's how to avoid them:

- Try to give equal weight to seeking corporate *and* individual donations and sponsorships
- Appoint a campaign staffer to coordinate an up-to-date, easy-to-access fundraising database

SETTING SOUND POLICIES

Fundraising can take your group into sensitive ethical and political territory. Here's a rule of thumb: Avoid associating with donors or sponsors that can damage or compromise your group's reputation. Your fundraising policies should:

- Adhere to your organization's mandate
- Provide guidelines for sponsorship solicitation, specifying what sort of sponsorship you *won't* be looking for
- Explain how funds will be used
- Outline your administrative procedures for dealing with any sponsorship problems you might encounter
- Specify how sponsors and partners can use your group's name and logo and how your group can use the name and logo of a sponsor or partner
- Present criteria for measuring the success of a sponsorship relationship

FUNDRAISING FROM individuals



You may want to explore many types of fundraising from individuals, including memberships, donor gifts, bequests, and grants.

SALES

Selling goods or services, such as raffle tickets or coupons for local businesses

- Advantages: If your group doesn't yet have a public profile, it is easier to raise funds when offering a product. You will have the added advantage of establishing a database of donors who are familiar with your group and its mandate. Plus, you will establish partnerships with the businesses that supply the products or services you sell.
- But keep in mind: Your budget for the goods and services you offer will eat into whatever money you pull in.

SPECIAL EVENTS

Events that draw in the public, like an AIDS walk or a special DJ night at a local bar

- Advantages: The publicity generated by the event could give your group a public profile. A successful event can raise substantial funds.
- But keep in mind: Events can take a lot of time to organize, and their success is never guaranteed.

MEMBERSHIP DRIVES

Selling memberships to your group. In return, members get invitations to special events, newsletters, and other benefits

- Advantages: A broad membership gives your group more legitimacy, making it easier to apply for grants and lead larger fundraising campaigns. Members also provide community support and a pool of potential volunteers.
- But keep in mind: To be able to convince people that becoming a member of your group is worthwhile, you must be relatively well known and must clearly present compelling benefits.

Professional Wisdom

Guard your money and your reputation.

When you ask people to financially support your cause, you owe it to them and to yourself to establish some safeguards, policies, and procedures to keep the money safe and your reputation intact. Here are some things you should consider:

- If prospective donors ask not to be contacted again, take every reasonable effort to remove their names from your mailing or telemarketing lists
- Send acknowledgement letters signed by your director or board chair and tax-creditable receipts to donors within 72 hours of receipt of a donation
- Donations should be handled and processed only when at least two people are present
- If donations cannot be deposited immediately, lock up the money and keep a record of the amount with at least two people
- Donor names and amounts should be considered confidential in most circumstances. Some donors choose to remain anonymous, yet others, like corporate sponsors, may want to make their donation public knowledge. Play it safe—ask before you release information to the media
- If you receive donations-in-kind (goods, not services), you may be able to issue a tax-creditable receipt for the fair market value of the goods

Smart Moves

Seek funding from foundations.

Foundations are organizations specifically set up to allocate funds to other organizations. These philanthropic institutions are especially interested in providing grants to NGOs and other non-profit and charitable organizations.

Keep in mind: Foundations are very selective in their grant allocations, so your approach must be professional and compelling. Try to answer these questions:

What is unique about your organization?

Why support you rather than some other group?

Professional Wisdom

Keep excellent records.

Developing a solid donation record system is very important, both as a database for future fundraising and as a protective measure for your group in the event of an audit. Here are some tips to think about, but investigate to develop the process that works for you and provides the level of protection you require:

- Record everything—get complete donor contact information and language preference, and keep information from the past up-to-date, such as donation history and habits (cash, credit card or cheque, and how often they contribute), what programs they support, which events they attend, special interests, etc.
- Develop a numbering system to track and reconcile each donation, including a batch number for special events where you will receive many donations
- Record that number in a Donation Journal, along with all other relevant information, and write it on the top of all cheques, credit card slips, and pledge and membership forms
- Photocopy all cheques, pledge forms, and credit card slips for your files, and make sure the tracking number is clearly visible
- When you receive donations by cheque in the mail, compare the address info on the cheque with the return address on the envelope before you throw the envelope away. If they are different, write the envelope info on the back of the cheque or pledge form. Compare this to your database later

DONATIONS

Raising funds by phone, door-to-door canvassing, or direct-mail campaigns

- **Advantages:** A donations campaign will increase your group's profile and—as with a membership list—give you a list of potential volunteers.
- **But keep in mind:** Most people are inundated with direct-mail requests for donations. To stand out from the crowd is very difficult, especially if you don't have the services of an advertising agency or a direct-mail specialist. You're most likely to succeed when you have a mailing list targeted to people who have supported groups like yours in the past. Still, even with the most compelling direct-mail campaign and a solid mailing list, you're unlikely to achieve a response rate above 1%.

PLEDGES

Individuals offer support for a specific event or period of time. For example, they pledge 50 cents per kilometre to an AIDS walk participant

- **Advantages:** Pledges establish a relationship that could become long-term and help establish your presence in the community.
- **But keep in mind:** You'll likely face lots of competition.

MEMORIAL AND HONORARY GIFTS

Gifts in memory or in honour of a person with a special interest in your group

- **Advantages:** These gifts are often given in lump sums and can be substantial.
- **But keep in mind:** They come infrequently. Also, they are less likely if your group does not have charitable status.

PLANNED GIFTS

Sums given to your group in a will or by naming the group as benefactor of a life insurance policy

- **Advantages:** These gifts can be substantial. They are given as cash or as stocks, real estate, valuable objects, etc.
- **But keep in mind:** As with memorial and honorary gifts, planned gifts are given infrequently.

FUNDRAISING FROM

corporations and businesses



Corporations, businesses, and other organizations fund non-government organizations (NGOs) by either donations or sponsorships.

SMALLER BUSINESSES frequently make donations in cash or goods and services to charitable organizations and are happy to receive public acknowledgement of their gift. You can solicit donations from these businesses just as you do from individuals: through sales, special events, memberships, and pledges.

LARGER BUSINESSES AND CORPORATIONS prefer to make their contributions through sponsorships. Sponsorships are very different from donations—they involve the business exchanging funding or resources for publicity and public relations opportunities from your group. This exchange is valuable on both ends: NGOs get access to resources that help them launch successful fundraising campaigns and other initiatives, and businesses associate themselves with organizations the public respects and values highly.

THE CORPORATE MINDSET

When it comes to philanthropy, corporations want to raise their profile and have people associate their name with good causes and social responsibility. When you approach corporations for funds and sponsorship, keep in mind what they expect to get:

- The image of caring corporate citizens
- A sponsorship association that makes them distinct from other companies
- Influence on their target markets

Quick Tips

Corporate donations and corporate sponsorships are very different things.

Donations put no obligations on your group. They are usually cash contributions.

Sponsorships do put obligations on your group. A corporation usually sponsors a group during a fundraising campaign. It will provide funding or services that help you with your fundraising efforts. In turn, the corporation expects to receive public acknowledgement of that support. This acknowledgement can take the form of advertisements or anything that informs the public of the corporation's philanthropy. Typically, sponsorships are easier to come by than large donations.

Professional Wisdom

Corporations like to get their names in front of the public in a variety of ways, including:

- Linking their name and logo with event and promotional materials
- Having board members and company officials participate in your campaign
- Making product tie-ins and holding displays at your events



The challenges of

CORPORATE SPONSORSHIP

Before looking to corporate sponsorship, consider the potential challenges.

Ask yourself:

- Can we find a corporate sponsor that shares our values?
- Is our group large enough to attract corporate support?
- Does corporate sponsorship cause more problems than it solves?

PROS

- **Corporate sponsorship can go a long way.**

A corporate sponsor can give you access to resources that allow you to achieve a great deal quickly.

- **It will help your group grow.**

Besides providing resources and helping to raise your profile, corporations are an excellent source of new members, volunteers, and individual donors.

- **It adds legitimacy to your group's initiatives.**

The endorsement of a corporation shows the public that your initiatives are professional and substantial.

CONS

- **It takes a lot of coordinated effort from your group.**

Working with corporations can demand a lot of your group's time and effort and may be difficult for smaller and inexperienced groups to handle effectively.

- **It may raise questions of integrity.**

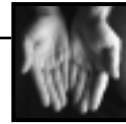
Your joining forces with corporations may lead some people to question the integrity of your mandate as an NGO.

- **It may compromise your group's autonomy.**

Your group may find itself compromising its politics or message to suit the interests of sponsors.

Choosing the best

SPONSORS



Consider carefully the kinds of sponsors you want. Factors to evaluate include:

SIZE

Will the sponsor be a useful resource? Larger corporations are more likely to sponsor established groups and large-scale initiatives. Smaller groups should look first for the support of local community businesses.

PROSPERITY

Does the sponsor have the resources to help you? Corporations that are prospering will be more able to offer funding and resources.

DEMOGRAPHICS

Does the sponsor target the same communities as your group? Your members and other supporters should find the sponsor's products or services relevant to their lives.

IMAGE

Does the sponsor have a corporate image that will complement your group's image? For example, you likely want to avoid corporations that have received bad press about their hiring policies or overseas labour practices.

Professional Wisdom

Corporations with a track record of supporting HIV/AIDS causes are ideal targets for sponsorship.



How to identify

POTENTIAL SPONSORS

Smart Moves

Move your research online. Check out corporate sites for sponsorship policies and preferences.

Also check out these useful Web sites:

- The Canadian Centre for Philanthropy
www.ccp.ca
- Charity Village www.charityvillage.com

Identifying potential sponsors takes research and networking.

RESEARCH

Find useful contacts and potential sponsors with these resources:

- *Imagine Caring Companies*—a list of corporate philanthropists produced by The Canadian Centre for Philanthropy
- *The Directory of Corporate Giving in Canada*
- *Canadian Fundraiser*
- *Marketing Magazine*—the Canadian advertising industry monthly tabloid
- Directories produced by regional Boards of Trade and Chambers of Commerce, and business and trade associations
- Directories of employers produced by Scott's Directories, TeleDirect, Who's Who Publication, and Dun & Bradstreet
- Advertisements and announcements in newspapers that identify businesses aggressively promoting themselves or expanding their markets

NETWORK

Develop contacts with the business world through these proven networking tactics:

- Get referrals. Your current business contacts can refer you to potential sponsors. For example, ask your group's landlord, insurance company, or equipment suppliers if they know of companies that sponsor charitable events or organizations.
- Join business associations and service clubs. Local boards of trade and chambers of commerce usually offer non-profit memberships, and many networking possibilities. Kinsmen, Kiwanis, and Rotary service clubs also bring business decision makers together.
- Attend business trade shows. Expressing an interest in a potential sponsor's business is a good way to demonstrate your seriousness and commitment—and to make contacts.

Identify sponsors in a

GROUP BRAINSTORMING SESSION



With your group's research and networking accomplished, it's time to narrow down your list of contacts to a choice selection of potential sponsors.

Bring your group together for a brainstorming session. Your goal is to arrive at a consensus on:

- The characteristics you most value in a potential sponsor
- The relative ranking of these characteristics
- Who your top 20 (or 10 or 30) candidates are

CONTACT SPONSORS THROUGH ADVERTISING, MARKETING, AND PUBLIC RELATIONS FIRMS

Sponsorships are marketing tools for corporations. It makes sense, then, that corporations often consult with advertising and communications firms to help determine whether or not they should take on specific sponsorships. Many NGOs land sponsorships by approaching advertising and communications firms to inform them of the benefits they can offer to sponsors.

Your strategy:

- To target a specific company, consult *Marketing Magazine* to find out what advertising agency and PR firm it uses
- Contact the account manager responsible for the company's account, and ask what kinds of organizations the company sponsors
- If the company sponsors groups like yours, provide the firm with a *Backgrounder* and other materials about your group

Smart Moves

Bring a facilitator to your group brainstorming session.

A professional facilitator could help your group identify the sponsors it should be approaching.

Communications and public relations firms that provide the services of facilitators to NGOs are listed on the Charity Village Web site:

www.charityvillage.com



Give sponsors

WHAT THEY WANT

Smart Moves

Give your sponsors great publicity and great public relations:

- Place their logo and name on promotional materials, event banners, print advertising, on-site advertising, and display space
- Give them complimentary passes to your event
- Encourage them to send a spokesperson to your event or news conference

Sponsors are looking for a return on their investment from your group. They invest time, money, and resources in your group, and expect that this will enhance their corporate image and ultimately generate business.

What most sponsors are looking for is **great publicity** and great public relations. Put a lot of effort into promoting your event or initiative, and your sponsors will be pleased by the amount of publicity and image building they get—and they'll be sure to continue sponsoring you. (Look at the *Getting Attention* section for tips on how to promote your events and initiatives.)

EXCLUSIVITY AND MULTI-TIER SPONSORS

Depending on the size and type of your event or fundraising initiative, some sponsors will want to be your exclusive supporter. Exclusivity means prominence—an exclusive sponsor gets its name and logo prominently displayed on your promotional material and is clearly identified as your sole supporter.

Other companies will prefer to be one of many sponsors. For you, there can be strength in numbers—once you get one prominent corporation on board, others will be easier to attract.

One way to prevent confusion in your soliciting of sponsors is to offer multi-tier sponsorship. Sponsors can choose between tiers of sponsorship. A “gold” sponsor would contribute the most to your campaign and have the most prominent display of its company name and logo on your publicity materials. “Silver” and “bronze” sponsors would contribute on a smaller scale and receive less promotion.

Approaching

SPONSORS



Your group will be approaching different kinds of sponsors in different ways. Potential sponsors could range from a national corporation to a local restaurant. Your approach might be in person, over the phone, or by mail.

Whatever your approach, you need to be professional—that means focused, prepared, and confident.

BE FOCUSED

Approach only a few potential sponsors at a time. Doing it properly demands a lot of effort, and you don't want to spread yourself thin.

BE PREPARED

Approach potential sponsors with the information and material they need to make an informed decision about your group. Be direct and clear about the benefits of supporting you.

BE CONFIDENT

Remember that a potential sponsor is talking to your group because you may represent a business opportunity—you're not asking for charity. If they decide against offering support, it will likely be because your group's mandate and profile aren't a match for their sponsorship objectives—it isn't personal.

Smart Moves

Potential sponsors are more open to being approached when they are familiar with your group.

If you don't have a referral or contact, provide your potential sponsor with essential information about your group. Include:

- A *Backgrounder* (see page 38)
- Press clippings about your group
- A list of people involved in your group—especially management and members of your board of directors
- Contact name and phone number



Approach with a great

SPONSORSHIP PROPOSAL

Smart Moves

Follow a company's sponsorship guidelines.

Many organizations will have specific sponsorship guidelines for judging if your proposal meets their needs. You can request a copy of these guidelines and also ask who in the organization will make the decision about your proposal.

BE PERSUASIVE

A great proposal convinces a potential sponsor that:

- Your group's activities are valuable to the community
- You can offer even higher value services with the sponsor's support
- The sponsor will make a valuable connection with the community by supporting your group

GET INTO THE RIGHT HANDS

You want your proposal to be considered by the decision makers of your potential sponsor. You might need to do some work to get it to them:

- Research the organization to find out who holds what positions (see *How to Identify Potential Sponsors*, page 76)
- Use your contacts in the organization to get information about who makes decisions about proposals and how you should go about getting your proposal into their hands

GET NOTICED

- Make tactful inquiries about company policies and timelines for sponsorships
- Make follow-up calls to your contacts, especially to the decision-makers. Remind them how worthwhile your sponsorship opportunity can be for them

The sponsorship

AGREEMENT



Make sure you and your sponsor sign an agreement. Even if you are friends with people at your sponsoring organization, it is always a good idea to have a piece of paper that details the extent of their support.

Depending on your resources and the scale of the sponsorship, an agreement can range from a simple handwritten letter to a formal document prepared by your group's or the sponsor's attorney. Either way, a signed agreement protects both parties from misunderstandings and conflict.

MAKING YOUR SPONSORS FEEL APPRECIATED

Sponsors are one of your group's most valuable resources. You want to keep your relationship with your sponsors open and friendly. If the sponsorship experience is consistently good for them, they will consider sponsoring a wider range of your group's activities—they might even consider going a step further by becoming a partner.

Smart Moves

Things to consider in your sponsorship agreement

Be clear about exactly how your group will provide public relations and promotions. Your sponsor will probably want a say in things like:

- Exclusivity as your sponsor
- How its name and logo appear on promotional material
- Product placement at your event or facility
- Access to your membership list (if your members have agreed to this)
- Event attendance records

Smart Moves

There are many easy and effective ways to let your sponsors know how much you appreciate their support:

- Invite contacts and decision makers to your event or program launch
- At the event or launch, make sure your sponsors are introduced to key members of your group
- Send your sponsors a letter thanking them for their support and outlining the results of your initiative. Explain how your group couldn't have been successful without their support
- Keep your sponsors informed about your group's plans and upcoming initiatives
- Thank your sponsors for their support in your group's newsletters or reports



Turning sponsors

INTO PARTNERS

PARTNERS ARE LONG-TERM SPONSORS

A valuable sponsorship can be turned into an even more valuable partnership. Partners give your group a secure source of support. They enhance your credibility, while giving themselves an opportunity to demonstrate their commitment to the community.

HOW TO SENSE A PARTNERSHIP IN THE MAKING

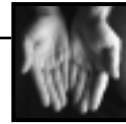
If you think that a sponsor is a potential partner, ask yourself:

- Is your group prepared to negotiate a partnership? Do you know exactly what you want and what you can offer in return?
- Does the sponsor have the same long-term objectives as your group?
- Can the sponsor make the commitment a partnership requires? Can your group do the same?

See **Getting Partners** for tips and tools to turn sponsors into long-term partners.

How to evaluate

YOUR FUNDRAISING



Fundraising is a learning experience for your group. To learn the most from fundraising and to make your future fundraising efforts even more successful, you need to evaluate your group's fundraising campaigns.

WHAT WERE YOUR GOALS?

Every fundraising campaign has a variety of goals, including:

- Bringing in funds and resources
- Soliciting sponsorships
- Increasing your membership
- Raising awareness of your group

WHAT DID YOU ACHIEVE?

Fundraising campaigns bring in money and resources—but they also help your group grow in other ways. Did your campaign:

- Enhance team spirit?
- Raise your group's public profile?
- Establish contacts in the business community?

THE EVALUATION

If your campaign was large, you'll want to do a formal evaluation. If it was modest (with only a few fundraisers and a handful of sponsors and partners), a casual process will likely be enough.

For larger campaigns, prepare a report for your board of directors that includes recommendations for future campaigns. For smaller campaigns, bring together your fundraising team to evaluate your success and to discuss ways to improve future campaigns—and make sure someone keeps notes of the meeting.

Smart Moves

Measure fundraising results against your total investment.

Include:

- Cash expenses
- Resource expenses (time spent by staff and volunteers, office wear and tear, etc.)
- Opportunity costs (what you could have achieved if you'd used your fundraising resources in some other way)



THE TOOLS

This section details 7 tools that will make you into a fundraising expert. For each tool, the first page of the section describes the tool and gives the how-to essentials. The following pages provide handy samples, guidelines, and checklists.

BUILD YOUR FUNDRAISING SKILLS WITH THESE ESSENTIAL TOOLS:

- 1 The Letter of Inquiry
- 2 The Sponsorship Proposal
- 3 Fundraising by Direct Mail
- 4 Fundraising by Telephone
- 5 Fundraising in Person
- 6 The Special Event Budget Planner
- 7 Resources for Researching Corporate Sponsors



Tool #1

THE LETTER OF INQUIRY

FUNCTION

You send a letter of inquiry to potential sources of funding or potential sponsors to see if they are interested in supporting your group's campaign. The letter is a shortened version of your full sponsorship proposal. It contains the most essential information about your fundraising campaign.

ESSENTIALS

A LETTER OF INQUIRY INCLUDES:

- A short *Backgrounder* introducing your group and its mandate
- A description of your fundraising campaign
- A clear description of what kinds of support your group is looking for
- An explanation of why the services the campaign will support are valuable

THE LETTER SHOULD:

- Be no longer than two pages (ideally, one page)
- Come from your fundraising campaign chair
- Be addressed to a specific contact

SAMPLE LETTER OF INQUIRY

AIDS COMMITTEE OF YOURTOWN

John Smith
Public Relations Chair
Yourtown Plastics, Inc.

Dear Sir:

As Yourtown's largest HIV/AIDS organization, the AIDS Committee of Yourtown (ACY) invites your company to support our annual Yourtown AIDS Walk.

The ACY was founded in 1988 to address the devastating effects of the HIV/AIDS epidemic at the local level. In recent years, the ACY's impact in the community has been strengthened through collaborative prevention programs with organizations such as the Yourtown PWA Foundation, the Yourtown University LGBT group, and the Yourtown YMCA.

Our annual AIDS Walk has been an ongoing success. Since 1991, it has raised a combined total of \$223,000—money that has been used to fund a range of community HIV/AIDS programs that together support thousands of individuals and families. In addition to supporting ongoing programs, our goal this year is to raise funds for maintaining our database and registration centre—an infrastructure critical to ensuring the success of future AIDS Walks.

As the exclusive AIDS Walk corporate sponsor, your name and logo would be prominently featured on all promotional material, including the HIV/AIDS in Your Community kit given to each of the several thousand AIDS Walk participants. In return, we would ask you to contribute \$10,000, and to supply us with 20 to 30 volunteers for the day of the Walk.

We look forward to your company's support of this important means of raising funds to support people with HIV/AIDS in our community. Please feel free to call me with any questions.

Jane Doe
Fundraising Chair
AIDS Committee of Yourtown
(123) 456-7890



Tool #2

THE SPONSORSHIP PROPOSAL

Professional Wisdom

Get some advice.

Before you deliver your proposal to a potential sponsor, show it to someone in the corporate world or someone who is familiar with sponsorship proposals. Get their advice on how effective your proposal is and how you could improve it.

Smart Moves

Tailoring your proposals to potential sponsors

Potential sponsors will be looking to raise their profile and enhance their public image—but if they make a product, they might also be interested in product placements at your events (such as on-site promotions or complimentary samples). You can tailor your proposal to address these types of opportunities. Keep in mind: Tailoring parts of your proposal to interest a sponsor is fine, but you shouldn't need to alter your group's fundraising objectives or mandate.

FUNCTION

The sponsorship proposal is a detailed and thorough description of your group's fundraising campaign and of the support you are seeking from a potential sponsor. The proposal can be up to 10 pages in length and should include all the relevant information a potential sponsor requires to determine whether or not your group is a good match for them.

ESSENTIALS

YOUR PROPOSAL SHOULD INCLUDE:

- A *Backgrounder* on your group
- A listing of fundraising team members and your board of directors
- A description of the project you're raising funds for and its importance to the community
- A budget for the project
- A list of other sponsors and partners
- Your group's financial statements
- Exactly what funds or resources you're requesting
- An explanation of how the sponsor will benefit through promotions and public relations
- Press clippings about previous programs organized by your group
- Letters of reference
- Contact information

PROPOSAL FORMAT

YOUR PROPOSAL MUST BE PRESENTED IN A PROFESSIONAL FORMAT.
MAKE SURE IT:

- Has a cover page with your group and project name and the date of submission
- Begins with a one- to two-page introduction to your group, project, and funding needs
- Is no longer than 10 pages
- Is written in precise, clear language
- Is signed by your fundraising chair
- Provides contact information
- Is addressed to the organization's sponsorship selection committee chair
- Has a professional look and tone
- Has numbered pages
- Uses prominent headings and subheadings to signal key messages
- Catches the reader's eye with bullets and bold type
- Is edited and proofread to perfection

SAMPLE INTRODUCTION TO SPONSORSHIP PROPOSAL

AIDS COMMITTEE OF YOURTOWN 01/07/2000

John Smith
Public Relations Chair
Yourtown Plastics, Inc.

Dear Sir:

As Yourtown's largest HIV/AIDS organization, the AIDS Committee of Yourtown (ACY) invites your company to support our special HIV/AIDS prevention program. To fund this six-month program, we need to raise \$30,000 from businesses and individual donors.

The Problem: HIV/AIDS continues to have devastating effects. Many people in Yourtown are unaware that HIV/AIDS continues to be a serious health threat. AIDS is still fatal, and HIV infection rates continue to increase among women, Aboriginal populations, and gay men. The only way to stop the HIV/AIDS epidemic is through prevention.

The Solution: Groups at risk in Yourtown need to know about the health threat of HIV/AIDS. Our special prevention program will bring the ACY to the front lines of HIV/AIDS prevention. Drawing on recent research and feedback from direct consultations with high-risk groups, we will develop and distribute posters, brochures, and other materials.

ACY Credentials: The ACY is uniquely suited to lead this prevention program. The founding of the ACY in 1988 addressed the need for a local initiative to counter the AIDS epidemic. In recent years, the ACY's impact in the community has been strengthened through collaborative prevention program initiatives with organizations such as the Yourtown PWA Foundation, the Yourtown University LGBT group, and the Yourtown YMCA.

Our Support Request: \$9,600, payable over nine months. As a prominent corporate citizen, Yourtown Plastics would make an ideal sponsor for this ACY program. You have already demonstrated your commitment to the ACY's efforts by supporting the Yourtown AIDS Walk. Now we ask you to strengthen and deepen that commitment by donating \$9,600 to our HIV/AIDS prevention project.

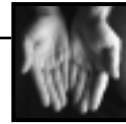
We look forward to your support of this important HIV/AIDS prevention effort.

Please feel free to call me with any questions.

Jane Doe
Fundraising Chair
AIDS Committee of Yourtown
(123) 456-7890

Tool #3

FUNDRAISING BY DIRECT MAIL



FUNCTION

Many NGOs raise funds through direct-mail campaigns that ask the public to make a donation, become a member, or make a pledge. Direct-mail fundraising can be very effective, especially if you have a mailing list of regular donors.

ESSENTIALS

MATERIALS

For a successful direct-mail campaign, your group needs:

- Funds to cover the cost of producing the mailer (don't forget postage)
- A compelling letter (if possible, get the help of an advertising agency or a direct-mail specialist)
- A donation, pledge, or membership form, and a postage-paid return envelope
- Stickers, an AIDS ribbon, or some other device for donors to show they've contributed to your campaign

TIMING

Direct mail is most successful when people on your list receive several different mailings spaced one or two months apart. Effective times to mail include:

- In November, to meet the holiday and year-end swell of donations
- To coincide with a high-profile event like your community's Pride parade or World AIDS Day

THE LETTER

A compelling letter:

- Addresses the recipient directly (if possible, it should be personalized to include the person's name)
- Engages them at a human level by describing the real-world impact of HIV/AIDS in the community
- Emphasizes how their donation will help your group make a difference
- Includes endorsements from community leaders

Professional Wisdom

Whom to mail to?

If your group has the resources, mailing to as many people as possible will increase your chances of bringing in donations and adding to your member list. But this can get expensive. The safest mailing campaign is directed to people who have previously donated to your group, or to members or volunteers who are on your mailing list.

SAMPLE DIRECT MAIL LETTER

AIDS COMMITTEE OF YOURTOWN

03/07/2000

Dear Mr. Smith:

As a member of the AIDS Committee of Yourtown (ACY), you know about the crucial services we provide to our community.

HIV/AIDS continues to have devastating effects. Many people in Yourtown are unaware that HIV/AIDS remains a serious health threat. AIDS is still fatal, and HIV infection rates continue to increase among women, Aboriginal populations, and gay men. The only way to stop the HIV/AIDS epidemic is through prevention.

The ACY leads our community's battle against HIV/AIDS. The founding of the ACY in 1988 addressed a need for a local initiative to counter the AIDS epidemic. In recent years, the ACY's impact in the community has been strengthened through collaborative prevention program initiatives with organizations such as the Yourtown PWA Foundation, the Yourtown University LGBT group, and the Yourtown YMCA.

As Dr. John Doe, Director of Yourtown University HIV/AIDS Research, has stated, "The ACY's services and prevention programs bring hope and strength to our community."

This year—with your support—the ACY will continue to bring hope and strength to Yourtown through a range of new and ongoing programs that will affect thousands of individuals and families in your community.

Thank you in advance for your ongoing support in the battle against HIV/AIDS.

Your friend,

Jane Doe
Director of Fundraising
AIDS Committee of Yourtown

Tool #4

FUNDRAISING BY TELEPHONE



FUNCTION

Telephone fundraising can be very cost-effective, especially if you are calling people already familiar with your group.

ESSENTIALS

MATERIALS

To launch a successful telephone campaign, your group needs:

- Funds to cover the cost of the phone drive
- A compelling fundraising script (if possible, get the help of telemarketing professionals)
- Facilities for the people making the phone calls
- A list of potential donors

TIMING

There are best times of the day and year to be calling potential donors

- Call after work, when people are most likely to be home
- Avoid calling on weekends, early in the morning, during mealtime, or late at night (after 8:30)
- Schedule your phone drive to coincide with a high-profile event like your community's Pride parade or World AIDS Day

THE CALLING TEAM

Your callers must be well rehearsed and enthusiastic

- Have your callers rehearse the script. They should work in pairs, taking turns being the caller and the potential donor receiving the call. This will give them a chance to prepare for the kinds of questions, comments, and objections potential donors will actually have. As a side benefit, this exercise will give your callers a common goal and a shared learning experience
- Make it fun—have drinks and food for your callers and give them each a prize at the end of the campaign

Professional Wisdom

Whom to phone?

Your fundraisers will be more successful if they are calling people who are already familiar with your group. Build a list of previous donors, group members, sponsor organizations, volunteers, and anyone else you believe would consider supporting your group.

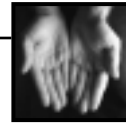
TELEPHONE DRIVE TIPS

YOUR SCRIPT

- Begin by stating who you are and why you're calling
- Tell potential donors exactly how their contribution will help your group make a real difference in the community
- If the response to the donation request is favourable, go for the close by explaining how donors can make a contribution
- If call recipients say they do not want to donate, you can offer to send additional information about your group and its services
- Of course, never be pushy or aggressive
- End the call by thanking call recipients for their time

Tool #5

FUNDRAISING IN PERSON



FUNCTION

Fundraising in person gives your campaign a human face, which can be effective with people who wouldn't respond to telephone or mail drives. Your group can send out teams to canvass entire neighbourhoods, or target regular contributors and people who have supported groups similar to yours.

ESSENTIALS

MATERIALS

For a successful in-person campaign, your group needs:

- A list of potential donors or a detailed map of the area you will canvass
- Promotional materials and information kits
- Pledge forms or membership sign-up sheets

TIMING

Some times of the week and year are better than others

- Restrict your door-to-door canvassing to weekend afternoons
- Schedule your campaign to coincide with a high-profile event like your community's Pride parade or World AIDS Day

TECHNIQUE

Approach potential donors with purpose

- Be unfailingly friendly and personable
- Identify yourself and your group and explain why you are canvassing
- Explain how their support will make a real difference in the community

SAMPLE FUNDRAISING MEMBERSHIP FORM

AIDS COMMITTEE OF YOURTOWN MEMBERSHIP 2001

Membership in the AIDS Committee of Yourtown supports crucial community services and HIV prevention programs. Our members receive the ACY Newsletter and invitations to our many special events.

Thanks for supporting us in the battle against HIV/AIDS.

Name: _____

Address: _____

City: _____ Province: _____

Postal Code: _____ Phone: () _____

Here is my special gift to ensure the ACY can continue to provide its crucial services and prevention programs:

\$25 \$50 \$75

\$100 Other \$ _____

I have enclosed my cheque payable
to The AIDS Committee of
Yourtown, Membership 2001.

Please send your complete membership form with your gift to the address below.
Gifts over \$10 will be issued a receipt for income-tax purposes.

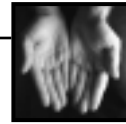
The AIDS Committee of Yourtown, 100 Main Street, Suite 100,
Yourtown, Yourprovince M1M 1M1

Phone: (987) 654-3210

Fax: (987) 123-4567

Tool #6

THE SPECIAL EVENT BUDGET PLANNER



FUNCTION

A special event can launch a fundraising campaign or be a one-off means of raising funds. AIDS groups have had success with events such as AIDS walks, musical or other performing arts benefits, raffles, and DJ nights at bars or community centres.

ESSENTIALS

PLAN

Form an event-planning team. The team's responsibilities include developing a detailed event budget—especially critical is anticipating expenses accurately. Few experiences are more dispiriting than putting enormous effort into an event that fails to raise money because your expenses are unexpectedly high.

PROMOTE

News Releases, print, radio and TV ads, posters, flyers, stickers, mail-outs—all of these can raise awareness of your event. (Make sure you include the cost of your promotions in your event budget.)

SEEK IN-KIND GIFTS AND DONATIONS

Try to persuade companies and individuals to donate materials, equipment, resources (including free print and radio advertising space), and locations for your event. This will cut down on your expenses as well as help you cultivate long-term sponsors and partners.

Tool #6 in *Getting Attention* will help you create a detailed *Event Scenario*.

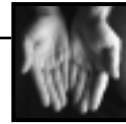
SAMPLE SPECIAL EVENT BUDGET WORKSHEET

AIDS COMMITTEE OF YOURTOWN AIDS WALK 2001

	Requested	Donated	TOTAL
1. Operating Expenses			
a. Locations			
Office rental (\$500/month x 12)		\$6,000	\$6,000
Community centre for launch party	\$95		\$95
b. Supplies			
AIDS ribbons for participants		\$100	\$100
Food and drinks for launch party		\$950	\$950
c. Equipment			
Office phone service (\$50/month x 12)	\$600		\$600
Launch party sound system rental	\$110		\$110
d. Promotions			
Event posters, flyers, and postcards	\$200		\$200
Participant t-shirts (\$2 x 400)	\$800		\$800
Total Requested	\$1,805		
Total Donated		\$7,050	
Total Budget			\$8,855

Tool #7

RESOURCES FOR RESEARCHING CORPORATE SPONSORS



A number of resources can help you find contact names, sponsorship policies, and financial information on companies. These include publications, Web sites, and other organizations. Often, of course, the easiest route is to telephone the corporation directly to ask for the information you need.

PUBLICATIONS

- Corporate annual reports
- *The Artful Journey: Cultivating and Soliciting the Major Gift*, by William T. Sturtevant
- *Canadian Business*
- *Canadian Directory to Foundations and Grants*, published by The Canadian Centre for Philanthropy
- *The Canadian Key Business Directory*, published by Dun & Bradstreet
- *The Ethical Shopper's Guide to Canadian Supermarket Products*, published by EthicScan Canada
- *Info-Press*
- *Major Donors*, by Robert Zimmerman
- *Marketing Magazine*
- *The National List of Advertisers*, published by Maclean-Hunter
- *Scott's Directories*
- *Strategy*
- *TeleDirect Directory*
- *Who's Who*

WEB SITES

- Company sites
- Many print publications, including *Marketing Magazine* and *Scott's Directories*, have Web sites with useful information
- The Canadian Centre for Philanthropy
www.ccp.ca
- Charity Village
www.charityvillage.com
- The Chronicle of Philanthropy
www.philanthropy.com

ORGANIZATIONS

- Your local board of trade or chamber of commerce
- Municipal offices
- Service clubs, including Kinsmen, Kiwanis, and Rotary

3 GETTING partners



Partnerships are an opportunity for you to establish relationships with the private sector, government agencies, and other non-government organizations (NGOs)—and to combine your strengths for a common purpose. Partners help you put on events, expand programs, and raise funds. In return, you help partners by sharing your resources and by connecting the business and government sectors to the people in your community.

Like media relations and fundraising, partnership building is an ongoing activity. It will help you thrive in a competitive social action scene. Community-based AIDS organizations (CBAOs) are most successful at getting partners when they use some tried-and-true **partnership-building techniques**.

This section will give you the essential skills for beginning and maintaining partnerships. Plus, you'll find six *indispensable* tools for successful partnership building.

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INTRODUCTION

Partnerships 101

A Partnership-Building Success Story

Toronto's **Black Coalition for AIDS Prevention** (Black C.A.P) has mastered the art of partnership building. To provide HIV/AIDS services and education to Toronto's black communities, Black C.A.P brings together volunteers, other CBAOs, businesses, and government agencies. Many of these partners have worked with Black C.A.P since its founding in 1990.

Black C.A.P's variety of partners is the key to its success:

- Core funding comes from government health ministries
- Program and funding support comes from the **AIDS Committee of Toronto's Key Partners Community Fund**
- Education and outreach programs are presented in partnership with health and social service organizations like the **Women's Health in Women's Hands** community health centre
- Funding drives are organized in partnership with local businesses, including **Come As You Are**, a health and sexuality shop

See more on this story on page 110.

WHAT IS IT?

A partnership begins with an agreement to work together towards a shared goal. Together, partners share responsibilities, resources, investments, liabilities, and benefits. Together, partners can learn from each other, and can grow.

PARTNERSHIPS PROVIDE SUPPORT

Your group's initiatives and services can be even more successful with the support of partnerships. Partnerships come in all shapes and sizes. You can enter into a partnership with other NGOs, with your local coffee shop, or with a multinational corporation.

PARTNERSHIPS BRING TOGETHER CREATIVE MINDS

Partnerships are hotbeds of creativity and solution making. The more partnerships your group enters into, the more opportunities you will have to bring together people with a variety of resources and knowledge.

PARTNERSHIPS BRING BENEFITS

A partnership allows your group to accomplish things it wouldn't be able to achieve on its own. In a partnership, you have the benefit of combined:

- efforts
- resources
- services and programs
- information
- expertise
- leadership
- organization
- promotions
- visibility
- influence
- credibility

PARTNERSHIPS ARE GOOD FOR EVERYONE

Your group benefits from partnerships, and so do your partners. Corporations and businesses get the opportunity for publicity and for the demonstration of their concern for HIV/AIDS issues. Since today's public prefers corporations to be socially aware and responsible, working with a CBAO will improve your partner's image in the community.

THE CHALLENGE OF PARTNERSHIPS

Developing and maintaining successful partnerships will challenge even the most experienced NGO. But every challenge will be a learning and growing experience for your group, so don't get discouraged. You will discover effective ways to communicate, assign tasks, manage initiatives, network, consult, and foresee risks. The challenge of partnerships will build your confidence, your resourcefulness, and your leadership skills.



TYPES

of partnerships

There are many partnership arrangements for you to choose from. You can enter partnerships with:

- **Other community and health organizations**, including other CBAOs, drug awareness groups, advocacy organizations, and health and social service providers
- **Government agencies**, including Health Canada, provincial health ministries, and municipal agencies
- **The private sector**, including both national and local businesses and corporations
- **Existing coalitions**, including local, provincial, or national coalitions with an AIDS, health, social, or community focus

DIFFERENT TYPES OF PARTNERS PROVIDE DIFFERENT RESOURCES

FUNDS

The private sector, government agencies, and other grant-giving bodies can provide monetary funding through ongoing sponsorships, grants, or gifts.

VOLUNTEERS

Other NGOs will already have a pool of volunteers that can work with your organization. Private-sector and government partners are also a great source of community-minded volunteers.

IN-KIND DONATIONS

Sometimes donated goods and services are just as valuable as money. A law firm can give you pro bono legal advice; an advertising agency can do some free promotional work for your messages and events; or an audio-visual company can lend its equipment and expertise to your special events. Printing companies, transportation providers, newspapers, and even your local pizzeria can contribute free posters, a free ride, free ad space, and free food to help you pull off your fundraiser.

EXPERTISE

NGOs, government agencies, and private-sector partners are an invaluable source of knowledge and expertise. Partners provide skilled services, tried-and-true advice, and expert opinions.

12 STEPS TO

building and maintaining a partnership



Successful partnerships are based on solid plans and objectives, and stay successful with your commitment, time, and effort. Make your partnership a success by following these 12 tried-and-true steps:

1 Know your organization

Consider how a partnership would fit with your group's mandate. How would it strengthen your group? Does your group have the resources and staff to allow you to seek out partners?

2 Know your goals

What does your group need to fulfill its mandate, and what type of partnership would make it possible? Do you need partnerships in the private sector, with other NGOs, or with government agencies?

3 Draft your partnership policy

You have evaluated your group's situation and goals, so now you can draft a partnership policy that states what you expect to get from a partnership and what you are prepared to bring to it. This policy will be the basis for how you seek out partners, how you work with partners, and how you evaluate the success of a partnership.

4 Build partnership expertise

Get advice and insight into partnership building. Ask someone from another local NGO to come and talk to your group about their partnership experiences. You can also consult books on fundraising and coalitions.

5 Look into existing partnerships and coalitions

Research and consider joining already existing partnerships and coalitions, like the Canadian AIDS Society, a national coalition of over 100 CBAOs, or a local coalition of businesses and health and social service organizations.

Quick Tip

Consult Health Canada's Social Marketing Network for helpful information about partnership trends:

www.hc-sc.gc.ca/main/hppb/socialmarketing/index.html

6 Select the best partners

With your partnership policy in mind, decide which organizations you will approach with a partnership proposal. Choose groups that you are familiar with and that you know can provide resources and services that will contribute to your group's mandate.

7 Approach your potential partner

Find out who the decision makers are, and introduce yourself. Present them with information about your organization and find out if they are open to getting involved in a partnership.

8 Have a formal meeting

Meet with your potential partners and find out what they are looking for in a partnership, what they can devote to it, and what it would be like to work with them.

9 Prepare a great proposal

Convince a potential partner to enter into a partnership with a proposal that details how the partnership will work and how both of your organizations and the community will benefit.

10 Arrive at an agreement

Negotiate with your partner to arrive at a formal agreement that is mutually beneficial and that keeps to your mandate. An agreement details how the partnership will work, how responsibilities will be shared, and how the partnership can be evaluated.

11 Keep the partnership working

A partnership is an ongoing, dynamic learning experience. Regularly evaluate how your partnership benefits your group, and put into practice changes that will make it work even better. Your partners will change too, so keep up with their interests and concerns.

12 Know when to end a partnership

If you have met the objectives of your partnership or find that it isn't working as well as it could be (after attempts to resolve the issues), it may be smart to consider ending the partnership and dissolving the agreement. Partnership agreements can include a *dissolve* clause explaining how funds, programs, and other resources are to be handled in such a case. Of course, ending a partnership doesn't mean you need to end the relationship.

CHOOSING

the best partners



LOOK AT THE OPTIONS

Local newspapers, neighbourhood businesses, large corporations, government agencies, and health service providers all make for good partners. What kind of partnership are you looking for?

DRAFT YOUR SELECTION CRITERIA

Good partners will help you work toward your goals. Identify good partners with sound selection criteria. Consider:

- TYPE – What kind of partner are you are looking for?
- SCALE – How involved do you need the partner to be?
- NEEDS – What resources do you require from the partner?
- DURATION – How long will the partnership last?

LOOK TO THE PEOPLE YOU KNOW

Many groups select partners they already know as suppliers, sponsors, or supporters. These partnerships make sense because the two partners are already familiar with each other and can appreciate what can be accomplished together.

Professional Wisdom

Search these resources for potential partners:

- Local business directories, chambers of commerce, and boards of trade provide information about community organizations and businesses
- EthicScan Canada Limited collects information about major corporations
- Dun & Bradstreet's *The Canadian Key Business Directory* has contact information for most large businesses
- Charity Village (www.charityvillage.com) has many resources for NGOs, including fundraising news and networking information
- The Sponsorship Report (www.sponsorship.ca) includes information about partnerships between NGOs and businesses
- Health Canada's Social Marketing Network (www.hc-sc.gc.ca/main/hppb/socialmarketing/index.html)
- Imagine (www.ccp.ca/imagine), a program of the Canadian Centre for Philanthropy, encourages partnership building and produces publications and white papers on linking businesses with charitable causes



Trends in CREATIVE PARTNERING

Partners of community-based AIDS organizations (CBAOs) usually include pharmaceutical companies and health and social service organizations. But there's no reason a high-tech or dot-com company can't be the perfect partner in the fight against AIDS. To compete for resources and funds, many organizations have begun to use this kind of creative partnering strategy. As long as potential partners meet your partnership criteria, there are few limits as to where you can look for one.

BROADEN YOUR HORIZONS

Many businesses and organizations are looking for a chance to show their concern for the community, and you can provide them with that opportunity. What might seem like an odd partnership between a CBAO and a local business can be an ideal arrangement. For example, a communications firm can provide you with Web expertise to develop a teen information site, and you can give the firm a plug with this young, Web-savvy, job-seeking group. Or a local hotel can provide a ballroom and supplies for your annual fundraising dinner and community awards ceremony and, in turn, receive extensive publicity. The possibilities are endless.

Success Story

Uninhibited sexual health partners

In the spring of 2000, the **Black Coalition for AIDS Prevention** received a special donation from local health and sexuality store *Come As You Are*. Since May is (the unofficial) National Masturbation Month, *Come As You Are* joined in partnership with Black C.A.P to raise money with a second annual 'Masturbate-a-thon.' With the objective of promoting sexual health, the partners encouraged Masturbate-a-thon participants to seek pledges from their friends. Sarah Forbes-Roberts, a member of the *Come As You Are* collective, explained how participants followed an honour system when collecting pledge money for every minute they masturbated on May 7. The store chose Black C.A.P as a partner for two reasons: the two groups had the same objectives of promoting sexual health in the community and Black C.A.P was its 'favourite organization.'

Proactive

NETWORKING



Networking can be your key to finding the best partnerships. Proactive networking will bring you into contact with businesses and organizations that can make for excellent partners. So be on the lookout every day—even when you're just doing your own thing.

PROACTIVE TACTICS:

- Get everybody networking: Encourage the members of your group to look for potential partners in their day-to-day interactions with the community.
- Get referrals: Look for introductions to key people in businesses and organizations. Referrals can be arranged through your current business contacts, members of your board of directors, or your sponsors and supporters.
- Get researching: Look for contact names and numbers and any other information that will make your approach to a potential partner easier.
- Get out in the field: Contact the offices and stores of potential partners and introduce yourself. Join associations and attend meetings and conventions. Provide partner contacts with information about your group, including your *Backgrounder* (see page 38).
- Keep in contact: It may take time to gain the confidence and win the interest of a potential partner, so plan on occasionally touching base with your contacts to let them know how your group's initiatives are going.

Professional Wisdom

Make partners come to you.

Many CBAOs are actively solicited by businesses and government agencies that are looking to connect with the community and show their concern for HIV/AIDS issues. Your group has a better chance of being approached if you have a profile in the media and you organize successful events that bring in the community.



APPROACHING sponsors

LAND PARTNERS WITH A PROFESSIONAL APPROACH

If you have already dealt with the media, donors, and sponsors, then you know the importance of a professional approach. A professional approach convinces potential partners that you are serious about working together in an organized, structured, and cooperative fashion.

Here are the basics:

- Focus on your partner
- Listen to their needs and desires
- Express your needs clearly and honestly
- See the partnership from both sides
- Present a partnership proposal and formalize an agreement
- Strengthen the partnership with confidence and positive thinking
- Give value

"HELLO, THIS IS JANE SMITH. WE KNOW EACH OTHER FROM..."

It's easiest to approach potential partners if you already know them. Perhaps the potential partner has made donations to your group before, is a long-time sponsor, or is known through your group's networking activities.

NETWORK, NETWORK, NETWORK...

If you don't already know people in decision making positions with a potential partner, find out who they are and make contact before you make your formal approach. Use a few of these simple tactics:

- Introduce yourself in person, if possible, but make a cold call if you must
- Send your *Backgrounder* and copies of compelling media clippings
- Tell them about upcoming initiatives and events in a lively letter
- Invite them to visit your facilities or attend one of your events

Methods

OF APPROACH



CHOOSE THE BEST APPROACH

How you approach a potential partner depends on two factors: what your group is looking for, and how well the potential partner already knows you.

BY PHONE

Approach potential partners by phone when:

- You need to briefly introduce them to your group
- You need to arrange a meeting to present a partnership proposal
- You are asking for a small donation or short-term involvement with your group

BY MAIL

Approach potential partners by mail when:

- You want to introduce your group in writing before you make a follow-up call or personal visit
- They are already familiar with your group
- They need to be updated on your activities
- You are asking for an annual donation or for volunteers

IN PERSON

Approach potential partners in person for an informal or formal meeting when:

- They are already familiar with your group
- You want to strengthen your relationship
- You are presenting a partnership proposal
- You are asking for a large donation or long-term involvement with your group's initiatives

Smart Moves

Plan your approach.

Your ultimate goal is a face-to-face meeting to talk about a mutually beneficial partnership. But it may take time, attention, and a few calls and mailings to build the kind of relationship that will turn into a solid partnership. Map out your strategy so you can remember to make regular contact.

Professional Wisdom

When a meeting turns into more formal partnership negotiations, you may require the attendance of members of your board of directors or legal counsel.



Approach with a great

PARTNERSHIP PROPOSAL

A Great Proposal Package

Include:

- Background information about your group and its accomplishments
- The objectives of the partnership
- A timeline for accomplishing your objectives
- The roles and responsibilities that you and your partner will share
- Letters of reference
- Your contact information

A GREAT PROPOSAL JUMP-STARTS A PARTNERSHIP

A potential partner will be won over if you approach with a well-crafted partnership proposal. Your proposal is the first formal stage on the way to the partnership agreement. It provides a basis for discussion and negotiation. It puts down on paper the different aspects of a potential partnership, including your goals, your needs, a timeline, and how everything will be accomplished.

YOU, YOUR PARTNER, AND THE COMMUNITY

A great proposal takes into account the two big factors in a partnership: you and your partner. How will each of you benefit? How will each of you participate in the partnership?

Also, the proposal will convince your potential partner that working together will have substantial benefits for the community. While your potential partners will be interested in how they will be involved in the initiative, they will be especially interested in how their involvement will have a positive impact on the public.

THE PARTNERSHIP

agreement



A SIGNED AGREEMENT IS ESSENTIAL TO A SUCCESSFUL PARTNERSHIP

Because a partnership involves shared resources and responsibilities, it is important that your group and your partner sign a formal agreement. An agreement prevents misunderstandings and conflict, and gives your partnership a clear sense of purpose. Plus, an agreement provides you with a means to evaluate whether or not the partnership has helped the two sides achieve their goals.

A FORMAL AGREEMENT INCLUDES:

- Your objectives
- A timeline for goals to be achieved within the partnership
- The responsibilities of each partner
- The resources each partner will bring to the partnership
- A detailed budget
- Guidelines for establishing joint bank accounts (e.g., who will have signing authority, who will be responsible for finances)
- How the partnership will be evaluated, and how often
- A schedule of meetings between partners
- A clause that explains how the partnership can be ended

AGREEMENTS ARE SERIOUS MATTERS

Once an agreement is signed, your group is legally obligated to follow its terms. So it is important to avoid agreeing to anything that can potentially compromise your group.

Make sure you:

- Carefully look over your agreement
- Get the advice of someone who is familiar with partnership agreements—one of your directors or your legal counsel
- Get all members of your group to buy into the agreement

Professional Wisdom

While you're negotiating a partnership, there are certain things you must agree on and some things you might have to be flexible about.

Agree on:

- Objectives and principles
- Leadership
- The best use of available resources
- Responsibilities
- Duration

Keep an open mind:

- A partnership is an ongoing relationship that may need to change over time
- Your objectives and principles will change as the needs of the community do
- Partners have their own evolving objectives, mandate, and organizational culture
- Partners can commit only so much time and resources to a partnership and their level of support could fluctuate



FORMING YOUR own coalition of partners

HIV/AIDS Coalitions in Canada

Canadian Aboriginal AIDS Network (CAAN)
Tel: (613) 567-1817
www.caan.ca

Canadian Inuit HIV/AIDS Network
c/o Pauktuutit Inuit Women's Association
Tel: (613) 238-3977
cihan@pauktuutit.on.ca

Canadian AIDS Society (CAS)
Tel: (613) 230-3580
www.cdnmaids.ca

Quebec's Coalition of Community-Based
Groups Working Against AIDS (COCQ-Sida)
Tel: (514) 844-2477
<http://pages.infinit.net/cocqsida/index.htm>

Ontario AIDS Network
Tel: (416) 364-4555 1-800-839-0369
www.ontarioaidsnetwork.on.ca

Manitoba AIDS Cooperative
Tel: (204) 774-7722
www.escape.ca/~aidscoop

Saskatchewan AIDS Network
Tel: (306) 955-1626 373-2777
saskaidsnetwork@home.com

Alberta Community Council on AIDS (ACCH)
Tel: (403) 346-8858
www.1888stophiv.com

Pacific AIDS Network (PAN)
Tel: (250) 881-5663
www.pan.ca

To better fulfill challenging mandates to provide a variety of services and resources, many community-based AIDS organizations join coalitions. Coalitions are multi-partner organizations. They can be on a regional, provincial, or national scale and may include AIDS organizations, medical practitioners, health and social services, educators, and other organizations that influence behaviour. These coalitions have many advantages, including:

- Shared resources
- Information exchange
- Integrated services
- Greater public influence
- Creative solution making
- Networking
- Coordinated efforts

SHOULD YOUR GROUP START A COALITION?

Starting a coalition is much like starting a partnership, except that it is on a larger scale. More groups are involved, and more factors need to be taken into account. There are many good reasons to start a coalition, including:

- You require the resources of more than one partner to accomplish an objective
- There isn't a network connecting CBAOs and health organizations in your area that allows for the exchange of information
- The community needs a coordinated and large-scale AIDS-prevention initiative

SHOULD YOUR GROUP JOIN A COALITION?

If you find an existing coalition that shares your organization's values, mandate, issues, and objectives, consider applying for membership. You have a couple of options if you are considering this approach:

- Become a member and contribute your resources to the established plan of action

- Form a special branch that addresses a specific need or issue, such as local care for injection drug users with HIV. This is usually possible under larger umbrella coalitions like the Canadian AIDS Society
- Propose that the member groups of the coalition join your group in a re-envisioned coalition with newly focused objectives

COALITIONS WORK WITH CAREFUL ORGANIZATION

There are several important factors to consider when organizing a coalition, including the scale and objective of the coalition, the needs and concerns of the coalition members, and how long it will stay together. A large-scale coalition likely will have:

- Stable operational funding
- Formal status (incorporation, business registration, etc.)
- An elected or appointed group of officers
- A board of directors
- Committees and task forces
- Regular formal meetings
- Regular evaluation of coalition activities
- Criteria for seeking and accepting coalition members

3



THE TOOLS

This section details 6 tools that will make you into a partnership-building professional. Each tool is explained over two pages. The first page describes the tool and gives the how-to essentials. The second page provides a handy sample or checklist.

BUILD YOUR PARTNERSHIP-BUILDING SKILLS WITH THESE ESSENTIAL TOOLS:

- 1 The Selection Criteria
- 2 The Approach Letter
- 3 The Partnership Proposal
- 4 The Partnership Agreement
- 5 The Coalition-Building Checklist
- 6 The Evaluation Checklist



Tool #1

THE SELECTION CRITERIA

FUNCTION

Selection criteria will help you decide if an organization would make a good partner. Create your checklist and rate your partner on each selection point before you enter into a partnership agreement. If your partner meets "must have" and "nice to have" criteria, proceed to negotiations for a formal arrangement. And if a partner doesn't meet your criteria, at least you'll know in the early stages.

ESSENTIALS

BASE YOUR CRITERIA ON YOUR PARTNERSHIP POLICY. CONSIDER:

- Whether or not the potential partner supports your mandate
- How the potential partner can support your objectives
- The type, scale, needs, and duration of your partnership

TO COMPLETE YOUR CHECKLIST, GATHER INFORMATION FROM:

- Your contacts with a potential partner
- The Web site of a potential partner
- Businesses and individuals familiar with the potential partner
- Business directories
- Media coverage

SAMPLE SELECTION CRITERIA CHECKLIST

AIDS COMMITTEE OF YOURTOWN PARTNERSHIP SELECTION CRITERION FOR AIDS AWARENESS CAMPAIGN 2000

FIRST IMPRESSIONS

Mandatory: Interested in promoting HIV/AIDS awareness _____

Mandatory: Respected by ACY client community _____

___/___ endorses ACY mandate and objectives

___/___ will lend stability to ACY programs

PUBLIC PROFILE

___/___ proven record of community support

___/___ experience with media and promotions

___/___ credibility with multiple client communities

RESOURCES

___/___ willing to commit operational funds

Mandatory: Pool of volunteers and staff _____

___/___ resources available for project administration

Mandatory: Willing to commit funds and materials _____

OVERALL IMPRESSIONS

___/___ dedicated, reliable leadership

___/___ willing to be flexible

___/___ willing to engage in creative solution making

___/___ open to a long-term relationship

___/___ Total points

Mandatory requirements fulfilled Y N

Start with Your Point System

You may want to make some criteria mandatory—which means you won't rate them and you won't pursue a partnership with an organization that doesn't meet these fundamentals.

Rated requirements are more flexible, and with a point system that gives your most important requirements the most weight, you can qualify all potential partners with a standard and focused approach. Determine your total available points, the weight of each criterion, and finally, the number that best represents your partner's score in each area.

e.g.,

2 / 5 open to a long-term relationship

20 / 20 willing to commit operational funds



Tool #2

THE APPROACH LETTER

FUNCTION

The approach letter is your best introduction to a potential partner. A well-crafted letter opens the way for a face-to-face meeting—where a real discussion of partnership-building can begin.

ESSENTIALS

The approach letter provides essential information about your group and your partnership-building initiatives.

- Background information about your group, including a list of members and accomplishments
- The community impact of the partnership
- How the potential partner's involvement is crucial
- How the potential partner will benefit
- A call to action or a suggested face-to-face meeting

LETTER STYLE

- Written on your group's letterhead
- Addressed to a specific person at your potential partner organization
- Covers one page ideally—two pages max
- Written in precise and clear language
- Signed by a person the partner knows or by the person who will be the key partnership contact
- Includes full contact information

SAMPLE LETTER OF APPROACH

AIDS COMMITTEE OF YOURTOWN

02/02/2000

George Malt
Yourtown Brewery

Dear Mr. Malt:

The AIDS Committee of Yourtown (ACY) invites you to help us in a campaign to encourage safer sex practices. HIV/AIDS continues to present a serious health threat, especially to young gay men in our community. The ACY is initiating a multi-faceted social marketing campaign to inform our community that the only way to stop this fatal disease is through prevention. With a primarily young customer base, the Yourtown Brewery would make an ideal partner in this campaign.

The ACY was founded in 1988 to fight HIV and AIDS at the local level. In recent years, the ACY's links with the community have been strengthened through collaborative prevention program initiatives with local and national organizations—including Health Canada, the Canadian Aboriginal AIDS Network, and the Canadian Public Health Association.

The first stage of this new campaign will focus on placing informative posters and other materials in downtown bars and restaurants. We will also organize the distribution of condoms along with informative materials about safer sex practices. They would be distributed at downtown nightclubs and bars on two weekends during the summer of 2000.

As a prominent local business, Yourtown Brewery will make this campaign possible. We need your help to produce and distribute posters and information to the businesses that sell your products. With the numerous radio spots we will have, this partnership will raise your company profile with both retailers and young consumers alike, as well as with the general public.

We need to get this campaign under way before the end of May. I look forward to contacting you within the next week to set up an in-person meeting.

I hope I can count on your support to help us get this vital message out to young people at risk.

Sincerely,

Jane Doe
Campaign Chair
AIDS Committee of Yourtown
(123) 456-7890



Tool #3

THE PARTNERSHIP PROPOSAL

FUNCTION

The partnership proposal is a document that is included in your proposal package. It is written to *persuade* an organization to join you in a partnership. Your proposal should explain in detail how the partnership will work, how the community will benefit, and what each partner will bring to the partnership.

ESSENTIALS

WHAT GOES INTO A PROPOSAL

- A description of your partnership needs
- A description of the benefits of the partnership to the community
- A description of the resources that your potential partner would bring to the effort
- A timeline for accomplishing your objectives
- Contact information
- The signature of your group or project leader

WHAT GOES INTO A PROPOSAL PACKAGE

- A cover page with your group name and the date of submission
- Your group's *Backgrounder*
- Your *Partnership Proposal*
- A detailed budget
- Your group's financial statements
- Letters of reference from prominent community members or other partners

SAMPLE PROPOSAL

AIDS COMMITTEE OF YOURTOWN

02/02/2000

PARTNERSHIP OPPORTUNITY

The AIDS Committee of Yourtown (ACY) invites Yourtown Brewery to support our ongoing efforts to encourage safer sex practices and facilitate HIV/AIDS prevention. In partnership with the ACY, Yourtown Brewery can bring important health information to our community.

AN ACTIVE PARTNERSHIP

Together the ACY and Yourtown Brewery will bring a compelling prevention message to the young people of Yourtown with a safer sex information campaign.

The first stage of the campaign will promote HIV/AIDS awareness and safer sex practices with a poster and leaflet distribution timed to coincide with the June 17 Pride Day events. Visually arresting and persuasive materials, which were designed in collaboration with the community outreach program of Yourtown Advertising and Communications, will be placed in downtown bars, restaurants, and a variety of related businesses.

The second stage of the campaign will continue the promotion with a mass distribution of condoms and information about safer sex practices. These will be distributed to downtown clubs and bars on the summer weekends of Pride Day and the Civic Holiday. A radio public service announcement broadcast on the days leading up to and following the mass distribution will reinforce the message.

A PARTNERSHIP WITH RESULTS

The participation of Yourtown Brewery will make this action possible. Yourtown Brewery can support the ACY with volunteer efforts and a budget contribution of \$3,500. Without your participation, the funding, preparation, and distribution of posters and information is beyond the means of the ACY. With your support, the ACY will be able to bring this important message to Yourtown: Prevention is the only way to fight AIDS.

We look forward to your support of this important effort.

Please feel free to call me with any questions.

Jane Doe

Campaign Chair
AIDS Committee of Yourtown
(123) 456-7890



Tool #4

THE PARTNERSHIP AGREEMENT

FUNCTION

The partnership agreement is a document that describes the objectives and expectations of a partnership. Remember, both you and your partner should sign an agreement only after all negotiations are complete. Once it is signed, you are obligated to fulfill its terms.

ESSENTIALS

THE AGREEMENT SHOULD INCLUDE:

- A general statement about the objectives of the partnership
- A detailed description of specific project goals or fundraising targets
- What each partner will bring to the partnership
- What each partner will receive from the partnership
- A detailed budget
- Guidelines for establishing joint financial arrangements
- A timetable for the members of the partnership to reach their goals
- A schedule of meetings between partners
- A clause that explains how the partnership can be dissolved

Smart Moves

Sometimes your partner organization will prepare and present you with the partnership agreement. It is always a good idea to have this agreement read by your legal counsel and approved by your group members before signing.

SAMPLE PARTNERSHIP AGREEMENT

LETTER OF AGREEMENT

This letter will act as a set of guidelines for a partnership between the parties, namely AIDS Committee of Yourtown and Yourtown Brewery, to promote an ongoing public awareness campaign for HIV/AIDS.

Background: *[briefly describe the campaign]*

Purpose: *[describe the purpose of this agreement]*

Objectives: *[describe the goals of the campaign—either in general or with specific targets]*

Roles and Responsibilities: *[detail leadership roles, the financial responsibilities of each partner, and the specific activities you will each undertake]*

Duration and Evaluation: *[describe the duration of the campaign, the timeline, the amendment process, and when and how an evaluation will be done]*

Termination:

e.g., This Agreement may be terminated by any Party on thirty (30) days’ notice in writing. During this thirty-day period, each Party shall continue to be obliged to fulfill its duties and obligations under this agreement.

Partner Identification:

e.g., Any use and placement of the AIDS Committee of Yourtown logo on any material distributed, broadcast, or otherwise made available to the public shall be approved by the AIDS Committee of Yourtown.

References to the AIDS Committee of Yourtown’s involvement in any material distributed, broadcast, or otherwise made available to the public shall be approved by the AIDS Committee of Yourtown.

This collaboration between the AIDS Committee of Yourtown and Yourtown Brewery does not constitute nor may be presented as an endorsement by the AIDS Committee of Yourtown of any Yourtown Brewery product.

Acceptance:

Name & Title
AIDS Committee of Yourtown

Name & Title
Yourtown Brewery



Tool #5

THE COALITION-BUILDING CHECKLIST

Smart Moves

Be flexible.

Partners depend on each other to make a coalition work. Interdependency often leads to conflicts over roles and responsibilities, especially if leadership or power is concentrated on one side of the partnership. Build trust and stay flexible to avoid damaging these fragile and vital relationships:

- Recognize your interdependency
- Involve as many people as possible in decision making
- Share information
- Be open to different opinions and perspectives
- Be open to compromise
- Have a formal process to regularly review roles and responsibilities

FUNCTION

Coalition building requires flexibility from both you and your coalition partners, balanced with a clear sense of direction. Give yourself some direction with a checklist that plots out your coalition-building goals and objectives.

ESSENTIALS

COALITIONS WORK BEST WITH:

- Membership selection criteria
- Objectives
- Organization
- Leadership

SAMPLE COALITION-BUILDING CHECKLIST

MEMBERSHIP SELECTION CRITERIA

- will lend stability to coalition
- endorses coalition's mandate and objectives
- can contribute funds
- can contribute materials and pro bono services
- can devote time and volunteers

OBJECTIVES

- a commitment to work together
- fundraising targets and program goals
- coordinated service to the community
- the improvement of the community's well-being

ORGANIZATION

- operational funds
- corporate or charitable status
- defined roles and responsibilities for each partner organization
- office and project administration
- a schedule of formal meetings
- a facilitator for group decision making

LEADERSHIP

- elected or appointed officers
- a board of directors
- project management (committees, task forces)
- a spokesperson



Tool #6

THE EVALUATION CHECKLIST

FUNCTION

A regular and formal evaluation of your partnership—its ability to meet the changing needs of the community and the success of your joint events and initiatives—is essential to keeping it in good working order. Depending on your needs, evaluations can be done by a professional reviewer, members of the community, representatives of each partner group, or simply by someone within your group. Regular evaluations should be planned in your partnership agreement.

ESSENTIALS

EVALUATION CRITERIA

- Achievement of goals and objectives
- Funds raised
- Meeting planned timelines
- Effectiveness of partnership administration
- Effective use of materials and resources
- Scale and range of partnership efforts
- Quality and quantity of community response
- Management of finances

SOURCES FOR EVALUATION

- Surveys of staff and members
- Surveys of community
- Administrative records

SAMPLE EVALUATION CHECKLIST

AIDS COMMITTEE OF YOURTOWN SUMMER 2000 AIDS AWARENESS CAMPAIGN EVALUATION

RATING KEY: 1 (INADEQUATE) – 10 (EXCELLENT)

ADMINISTRATION

- overall coordination
- enforcement of campaign deadlines
- office management
- response to public enquiries
- coordination of media relations
- effective liaison between partners

MATERIALS

- production of promotions handled in a timely manner
- participation of Yourtown Brewery in poster design
- coordination of promotions production contract with Yourtown Advertising and Communications
- packaging of condoms and information by volunteers

CAMPAIGN IN ACTION

- placement of posters
- print media coverage
- distribution of condom and information packages
- placement of PSA
- cooperation of Yourtown businesses

RESPONSE

- reception of condom and information package
- increase in ACY Web site hits
- increase in calls to ACY information line
- informal post-campaign survey of participating ACY members and volunteers
- post-campaign survey of participating businesses and community centres

FINANCES

- funds received from Yourtown Brewery
- campaign kept within budget
- campaign made effective use of funds

THE CANADIAN STRATEGY ON HIV/AIDS:

Key Canadian partners and
regional organizations



CANADIAN ABORIGINAL AIDS NETWORK (CAAN)

251 Bank Street, Suite 602
Ottawa, Ontario
K2P 1X3

Tel: (613) 567-1817 or
1-888-285-2226

Fax: (613) 567-4652
E-mail: caan@storm.ca
Web site: www.caan.ca

A national coalition of Aboriginal peoples and organizations providing leadership, advocacy, and support for Aboriginal peoples living with and/or affected by HIV/AIDS

CANADIAN AIDS SOCIETY (CAS)

130 Albert Street, Suite 900
Ottawa, Ontario
K1P 5G4

Tel: (613) 230-3580
Fax: (613) 563-4998
E-mail: CASinfo@cdnaids.ca
Web site: www.cdnaids.ca

The Canadian AIDS Society (CAS) is a national coalition of over 100 community-based AIDS organizations. CAS advocates on behalf of people and communities affected by HIV/AIDS, develops programs, services, and resources for its members, and provides a national framework for community-based participation in Canada's response to AIDS.

CANADIAN ASSOCIATION FOR HIV RESEARCH (CAHR)

Box 1209
Kemptville, Ontario
K0G 1J0

Tel: (613) 258-5062
E-mail: kmews@sympatico.ca
Web site: www.cahr-acrv.ca

An association of Canadian HIV researchers; members' interests include basic sciences, clinical sciences, epidemiology, public health, and social sciences.

See page 17 for your regional AIDS Community Action Program (ACAP) office.



CANADIAN FOUNDATION FOR AIDS RESEARCH (CANFAR)

165 University Avenue, Suite 901
Toronto, Ontario
M4H 3B8

Tel: (416) 361-6281 or
1-800-563-CURE

Fax: (416) 361-5736
E-mail: cure@canfar.com
Web site: www.canfar.com

CANFAR is a national charitable foundation created to raise awareness to generate funds for research into all aspects of HIV infection and AIDS.

CANADIAN HIV/AIDS LEGAL NETWORK

484 McGill Street, 4th Floor
Montreal, Quebec
H2Y 2H2

Tel: (514) 397-6828
Fax: (514) 397-8570

E-mail: info@aidslaw.ca
Web site: www.aidslaw.ca

The Legal Network promotes policy and legal responses to HIV/AIDS that respect the human rights of people with HIV/AIDS and those affected by the disease.

CANADIAN HIV TRIALS NETWORK (CTN)

1081 Burrard Street, Suite 620
Vancouver, British Columbia
V6Z 1Y6

Tel: (604) 806-8327 or
1-800-661-4664

Fax: (604) 806-8210
E-mail: ctn@hivnet.ubc.ca
Web site: www.hivnet.ubc.ca/ctn.html

CTN is a partnership committed to developing treatments, vaccines, and a cure for HIV disease and AIDS, through the conduct of scientifically sound and ethical clinical trials.



CANADIAN HIV/AIDS CLEARINGHOUSE

1565 Carling Avenue, Suite 400
Ottawa, Ontario
K1Z 8R1

Tel: (613) 725-3434
Fax: (613) 725-1205
E-mail: aidssida@cpha.ca
Web site: www.cpha.ca

The Canadian HIV/AIDS Clearinghouse is the central Canadian source for information on HIV prevention, care, and support for all front-line workers. The Clearinghouse has the specific focus to support Canadian activities in the area of HIV prevention.

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

200 Promenade du Portage
Hull, Quebec
K1A 0G4

Tel: (819) 997-5006 or
1-800-230-6349
Hearing/Speech Impaired: (819) 953-5023
Fax: (819) 953-6088
E-mail: info@acdi-cida.gc.ca
Web site: www.acdi-cida.gc.ca

CIDA, with its many national and international partners, has been involved in HIV/AIDS programs since 1987.

CANADIAN TREATMENT ADVOCATES COUNCIL (CTAC)

P.O. Box 116, Station "F"
Toronto, Ontario
M4Y 2L5

Tel: (416) 422-2179
Fax: (416) 422-2900
E-mail: ctac@sympatico.ca

A national coalition of provincial representatives and representatives from a large number of community-based AIDS organizations, providing treatment advocacy to government, the pharmaceutical industry, and other stakeholders on behalf of people living with HIV/AIDS.



CANADIAN AIDS TREATMENT INFORMATION EXCHANGE (CATIE)

555 Richmond Street West, Suite 505
Toronto, Ontario
M5V 3B1

Tel: 1-800-263-1638 or
(416) 203-7122

Fax: (416) 203-8284

E-mail: info@catie.ca

Web site: www.catie.ca

CATIE is a non-profit, community-based organization providing bilingual information on HIV/AIDS treatment and related health care issues to people living with HIV/AIDS and their caregivers across Canada.

CORRECTIONAL SERVICE CANADA (CSC)

340 Laurier Avenue West
Ottawa, Ontario
K1A 0P9

Tel: (613) 995-3098

Fax: (613) 995-6277

E-mail: blacksl@csc-scc.gc.ca

Web site: www.csc-scc.gc.ca

An agency of the Ministry of the Solicitor General of Canada, CSC has an important national leadership role and contribution to understanding HIV/AIDS in the correctional environment.

HEALTH CANADA

HIV/AIDS Policy, Coordination, and Programs Division

Strategies and Systems for Health Directorate

Health Promotion and Programs Branch

18th Floor, Jeanne Mance Building

Address Locator 1918B1

Tunney's Pasture

Ottawa, Ontario

K1A 1B4



Tel: (613) 952-5258

Fax: (613) 952-3556

Web site: www.healthcanada.ca/aids

Health Canada is the lead federal department for issues relating to HIV/AIDS in Canada. The Department coordinates the Canadian Strategy on HIV/AIDS, which has a \$42.2 million budget annually. Health Canada works closely with the provinces and territories through the Federal/ Provincial/Territorial Advisory Committee on AIDS.

INTERAGENCY COALITION ON AIDS AND DEVELOPMENT (ICAD)

180 Argyle Avenue, Suite 312

Ottawa, Ontario

K2P 1B7

Tel: (613) 788-5107

Fax: (613) 788-5082

E-mail: info@icad-cisd.com

Web site: www.icad-cisd.com

A coalition of international development NGOs and ASOs that enables Canadian NGOs to contribute to international HIV/AIDS work

INTERNATIONAL COUNCIL OF AIDS SERVICE ORGANIZATIONS (ICASO)

399 Church Street, 4th Floor

Toronto, Ontario

M5B 2J6

Tel: (416) 340-2437

Fax: (416) 340-8224

E-mail: info@icaso.org

Web site: www.icaso.org

ICASO supports the work of community-based organizations around the world in the prevention of HIV transmission and in the care and treatment of people living with HIV.



QUEBEC'S COALITION OF COMMUNITY-BASED GROUPS WORKING AGAINST AIDS

1 Sherbrooke Street East
Montreal, Quebec
H2X 3V8

Tel: (514) 844-2477

Fax: (514) 844-2498

E-mail: cocqsida@websos.org

Web site: <http://pages.infinet.net/cocqsida/index.htm>

A provincial coalition of 38 independent organizations working with and for people living with HIV/AIDS

ONTARIO AIDS NETWORK

25 Adelaide Street East, Suite 915
Toronto, Ontario
M5C 3A1

Tel: (416) 364-4555 or

1-800-839-0369

Fax: (416) 364-1250

E-mail: oan@interlog.com

Web site: www.ontarioaidsnetwork.on.ca

The Ontario AIDS Network (OAN) is a province-wide coalition of 50 diverse community-based organizations. The member groups of the network work together to establish a just and effective response to AIDS.

MANITOBA AIDS COOPERATIVE

342 Maryland Street
Winnipeg, Manitoba
R3G 1L9

Tel: (204) 774-7722

Fax: (204) 774-7775

E-mail: aidscoop@escape.ca

Web site: www.escape.ca/~aidscoop

A network of community-based organizations ensuring the design, development, and implementation of appropriate HIV/AIDS programs, services, and policies for people living in Manitoba



SASKATCHEWAN AIDS NETWORK

P.O. Box 8032
Saskatoon, Saskatchewan
S7K 4R7

Tel: (306) 373-2777
Fax: (306) 373-4027
E-mail: saskaidnetwork@home.com

A coalition of community-based organization in Saskatchewan dedicated to responding to HIV/AIDS

ALBERTA COMMUNITY COUNCIL ON HIV (ACCH)

5000 - 50 Avenue, Suite 203
Red Deer, Alberta
T4N 6C2

Tel: (403) 346-8858
Fax: (403) 346-2352
E-mail: acch@direct.ca
Web site: www.1888stophiv.com

A partnership of 15 non-profit community HIV organizations, ACCH members come together to present a unified provincial voice on HIV/AIDS issues and concerns common to all

PACIFIC AIDS NETWORK (PAN)

c/o AIDS Vancouver Island
733 Johnson Street, Suite 304
Victoria, British Columbia
V8W 3C7

Tel: (250) 881-5663
Fax: (250) 920-4221
E-mail: info@pan.ca
Web site: www.pan.ca

PAN was created to provide a forum for communications, mutual support, and collective action for HIV issues throughout British Columbia and the Yukon.



HELPFUL WEB SITES

CANADIAN CENTRE FOR PHILANTHROPY

www.ccp.ca

An excellent resource full of Canadian content, including a comprehensive online resource centre, online database of Canadian foundations and grants, and other services.

CANADIAN CENTRE FOR PHILANTHROPY—IMAGINE PROGRAM

www.ccp.ca/imagine

An initiative of the Canadian Centre for Philanthropy, the Imagine site contains many articles and features relating to partnership-building.

CANADIAN CENTRE FOR PHILANTHROPY—NONPROFITSCAN

www.nonprofitscan.org

Another initiative of the Canadian Centre for Philanthropy, this site is billed as “Canada’s nonprofit information source”. It includes news, research, links, and a newsletter for charitable and voluntary organizations.

CANADIAN CENTRE FOR PHILANTHROPY—NSGVP ONLINE

www.nsgvp.org

This site offers comprehensive research based on data from the National Survey of Giving, Volunteering and Participating, including fact sheets, reports, and manuals, plus the opportunity to pose questions to researchers online.

CHARITY VILLAGE

www.charityvillage.com

Billed as “Canada’s Supersite for the Nonprofit Sector,” including news, a resource centre, listings of conferences and seminars of interest to charities, and many other features.



HEALTH CANADA'S SOCIAL MARKETING NETWORK

www.hc-sc.gc.ca/main/hppb/socialmarketing/index.html

A very useful source of ideas and information designed specifically for groups like yours, including case studies, tutorials, workshops, and good partnership-building information.

IDEALIST.ORG-ACTION WITHOUT BORDERS

www.idealist.org

A comprehensive list of Internet resources for non-profit organizations, including listings of consultants, books, and services for charities.

THE CITIZEN'S HANDBOOK

www.vcn.bc.ca/citizens-handbook

A comprehensive guide to organizing grassroots organizations, including information about media relations and fundraising.

CONTACT! THE MANAGEMENT NETWORK

www.strategis.gc.ca/sc_mangb/contact/engdoc/homepage.html

Business management information site within Industry Canada's Strategis site. Contact! contains a variety of documents that give tips on improving your media relations campaign. Search by topic.

PERTINENT INFORMATION—HOW TO WRITE PRESS RELEASES

www.pertinent.com/pertinfo/business/pressrelease/index.html

Offers tips on how to write an effective *News Release*.

THE SPONSORSHIP REPORT

www.sponsorship.ca

A Canadian newsletter about partnerships between non-profits and the private sector. Includes news, conference schedules, and other information.



THE FOUNDATION CENTER

www.fdncenter.org

This site includes an online library where you can access an online tutorial about proposal writing and other useful resources.

UK FUNDRAISING

www.fundraising.co.uk

This site contains many Web links, information resources, a bookstore, and a special section about online fundraising. A good source of fundraising ideas and success stories.

INTERNET NONPROFIT CENTRE—THE NONPROFIT FAQ

www.nonprofits.org/npofaq

A collection of frequently asked questions and answers on a variety of topics of interest to non-profit groups, including a fundraising section.