



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

MUNICIPAL ELECTIONS IN CANADA:
A GUIDE FOR
WOMEN CANDIDATES

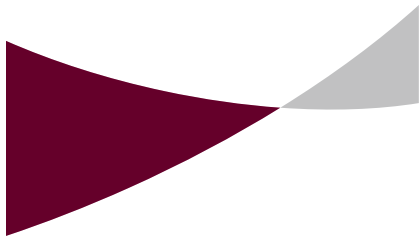


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TABLE OF CONTENTS

- Introduction: Why Should Women Enter Municipal Politics? 3
- DECIDING TO RUN: PRE-CAMPAIGN** 4
 - The Job Description.....5
 - The Time Commitment.....5
 - Minimum Requirements5
 - Useful Experience5
 - Making a Decision5
 - Challenges for Women Candidates.....7
 - Assets of Women Candidates.....7
 - Conclusion7
- YOUR CAMPAIGN** 8
 - Registering as a Candidate.....9
 - Campaign Offences.....9
 - Your Budget.....9
 - Sample Campaign Budget.....10
 - Records of Contributions.....11
 - Records of Expenses and/or Liabilities11
 - Campaign Status Reports11
 - Election Expense Limits11
 - Financial Disclosure.....12
 - Fundraising.....12
 - The Fundamentals of Fundraising.....12
 - Solicitation Strategies.....13
 - Fundraising Ideas.....14
 - Your Campaign Team14
 - Volunteer Recruitment.....18
 - Sample Volunteer Form.....20
 - Your Campaign Office.....21
 - Finding a Campaign Office.....21
 - When Do You Open?21
 - Setting Up Your Campaign Office.....21



Your Campaign Plan	23
Bringing It All Together	25
Making Promises—Your Platform!.....	26
Campaign Planning.....	26
Canvassing!.....	26
The Purpose of Canvassing.....	27
General Canvass Strategy	27
Candidate Canvassing.....	29
Volunteer Door-to-Door Canvassing	30
Telephone Canvassing.....	33
Election Day.....	36
Getting Organized for Election Day.....	36
The Election Day Team.....	36
Two Types of Election Day Organization.....	38
Election Day Materials.....	38
Counting the Vote.....	39
Sample Instructions for Outside Scrutineers.....	40
Sample Instructions for Inside Scrutineers	41
Sample Instructions for Vote Counters.....	42
Rules for the Polling Station.....	43
Election Outcomes	43
The Day After the Election.....	43
COMMUNICATIONS	44
Communications Basics	45
Communications Categories: Direct vs. Indirect	46
Demographics and Message Development.....	46
Building a Communications Plan	47
Campaign Literature	49
The Internet and Campaigning.....	51
Who Is Connected?	51
Website.....	51
Benefits.....	52
E-mail.....	53
Social Media	54
Media Relations	56
Press Kit.....	56
List of Reporters	56
Responsive Media.....	57
Proactive Media	57
Television, Newspaper and Billboard Advertising.....	67
Conclusion.....	68
Appendix A: Resources.....	69
Appendix B: Legislation.....	74
Appendix C: Provincial Contacts.....	76



INTRODUCTION: WHY SHOULD WOMEN ENTER MUNICIPAL POLITICS?

The United Nations defines 30 per cent female representation as the minimum required in a government body before policy begins to adequately reflect women's concerns. At present, 22 per cent of all Canadian municipal politicians are women. The goal of the Federation of Canadian Municipalities (FCM) is to see women make up 30 per cent of local government councils by 2026.

Municipal government is the level of government that is closest to the people. As a result, municipal government can help promote grassroots change. FCM believes change should include increasing the number of women on municipal councils in Canada, where they are currently under-represented.

Why should women enter municipal politics? With women at the table, their issues are more likely to be included in all political discussions. Women also take a different approach to the process and to policy content. This often results in more inclusive discussions around the council table. The presence of women also helps to ensure political behaviour that is more constructive and less adversarial. The more women we have with political experience, the more opportunities there are for women through all levels of government.

In order to promote women's role in municipal politics, FCM has created a Standing Committee on Increasing Women's Participation in Municipal Government. One of the tools this Committee has created to encourage and support more women in municipal government—including elected office—is this guide to municipal elections for women candidates.

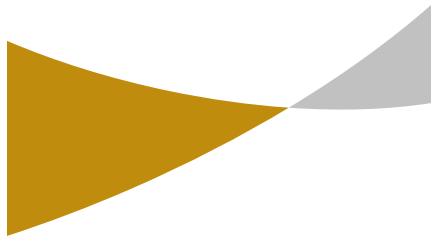
This guide is designed to be a resource for women and for men who wish to promote the role of women in municipal politics. When reading this guide, remember that there is no single way to conduct election campaigns. In addition, this guide is by no means exhaustive. Municipal election policies and regulations vary by province and territory. This guide presents three appendices for those who have additional questions, or who would like clarification of the rules that apply in their own municipalities:

- Appendix A lists additional resources on municipal politics.
- Appendix B provides a list of relevant provincial and territorial legislation on municipal elections.
- Appendix C contains a comprehensive contact list of provincial and territorial administrators of municipal elections.



DECIDING TO RUN: PRE-CAMPAIGN

Before deciding to run, it is important to understand the job of municipal politician and its requirements.



JOB DESCRIPTION

Before deciding to run, it is important to understand the job of municipal politician and its requirements.

The job description varies from municipality to municipality; however, the basic components are the same across Canada. These include:

- responding to community concerns;
- being aware of important issues in the community;
- concentrating on issues that are important to you and the community, and bringing them forward to council;
- participating in debates and making decisions regarding by-laws, policies and proposed projects in council and committee meetings; and
- realizing that council members have a dual responsibility to look after voters' concerns, as well as the concerns of the municipality as a whole.

Each responsibility brings its own rewards, and councillors know that they are making a difference in the lives of their neighbours and communities.

THE TIME COMMITMENT

The time commitment varies. Depending on the size of the municipality and the individual's level of commitment, the position can become a full-time job. The best way to gauge the time required is by talking to municipal politicians

within your community. It is important to be prepared to commit the amount of time required in order to ensure that you fulfill your community's expectations. It is also important to consider how this commitment will affect your other obligations and activities.

The duties of a municipal politician extend beyond the time spent in regular council meetings. Municipal politicians are also required to attend standing committee meetings. They represent council at meetings of boards and agencies, various professional development events, and local events promoting the municipality.

MINIMUM REQUIREMENTS

There are eligibility criteria for all municipal candidates. Again, these vary by province and territory. However, the criteria generally require candidates to:

- be Canadian citizens who are at least 18 years of age;
- meet residency requirements as property owners (in applicable municipalities);
- be free of any conflicts of interest; and
- be eligible to vote without being disqualified under any other legislation.

USEFUL EXPERIENCE

A variety of factors will contribute to your success as a municipal politician. These factors include:

- community involvement;
- attendance at council meetings;

- people skills;
- previous experience in federal, provincial/territorial or municipal politics;
- name recognition within your ward* (as a result of your community involvement, but also from letters to the editor, articles in local papers, etc.);
- attendance at candidate campaign schools;
- professional employment and contacts;
- academic preparation at university or college;
- volunteering on other candidates' campaigns;
- experience as a school board or parks board trustee; and
- general knowledge of the skills needed to participate effectively within the community and in local government.

These experiences involve similar skill sets linked to organization, leadership, providing service to the community, working with people, and knowledge of basic political structures. The ultimate requirements, however, are an awareness of the issues at municipal council, and a desire to do something about them.

MAKING A DECISION

Numerous factors must be taken into consideration when you are thinking about running for municipal office. These include personal experience, family, community support, finances and existing commitments.

* A ward is an electoral district within a municipality. Councillors can also be elected at large, or based on different geo-political boundaries. The word ward has been used throughout this manual to represent all such electoral districts.



I'm running for office because...

Take a blank piece of paper and write the words "I'm running for office because..."

Then answer the question in 50 words or less, being as specific as possible.

For example:

I am running for office because:

- I want to improve the lives of working families by increasing the services available to them in our community.
- I want to keep our playground, park, or community centre open.
- I want to stop the proposed highway expansion and instead support public transit.

You must be prepared to answer this question, and you must sound convincing when you do.

Do I have what it takes to win?

Once you've decided why you might want to run, you must also consider whether it's the right choice for you. Start by talking with a small group of family and friends—this will help you make a decision, and will get them onside from the beginning.

When making this decision, ask yourself the following questions:

Are my family and friends on board?

Your partner and immediate family must be included in any decision about running for municipal office.

Public life can sometimes be harder on partners and children than it is on the candidate. Identify what family events you can't miss, so that you can be sure to keep that time free on your campaign calendar. Figure out how your family will be involved in the campaign. Are they willing to attend public events? Are they going canvassing with you? Discuss family privacy, including what they consider public and private information.

How do I represent this community?

If people recognize your name and know you belong in the community, they're more likely to think you can represent them. It certainly helps to live, work or to have other significant ties to the ward. Sooner or later, someone will ask you why you are running in the ward. Be prepared to answer this question.

Can I handle the campaign? Am I healthy?

Campaigning is hard work! If you have any doubts about your health and the campaign, please consult your doctor.

Is the ward winnable?

Is the incumbent running again? Are others running who will appeal to your potential supporters? Would you be a stronger candidate

in a different ward? Talk to residents to get a sense of how people might view your candidacy. Check the ward's voting history to determine if its voters elect candidates with your background and philosophy.

What is it going to cost to run? Can I raise the money?

Campaign costs can range from a few hundred dollars to more than \$100,000. While most of the money should come from fundraising, you should count on paying some of the costs yourself.

How will this affect my current career—win or lose?

If you win the election, you'll probably have to take time off from your current job. You may even have to quit. Is this reasonable? What effect will this have on your lifestyle? Are those changes acceptable to you? What are the salary, benefits and pension arrangements in the elected office you're seeking? Can you afford to take the time off to run? Will your employer give you unpaid leave—or even paid leave—to run?

Is there any reason I shouldn't run?

If there are past or present elements in your life that you would rather not have made public, assume that your past will be investigated by your opponents and by the media.

Is this the right time in my life?

Even if you know that you want to run at some time in your life, consider whether or not now is the right time. Are you at a point in your career where it's reasonable? You may have young children,

teenagers or aging parents to consider. You will have to decide when the time is right—not perfect, but right. Women take twice as long to decide to run for public office as men do, because they look for the perfect moment. It is important to realize that the perfect moment might not exist.

CHALLENGES FOR WOMEN CANDIDATES

What does it take to be a political woman? Exactly what it takes to be a political man: will, courage, physical and mental toughness, a sense of humour and an ability to handle stress!

That being said, some challenges and barriers are particularly relevant to women candidates. These hurdles fall into five main categories: assertiveness, fundraising, support networks, media relations and public speaking. The best way to overcome these barriers is by taking advantage of certain resources. Seek out a mentor or networking opportunities with women who have already succeeded in this process. Do as much research as you can. Don't hesitate to draw on your supporters.

Assertiveness

Women candidates often have to get used to being the centre of attention in public gatherings. You will be asked to respond to voter demands. As always, practice makes perfect. Remind yourself why you're running, and why you'd be a good choice. Share your answers with everyone around you. Realize that not everyone will agree with you—but that doesn't mean you're wrong.

Fundraising

One of the biggest concerns for women running in elections is financing. It's important to remember it doesn't come naturally to many people—male or female. Keep in mind that women fundraisers can be as successful as men. It's all a matter of making it a priority. Make a commitment to raising money. Make it a personal goal, and practice the techniques described in this guide's fundraising section.

Support Networks

While women's support networks often differ from men's networks, they do exist. The resources you have may surprise you. Think about your family and friends, your neighbours, your volunteer work, and any groups to which you belong. Then reach out to each and every one of them.

Media Relations

These days, a candidate's relations with the media are almost as important as their voter contacts. Here, women must deal with a double challenge. They must learn how to get the media to capture their political message, rather than focus on the fact that they're women. It is worth investing time in developing a clear message you can convey in talking points before every media interview. Stick with this message during the interview. Communicating a coherent message to voters is what an election campaign is all about. You will learn more about how to do that later in this guide.

Public Speaking

Many women are worried about public speaking. They claim they don't have a lot of practice. Few of us—male or female—are born with this skill. Thankfully, a campaign will give you lots of opportunities! Reading this guide will provide you with some helpful tips—both for speechwriting, and for public speaking in general.

ASSETS OF WOMEN CANDIDATES

Women also enjoy some benefits as municipal election candidates. In voters' eyes, women enjoy a positive association, just for being women willing to run. They are perceived as serious about the job, honest, and a source of new ideas. Women are also more involved in their communities than they realize. Churches, school groups, park groups and service organizations are a wealth of supporters and volunteers.

CONCLUSION

If you do decide to run in a municipal election, maximize your chances of winning. Work hard, have a strong team around you, and know the issues that are important in your ward. What happens in a campaign depends on the personal and grassroots support you have. This support comes from knocking on doors to get people to vote for you. You have to earn your victory, like anyone else. Always remember that, ultimately, gender is not the issue. It is not man versus woman, but winner versus the rest of the pack.



YOUR CAMPAIGN

Once you've made the decision to run, the campaign takes on a life of its own.

Once you've made the decision to run, the campaign takes on a life of its own. The information below is intended to serve as a resource for you throughout the process. Use as little or as much as you need. Campaigns can be as big or as small as you and your community like. There is no perfect campaign. You are running to represent your neighbourhood, and you know your resources better than anyone else.

REGISTERING AS A CANDIDATE

In order to formalize a decision to run, candidates must register. This process varies across Canada, and most provinces and territories have published a guide for municipal candidates, outlining the steps involved in this process.

Registration papers, provided by the municipality, must be filed in person by a certain date. These papers require the candidate's name and address, and the position for which she is running. Sometimes they also require a collection of supporting signatures, and/or a written statement of consent. Generally, candidates must pay a nominal fee that may be refundable under certain conditions.

It is important to fill out all forms accurately and meet deadlines. Incomplete or late forms will not be accepted.

(Potential candidates should note that some cities, such as Vancouver and Montréal, have municipal political parties. Candidates running in cities with municipal parties should seek advice from elected persons on the nomination process.)

HELPFUL HINTS FOR LAUNCHING YOUR CAMPAIGN

Once you're registered, you're officially a candidate! Throw yourself a launch party—or have others throw it for you!

- Invite all your supporters to your campaign office, to a neighbourhood park, or to a local business, and declare to the world that you're running.
- Celebrate the decision and the beginning of this adventure.
- An official launch party gives you an opportunity to introduce your supporters to one another, and allows you to begin building an even bigger group of them.
- If you're sure of a good turnout, invite the media!

CAMPAIGN OFFENCES

Candidates are responsible for being informed in advance of potential election campaign offences. Committing any of these offences can lead to disqualification. Penalties vary from jurisdiction to jurisdiction.

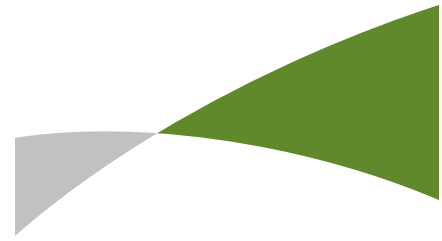
The most serious offences involve the buying of votes and the intimidation of voters. This undermines the fundamental democratic concept of allowing citizens to choose their leaders.

Violating campaign financing and expenditure rules also often carries very strict penalties. The rules are in place to ensure that elections are fair; please research and follow the guidelines set by your particular municipality.

On Election Day, to ensure fairness, candidates and campaigning are not permitted within a certain distance of polling stations. Candidates should vote in advance polls, or as early as possible on Election Day. To learn more, please consult local legislation for the rules that apply in your municipality.

YOUR BUDGET

Your campaign budget ensures that the election campaign can be paid for. It must contain realistic revenue and cost estimates, and ensure that the campaign is well financed. Preparing a budget should be one of your first steps. Do not base an entire campaign on a pre-determined budget. Rather, build a budget



around a pre-determined set of priorities. Once the budget is set, stick to it. Establish essential needs and assign priorities. Set realistic goals for fundraising. Never commit more money than can be raised.

Here's your budgetary checklist:

- Determine the campaign's essential needs.
- Assign priorities for items such as campaign headquarters, on-going expenses (e.g., canvassing,

advertising, special events), the final campaign push (i.e., funds saved for campaign activities during the last two weeks), and Election Day expenditures.

- Plan for the many unexpected expenses that may arise during a campaign.

Election expenses can range from \$3,000 to \$10,000 for candidates for ward councillor, and from \$5,000 to more than \$10,000 for candidates for regional councillor.

Mayoral campaigns cost \$15,000 to \$45,000. In large cities such as Toronto, these numbers can be much higher. As a precautionary measure, set your expenditure limit at about ten per cent less than the allowable campaign expense limit. For example, if your allowable expense limit is \$20,000, set your budget at \$18,000 in order to allow for a margin of \$2,000 to cover unexpected expenses.

SAMPLE CAMPAIGN BUDGET

ITEM	PERCENTAGE OF BUDGET ALLOCATED
Campaign Office [e.g., rent, equipment rentals, utilities, phone, insurance, day-to-day supplies, petty cash, miscellaneous printing, refreshments, posters—this can vary considerably with market rates]	14
Signs [e.g., lawn, highway, balcony, window, billboard; stakes/posts, supplies, trucking]	19
Canvassing [e.g., buttons/stickers, candidate's business cards, brochure #1 (mail), postage, brochure #2 (drop), "u-vote-at cards" or brochure #3 (mail), postage]	30
Fundraising [it takes money to make money—this is generally not included in your spending limit, but should be included in your budget]	7
Media [e.g., advertising, photographs, related expenses]	8
Special Events [e.g., Election Day supplies, rallies, events, victory party (The victory party is often not subject to campaign spending limits!)]	5
Salaries [a line item to be kept to a minimum]	7
Contingency	10

RECORDS OF CONTRIBUTIONS

It is important to keep accurate records of contributions, starting with the names and contact information of donors. In the case of in-kind donations, records should list the goods and services provided, along with their estimated market value.

In cases where goods and services are provided free of charge, the campaign manager should ensure that an invoice or voucher detailing the goods and services, and showing the fee waived, is requested and provided to the official agent. It is a good idea to have the campaign manager be the only person authorized to allow donations of goods and services.

Some cities and towns have limits on who can make donations and who cannot. For instance, Toronto has now banned corporate and union donations, while in Ottawa there is a limit of \$750, but no outright prohibition of corporations and unions.

RECORDS OF EXPENSES AND/OR LIABILITIES

One person should control all campaign expenditures. He or she should maintain a logbook or purchase order system to track invoices, committed amounts, petty cash and other cash expenditures.

To make this process easier:

- No one other than the campaign manager can authorize major expenditures.
- No one other than the campaign manager can authorize the acceptance of contributions of goods and services.

- All bills incurred by the campaign are sent to the attention of the campaign manager or the campaign's official agent.
- All expenditures require an invoice. No bill is paid without an invoice.
- The campaign manager authorizes all bills in writing. The official agent does not issue cheques without written authorization.
- The official agent or the campaign manager keeps a ledger of all expenditures authorized for payment.
- Vendors or campaign volunteers receiving payments such as petty cash reimbursements sign a proof-of-payment form, which includes:
 - the name of the person receiving reimbursement or payment;
 - the date, nature and amount of the reimbursement or expense; and
 - the signature of the person receiving the reimbursement.
- All expenditures authorized by the campaign manager are forwarded to the official agent for payment.

One additional advantage of this system is that it allows for monitoring of where the campaign stands financially on a daily basis.

CAMPAIGN STATUS REPORTS

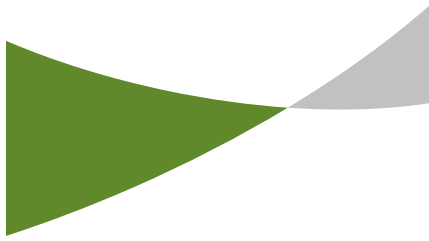
The official agent is responsible for regular status reports on election finances. These status reports inform the campaign strategy team about the campaign's financial situation, thereby providing a basis for decisions on budgetary changes, while also helping to guard against overspending. They also indicate whether fundraising efforts have been satisfactory, allowing the campaign to take appropriate action if necessary.

ELECTION EXPENSE LIMITS

All materials used to help elect a candidate are election expenses, regardless of when they were purchased. This means that you cannot circumvent the limits by producing the materials before the campaign and distributing them after the campaign has begun.

Goods and services provided at a discount not normally available to other customers must be accounted for at the normal price. However, wholesale rates for goods and services provided by businesses that deal in both retail and wholesale can be considered as reportable prices.





Volunteer labour is not an election expense if the service is provided outside normal working hours, and if that service is not one that a self-employed person would normally provide. For example, a website designer who is not self-employed can volunteer during non-work hours to design a campaign website. However, if the website designer is self-employed, the volunteered time would have to be considered as an election expense, and as a campaign contribution.

Advertising during the campaign period is an election expense. Advertising is interpreted as any type of publicity that promotes the election of a candidate. This includes broadcast and print media, as well as other items such as pamphlets, lawn signs, buttons and t-shirts.

FINANCIAL DISCLOSURE

Know in advance the financial disclosure rules governing your election expenses and campaign contributions. Infractions may lead to severe penalties, ranging from fines to disqualification from office. These rules vary by province or territory. Be sure to consult the appropriate legislation, and do not hesitate to contact your municipal elections office for clarification.

The key is to keep accurate, detailed records. Financial disclosure usually requires a list of all campaign expenditures, a breakdown of financial contributions that includes the names and addresses of donors who have contributed more than a specific minimum amount, as well

as information about any surplus at the end of the campaign. These documents must be filed with the municipal elections office by a certain date following the election, and are usually made available to the public.

Keep in mind that some jurisdictions also require disclosure of expenses once you are elected to office.

FUNDRAISING

A successful campaign needs money. Every donor to your campaign makes an investment, and therefore has a personal interest in the campaign. A fundraising drive provides an opportunity to involve new people in the campaign, while at the same time generating interest in you as candidate.

Asking people to support a candidate by making a direct financial contribution to her campaign is the most effective way to raise money. Although many people, especially women, are uncomfortable doing this, it is the best way to approach fundraising. If you as candidate are not well known in the community, it may be helpful to use the names of some key, high-profile supporters to help establish your credibility.

In addition to raising money to finance the campaign, a fundraising event can also give you, as candidate, an opportunity to meet supporters in an informal setting. Use fundraising events to connect with voters who haven't yet committed to a candidate, or to ask for volunteer help or specific expertise.

THE FUNDAMENTALS OF FUNDRAISING

Successful fundraising relies on a few basic fundamentals:

- The best way to get money is to ask for it. The more people you ask, the more money you are going to get.
- A broad financial base is the key to fundraising success. Use a variety of methods in order to appeal to a variety of donors.
- Novel methods, projects with high overhead, and gimmicks more often lead to problems than solutions.

Determine how much money is necessary to run the campaign effectively and then develop a fundraising strategy with weekly campaign fundraising targets, a list of potential donors, and a program of fundraising activities that best fit your situation.

Know Why People Give

When designing your fundraising strategies, you need to consider the "Four Ps" of successful fundraising.

In general terms, people will give money when motivated by:

- *projects* that interest or challenge them;
- a *philosophy* they think is right and good;
- a *personality* that sways them; and
- the *power* they feel when donating and being affiliated.

When you ask in the right way, people will donate.

It's All About T.R.U.S.T.

Deciding how to ask for donations is an important question. To answer this question, consider the factors involved in T.R.U.S.T.:

- *Target:* Who should be asked to contribute? Every request for a donation needs to be aimed at a specific market. Very few of your requests will appeal to everyone.
- *Rationale:* What is the donor's motivation for giving? Think of the "Four Ps" and design your message accordingly.
- *Use:* For what purpose will the funds be used? Donors find it more appealing to give for a specific purpose, such as campaign signs or flyers, so that they know what their money will be used for!
- *Style:* What method of asking for a donation should you use? Select the most appropriate method for the prospective donor.
- *Typical Amount:* Don't be afraid to suggest a typical amount; however, always let donors know that any amount is very much appreciated.

SOLICITATION STRATEGIES

Personal Appeal

The candidate is the chief fundraiser in any campaign. It's important to understand that asking for political donations is not asking for charity. It is an exchange between the candidate and the donor. The candidate is working to advance their mutual goals, and the donor is making a financial contribution. Personal appeal is a powerful and profitable method of raising funds, but it is very time-consuming.

Solicitation by Mail

You can send a letter to all the residents in your ward, or you can target specific high-target polls. It can be a reasonable expense if you consider it as both outreach and fundraising. It is generally more advantageous, however, if you target a specific donor group. For instance, if your platform is advantageous to local area farmers, consider sending a letter of appeal that targets potential donors in the agri-business sector. It could even be sent by a leader in that sector who urges support, instead of

coming from the campaign. If you can, use personal salutations—computer software exists that will do this for you!

Special Events

When planning a "special event", keep your target audience in mind. Big-ticket events are beyond the means of many. If one of the goals of the event is to make supporters feel important and included by having an opportunity to meet the candidate, a lower ticket price might be to your advantage.

As with any aspect of the campaign, make sure that the allocation of resources doesn't outstrip the benefits gained. A cocktail reception in a private home, with a ticket cost of \$75 per person that garners 20–25 attendees, can net anywhere from \$1,000 to \$1,500, and requires only a few hours to organize.





FUNDRAISING IDEAS

There are lots of fun ways to raise money. Before you launch any particular campaign or activity, please check local laws to ensure that your plans fall within allowable methods.

Raising \$25–\$250

Generally held at a larger event such as a picnic or barbecue, each of the following ideas will raise a small pool of money. Run several of them, and you will see some real gains:

- A 50/50 draw with tickets selling for \$1 or \$2, or \$5 per purchaser's arm length.
- Face-painting for kids at \$1 per face.
- A hole-in-one contest requires a smooth surface, a putter and golf balls, and can be run at \$1 or \$2 per attempt.
- In "joker wins", several decks of identically backed playing cards are spread out face down on a table. Make sure only one card is a joker. People sign the back of any card for \$1 or \$2. When all are sold, or near the end of the event, start turning cards over until the joker is found. The winner gets a prize, or a portion of the proceeds.
- A mystery key contest requires the sale of at least 100 keys, each in a small envelope. Sell the envelopes at \$1 to \$5 each. Near the end of the event, or when all envelopes are sold, everyone opens his/her envelope and tries to unlock the prize box to claim the prize inside.

Raising \$25–\$1,000

Many of the ideas presented in this section can be done as "stand-alone" events, or they can be held in conjunction with a major event. For example, you can stage:

- a silent or a live auction of ten or more donated items;
- theme dinners (e.g., Italian, Chinese, Greek, Indian) that maximize donated food items and set a reasonable ticket price such as \$10 to \$20;
- policy luncheons on a particular issue (e.g., health, school, taxes, parks) that involve the serving of a light lunch at a charge of up to \$25 per ticket;
- a summer garden party at a private home at \$25 to \$50 per person; or
- a cocktail reception with the candidate at a ticket price that matches the market and the venue.

YOUR CAMPAIGN TEAM

The campaign team that you assemble is crucial. Each candidate will have her own preferred method of structuring and managing the team. It is important, however, that all team members work together towards the common goal - getting you elected!

When choosing a campaign team, you must consider your personal strengths and weaknesses, both in terms of campaign skills and contacts within the community. Some municipal politicians advise against

involving close friends and family in the team, while others have benefitted from their help.

If the resources are available, try to have: a campaign manager, a communications coordinator, a canvass chair, a fundraising chair, a budget/financial officer, and a volunteer coordinator. If you don't have a person for each role, assign the tasks among the group that you have, and adjust as your campaign grows.

Your campaign team can come together slowly or quickly. Members can be drawn from your family and friends, community leaders, and volunteers who walk in off the street. The people you consult and draw together while making your decision to run are a good place to start.

Remember, it isn't always necessary to have a person for each role set out below—what's important is that the work gets done!

The Candidate

As candidate, you are the essence of the campaign. You only have a limited amount of time and energy. Everything you do during a campaign must be done for a reason.

The candidate is responsible for:

- meeting regularly with supporters to maintain their energy and morale;
- making public appearances in line with campaign strategy;
- reaching out to community leaders who can assist you in raising your campaign's visibility and credibility;
- canvassing potential supporters in the ward;
- working with the media; and
- communicating with local businesses and industries.

Scheduling the Candidate

As candidate, you should always be aware that your schedule is not your own. Your schedule will change daily as new requests and demands on your time pour in. Focus on one day at a time. While the campaign manager should be able to provide a “big picture” plan for the campaign and a more detailed plan for the week ahead, you should be prepared for just about anything.

The hours will be long. A typical day might start early in the morning, with you greeting workers coming on or off shift or meeting people at subway or bus stops. After this canvassing, you may spend some time preparing for media interviews or debates, or calling voters who have identified themselves as potential supporters. You will then spend the rest of the day up until 9:00 p.m. canvassing and attending local events. After 9:00 p.m., you prepare for the next day, and then get a good night's sleep.

Anything that is time intensive and can be done by someone else should be. As candidate, you should not be responding to letters or questionnaires. You should not be writing speeches. These activities should be dealt with by the campaign manager or communications chair, then tweaked and approved by you. If the resources are available, consider appointing a young volunteer as your aide. The candidate's aide is the person who will be at your side at all times. This individual should be hardworking, full of energy and have your trust and confidence.

HELPFUL HINTS FOR THE CANDIDATE

- Allow your campaign to be run by your campaign manager—not by you, and not by a committee.
- Notify the person in charge when you arrive at events, regardless of whether you are a special guest or a scheduled speaker.
- Approach each audience as though it knows nothing about you, the position you are seeking, or the issues.
- Know that you will be criticized. This is unavoidable, and a rite of passage to seeking and serving in public office.
- Thank everyone, often. You cannot say thank you too many times.

The Campaign Manager

The campaign manager is responsible for the day-to-day activities of the candidate and the campaign, as leader and organizer.

Before the campaign, the campaign manager is responsible for:

- establishing the campaign structure and starting to recruit individuals to fulfill campaign needs;
- developing a campaign timetable outlining the time frames for key activities; and
- setting the campaign budget and fundraising goals.

During the campaign, the campaign manager is responsible for:

- directing all activities—he or she will have the final say on all elements of the campaign;
- assigning specific roles to other campaign team members;
- securing campaign premises;
- scheduling the candidate;
- monitoring the tasks of campaign team members;
- troubleshooting any conflicts;
- assessing campaign progress daily and communicating this to the candidate;
- ideally, being able to work full-time on the campaign, and to be available throughout the day;
- chairing weekly campaign team meetings (reports from the team, planning for the week to come, discussing hot-button issues);
- contacting each core team member a couple times a week; and
- monitoring processes and deadlines (brochures, signs, canvassing, advertising, fundraising, etc.).

The Communications Coordinator

The role of the communications chair is to ensure that your campaign messages are spread throughout the ward. This person should be creative, with strong oral and written communications skills, as well as experience dealing with the media. The communications chair is responsible for overseeing all communications—direct and indirect—by way of developing a communications plan. The plan defines the purpose of each message, and lists how it will be communicated. The communications plan should also show how your campaign will address your opponents' positions, as well as specific local issues.

The communications chair is responsible for:

- developing a communications strategy;
- compiling a list of media telephone numbers, fax numbers and e-mail addresses;
- knowing how much money in the campaign budget is allocated to communications;
- obtaining copies of all news releases and background material that are relevant to your campaign; and
- establishing contact with any experts or supporters who may be useful for your campaign's media relations.

The Canvass Chair

The canvass chair ensures that door-to-door and telephone canvassing within your campaign's priority polls is completed according to the campaign timetable. This timetable varies, depending on your campaign resources and priorities.

The canvass chair is responsible for:

- developing a network of volunteers for canvassing;
- coordinating the work of volunteer canvassers;
- addressing any problems in day-to-day canvassing operations; and
- providing clear instructions and motivation to canvassers.

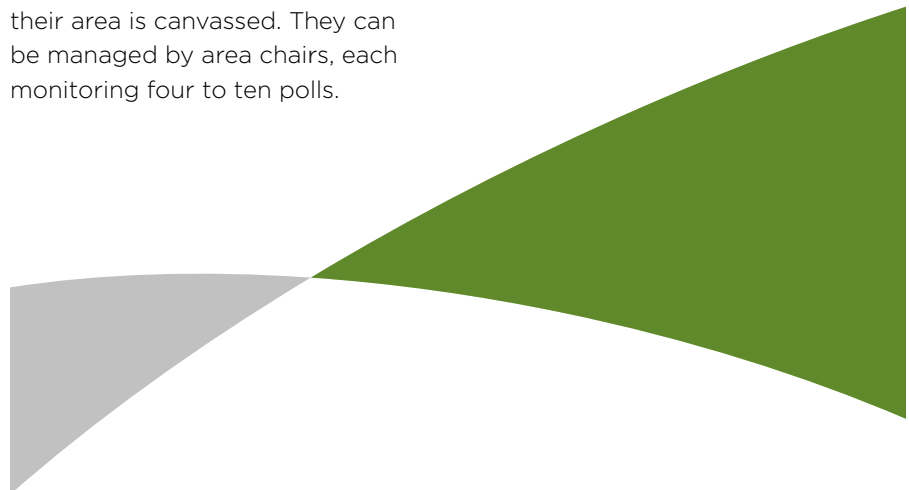
The canvass chair should be someone who is available to help on every day of the campaign. Ideally, they have some campaign experience, knowledge of the ward, and good people skills.

Your ward (or electoral district) will be divided into polls. If possible, have a poll captain for each, who will be responsible for ensuring that their area is canvassed. They can be managed by area chairs, each monitoring four to ten polls.

The Fundraising Chair

Every campaign needs money. Fundraising is the responsibility of the fundraising chair. Ideally, this person is familiar with the local business community. They must be comfortable asking individuals for money, and must be able to motivate others to do the same. The fundraising chair develops a strategy involving both events and solicitations. This strategy should include an estimate of revenues, an action plan and a budget. As the campaign progresses, the chair will advise whether the original targets are being met and whether the budget needs to be revised, and will ensure that complete records are kept of all donations. This individual must be committed and organized, and must be aware of the proposed budget and the amount of money needed to run a successful campaign.

The fundraising chair must be in regular contact with the campaign manager. Failure in fundraising will affect every aspect of the campaign.



The fundraising chair is responsible for:

- obtaining a business directory for the ward;
- obtaining a copy of the relevant election financing laws;
- making a list of potential donor groups in the ward (e.g., doctors, engineers, teachers); and
- developing fundraisers by region or target group.

The paperwork involved in fundraising is epic. So, it is a good idea to have a volunteer or two trained to understand the fundraising process: looking up names, addresses, postal codes and telephone numbers; producing donor ask and donor thank you letters and replies to correspondence; and maintaining the paperwork needed by the official agent.

HELPFUL HINTS FOR RECRUITING YOUR FUNDRAISING TEAM

- Salespeople and others who are used to making calls and meeting the public make excellent fundraising volunteers.
- Make sure that your fundraising team represents the ward. For instance, in cases where there is an identifiable ethnic community, it is a good idea to have fundraising done by members of that community.

The Finance Officer/ Official Agent

Many municipalities require the appointment of an official agent. Ideally an accountant or a lawyer, this individual has a legal obligation to ensure that your campaign follows the laws on municipal election financing. The official agent must approve all campaign expenditures.

It is an offense for any candidate to spend more than the maximum limit designated by law during an election campaign. Violation of this law may be punishable by a fine, a jail sentence or disqualification.

The official agent is also responsible for filing a complete statement of campaign revenues and expenses. No cheque should be cashed unless approved by the official agent. The same applies for all bills for in-kind goods and services.

This person is responsible for developing the campaign budget. The finance officer should know the maximum expenditures allowed. This person should have previous experience, and be prepared to work with the fundraising chair to ensure that there is no deficit at the end of the campaign.

The finance officer is responsible for:

- knowing proposed fundraising revenues;
- developing the campaign budget;
- creating a receipting system;
- establishing a bank account for campaign donations;
- creating an approval system for campaign expenditures higher than the maximum limit; and
- obtaining a copy of the relevant municipal election financing and fundraising laws.

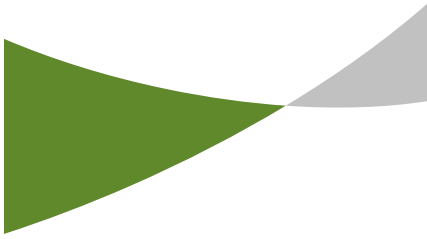
The Volunteer Coordinator

No campaign complains of having too many volunteers.

The volunteer coordinator is responsible for:

- volunteer recruitment;
- training volunteers for specific tasks, and ensuring that they have the necessary resources;
- working with the various campaign teams to ensure that their needs for volunteers are being met; and
- ensuring that each volunteer gets a thank you letter from you as candidate at the end of the campaign.

(The volunteer coordinator can also serve as canvass chair.)



Other Roles to Consider

If you have the resources and enough volunteers, you may want to consider the following positions as well:

Policy Chair

A policy chair is responsible for identifying the pertinent local issues in a campaign. This individual is familiar with the municipal decision-making process and with the community. The policy chair will work closely with the communications chair and committee to develop a communications plan.

The policy chair is responsible for:

- the creation of a list of policy contact names, addresses and phone numbers;
- the establishment of a campaign policy group to identify local issues; and
- gaining an understanding of the candidate's position on issues, including anything already on record.

Schedule Coordinator

If resources allow, it is useful to have a single person responsible for your schedule. (This person can also act as your aide.) All requests for your time should be forwarded to the schedule coordinator, who can determine whether you are available. It is important that the appropriate people be involved in scheduling, to ensure that you have all the information and material you need. For instance, you will need very different material for canvassing than for a speech on garbage collection. The scheduling coordinator ensures that the right material is ready at the right time.

The schedule coordinator is responsible for:

- obtaining the campaign schedule from the campaign manager;
- ensuring that your daily candidate schedule is as full and as effective as possible; and
- maintaining a large wall calendar that shows your schedule for each day of the campaign.

Speechwriter

As candidate, you will deliver a variety of campaign speeches. These range from the standard stump speech to policy and event-specific ones. Generally, a standard speech can be modified to fit a variety of needs. It is a good idea to have one person write all of your speeches. This ensures consistency of message and language. The campaign manager or the communications chair could fill this role.

Office Manager

An office manager is responsible for ensuring that the campaign headquarters runs smoothly. The office manager should be able to delegate, recruit volunteers and to motivate. The manager should be well organized, with a good sense of humour and the ability to handle stress. More information on the management of a campaign office is found in this guide's section on the campaign headquarters.

Sign Coordinator

The sign coordinator is responsible for the production and delivery of lawn and window signs. The coordinator completes this work in cooperation with a volunteer sign crew. The sign crew also takes down the signs at the end of the campaign.

The sign coordinator is responsible for:

- compiling a list of approved sign locations;
- controlling access to signage with the storage key;
- ensuring the availability of sign assembly tools and materials; and
- scheduling regular sign tours to check on their condition.

VOLUNTEER RECRUITMENT

Whose job is it to recruit volunteers?

Finding volunteers is the job of everyone on the campaign, from you as the candidate through to the volunteers themselves. Whenever a campaign member contacts a supporter, he or she should ask if the supporter wants to volunteer.

Where can we recruit volunteers?

- Volunteers will drop into the campaign office to help. They are often the people who are most steadfast in assisting the campaign.
- Your family, friends and neighbours may be willing to volunteer.
- Community groups, high schools, colleges and universities are great sources.
- All campaign communications products should include a call for volunteers.
- Canvassing is also a good source of campaign volunteers.

Why do people volunteer?

- They may be personal friends or relatives of yours, or of another campaign volunteer.
- They like having access to you as the candidate.
- They view volunteering as a learning opportunity.
- They may have social, intellectual or political reasons for volunteering, such as the promotion of a policy position you support.

The “Five Rs” of Volunteer Recruitment

There are five key principles to building a volunteer base. These are called the “Five Rs”.

- *Recognize*: Identify potential volunteers among past and new recruits.
- *Recruit*: Define who to recruit and how to recruit them.
- *Retrain*: Once a person decides to volunteer, give that person meaningful tasks, along with the training to do the job right. This is better for both the volunteer and the campaign. Keep giving volunteers new jobs and assignments, along with the chance to grow in responsibility.
- *Retain*: Once you have a volunteer, keep that person volunteering! Do this by keeping a volunteer busy and informed about how the campaign is going. Volunteers must feel that they are an integral part of the campaign.
- *Reward*: Thank your volunteers again and again!

HELPFUL HINTS FOR KEEPING VOLUNTEERS

- Be friendly. Provide a pleasant environment in which to work.
- Feed them! Volunteers with food are generally happier volunteers.
- Plan ahead to ensure that you never waste a volunteer’s time. Have work available for volunteers as soon as they come into the office.
- Give reasonable assignments. Increase responsibility when it is warranted.
- Try to meet the needs of volunteers. For example, have a play area for young children when their parents are volunteering for your campaign.
- Set high standards for your volunteers.
- Welcome volunteer suggestions. Give credit to volunteers where credit is due.
- Try to involve volunteers in decision-making.

Handling Problems

It’s a simple matter to switch most volunteers to a task that suits them better and keeps them engaged. If they are in a more senior role, the solution can be more complicated. Senior-level roles can require

volunteers to take on more than they can handle. Maybe they didn’t understand the requirements of the job, or perhaps the scope of the job grew beyond what they could do. Whatever the case may be, you now have work that is not getting done. The campaign period is short, busy and has an ultimate Election Day deadline. The issue must be addressed, but in a way that does not offend, criticize, or insult the volunteer in question.

The issue can be pre-empted by way of a series of volunteer progress reports. If, in talking to volunteers, you discover that they feel they’re falling behind, ask where the problem is and how you can help. If you suspect certain volunteers won’t be able to complete the work, allow an easy way out: suggest dividing the task into sub-sections, then let the volunteers choose the sub-sections they feel they can accomplish.

There are times when volunteers won’t be able to get their work done at all. In these circumstances, thank them for their efforts to date, tell them you’re transferring the work to someone else, and finish by asking them if they have a few hours next week to work on something else. Try to make it seem like part of a larger restructuring of duties. This gets the work done, removes volunteers from a difficult situation, and retains them as part of the volunteer team.



SAMPLE VOLUNTEER FORM

Yes, I can help “Our Candidate” become the next councillor for our ward.

I can help with the following (check as many as possible):

- Take a lawn sign for my home.

- Door-to-Door Canvass:
Best days are: _____
Best times are: ___ Morning ___ Afternoon ___ Evening

- Telephone Canvass:
Best days are: _____
Best times are: ___ Morning ___ Afternoon ___ Evening

- Candidate Canvass:
Best days are: _____
Best times are: ___ Morning ___ Afternoon ___ Evening

- Sign Crew:
Best days are: _____
Best times are: ___ Morning ___ Afternoon ___ Evening

- Office Work:
Best days are: _____
Best times are: ___ Morning ___ Afternoon ___ Evening

- Election Day: _____
___ Home Centre ___ Scrutineer ___ Driver

- Other skills/assistance I can offer (please specify) _____

- I can make a financial contribution.

Name: _____

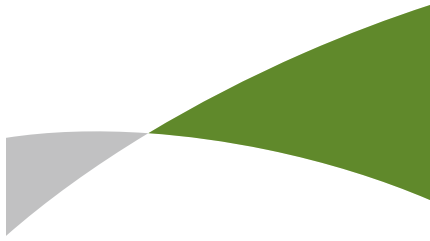
Address: _____

City: _____ Postal Code _____

Phone: (H) _____

(B) _____

E-mail: _____



YOUR CAMPAIGN OFFICE

Your campaign office is the heart of the campaign. It's where volunteers and supporters gather. The campaign office also represents the competence, vitality and effectiveness of the campaign and the candidate. People who drop in, drive by or call the campaign office gain an impression that inevitably extends to you as the candidate. As a result, the campaign office should be accessible, warm, engaging and professional—just like the candidate!

A campaign office can be a worthwhile investment in bigger campaigns, where volunteers and materials need a place to congregate and get organized. If your campaign doesn't need a stand-alone office, consider using your garage, or setting aside your basement or a room in your house. Dedicate a space to the work you're doing! Make it official!

FINDING A CAMPAIGN OFFICE

If you decide to have a stand-alone campaign office, the first rule is: location, location, location!

- Your campaign office should be your best sign location. You might hang a banner, install an illuminated sign, erect a billboard or rent an inflatable balloon with a sign on its side. If you have a great location, spend the money to make sure that everyone knows it.

- The campaign office should be easy to get to by car and by public transit. There should be adequate parking for volunteers. Don't make it inconvenient for people to drop by for information or to volunteer.
- The space should be on the ground floor, large, and well lit. If possible, the campaign office should be wheelchair accessible.

It may not be possible to find a campaign office that has everything. If so, determine the priorities for your campaign office, and then evaluate the available choices. You might be prepared to spend more than you first imagined in order to get a great location. Think of it as renting a billboard and getting an office thrown in for free.

One large, open space is better than numerous smaller office spaces. The open concept is better for morale and team-building. In addition, it will ensure that everyone on the campaign is accessible.

Create work areas for each of the main campaign tasks, such as the door-to-door canvass and the telephone canvass.

Consider wall space in addition to your floor space. Charts and maps on walls should be near the person who requires them.

Have a reception area at the front near the entrance, to help control access to the rest of the campaign office.

The sign campaign will need storage space. It's a good idea to put this near the back, close to an alternate exit.

Set up an area for coffee and refreshments. Remember that the kettle, refrigerator and coffee machine require electricity. A water source should be nearby.

WHEN DO YOU OPEN?

Your campaign office should certainly be open at the start of the campaign period; however, it is allowed to be open before the campaign period.

Your lease should be short-term, but should cover the entire election period.

When your budget allows, and when it fits in with your campaign strategy, plan a "campaign opening". The campaign opening provides an opportunity to gather your volunteers, supporters and the public to have some cake, cut a ribbon and celebrate your campaign. It provides an opportunity for you to practice your basic speech in front of a friendly audience and it gives the media a chance to meet you.

SETTING UP YOUR CAMPAIGN OFFICE

Setting up a campaign office is like setting up a home. There are a variety of tasks that require their own space. Yet it should also be a place where people feel welcome and want to spend time. It's a tough balance, but the guidelines below should help.

Telephones

As soon as you have a campaign, you should have a telephone number people can call to contact you. A line can be established at your home, or at the campaign manager's house, then transferred to the campaign office once you take possession.

In general:

- A simple phone system keeps costs down and makes it easier to use.
- Decide how many telephone lines you'd like, and then how many your campaign can afford.
- If your office has a fax machine, ensure that dedicated fax line exists.
- Ask for a system that "hunts": when a call comes in on the first line and it's busy, the call will transfer to an available line. Only the main line telephone number should be promoted.
- Telephone companies love elections, because they charge for telephone installation! It's important to remember that you are a customer, paying for a service, and that you should get what you want.

HELPFUL HINT FOR TELEPHONES

- Once your telephone number is established, call 411 or your local directory assistance. Ask to be connected to your campaign office. If they can't do it for you, they can't do it for an interested member of the public.

Computers

Computers are a necessity of our time, and will be required for scheduling, preparing communications products, monitoring campaign e-mail and your website, etc. Individual members of your campaign team might need a dedicated computer. Computers and printers can be borrowed from volunteers, or rented from a computer rental business.

Consider getting a printer of greater quality than your campaign might otherwise need. This will allow for the printing of small quantities of promotional materials.

In some municipalities, these donations must be declared under campaigning financing laws. Double-check the legislation, or call your local municipal election office.

Heat, Water, Light, Power and Cleaning

Heat, air conditioning, water and electricity can sometimes be included in your lease and covered by your landlord. If not, make the required arrangements before move-in day.

When choosing a campaign office, consider how many power outlets are available, and how they're wired.

The office must be kept clean and presentable, because it's a public representation of your campaign. The campaign manager can assign cleaning tasks to campaign team members on a rotating basis, or you may want to consider hiring a janitorial service.

Security and Insurance

When choosing a campaign office, consider the neighborhood and your campaign business hours.

It's an unfortunate truth, but campaign-related vandalism does occur.

Consider changing the locks and adding additional exterior lights. Sometimes the landlord will pay for this. In addition, be sure to limit the number of office keys in circulation among campaign staff.

Computers and other items of a valuable and portable nature can be tempting for thieves. Keep them away from windows.

ALWAYS backup your data daily, and keep a copy outside the campaign office to ensure that it isn't lost if the computers are stolen.

Your campaign should obtain liability, contents and plate glass insurance before you move into the campaign office. These kinds of insurance policies are not expensive, and can prove invaluable.

Good Neighbour Policy

During the campaign, buy materials and food locally. This makes it easier to obtain them, while at the same time creating goodwill.

The campaign manager should ensure that all nearby merchants and residents know that they can approach the manager about problems such as parking and noise. By setting up this process, the campaign is more likely to gain their cooperation and understanding.

YOUR CAMPAIGN PLAN

If you're registered, and it's allowed—get campaigning!

The perfect campaign strategy is one that makes the best use of all available resources. Each campaign is different, and there is no one strategy for every campaign. All campaign plans begin, however, with two simple questions:

- Who do you want to reach during the election campaign?
You want to reach the ward's voters.
- How do you convince voters to vote for you?
By giving them a reason to do so.

Figuring out your target audience, and how you can convince these people to vote for you, forms the basis of your campaign research. Figuring out the political landscape of your ward is a process called "mapping". It lets you understand the political landscape in order to craft your message.

There are four basic categories to consider in developing your campaign strategy:

Your Ward

- Where are your supporters in the ward?
- Should the campaign be concentrated in specific areas of the ward? If so, which areas?
- How much time should be spent in different areas?
- How should literature, signs and other forms of publicity be targeted to different areas?

You as Candidate

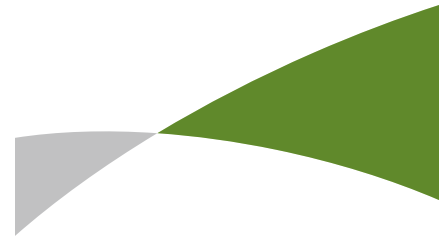
- What are your weaknesses that opponents will try to exploit?
- What are your strengths?
- Are there events you will be comfortable or uncomfortable with?
- How well are you known in the ward?
- What are the topics you want to turn into campaign issues?

Your Opponents

- What issues will your opponents stress during the campaign?
- What are their strengths and weaknesses?
- What are the topics and issues they want to avoid?
- Are you in a two- or three-person contest, or are you one of many candidates?

The Voters

- What do the voters care about?
- When can you reach them? How can you reach them?
- How do they learn about issues?
- Based on your election platform and ideology, what voter groups should be supporting you? And who will be supporting your opponents?



VOTER TARGETING EXERCISE:

Realistically assess your support in your ward.

	GROUPS	HOW TO REACH THEM
ALWAYS SUPPORT		
MIGHT SUPPORT		
NEVER SUPPORT		

This should help you determine if there are enough supporters for you to win.

If the answer is yes, your campaign will be based on identifying supporters and getting them to vote.

If not, your campaign will have to broaden your support base.

Is there an issue not being addressed by other candidates that you could make your own?

Is there a group your opponents are ignoring?

Voter Classification

Voters can be divided into three categories:

- **Supporters** who plan to vote, and will vote for you.
- **Opponents** who are voting for another candidate.
- **Undecided voters** who are unsure of who they will support, or even if they will vote.

Supporters

Do not take them for granted! While they probably won't vote for the opposition, you need to give them a reason to get to the polls. Ensure that they're registered to vote, and that they understand how. Keep them involved in the campaign through correspondence, e-newsletters, event invitations and volunteer opportunities. With supporters, your campaign should stress the importance of the election and how their vote will make the difference.

Opponents

They will be voting for another candidate, and you should limit the amount of resources (time, money, energy, etc.) spent on them. In fact, it's often better to avoid anyone who is a staunch opposition supporter, because engaging them could motivate them to get involved in another campaign.

Campaigning is largely about identifying undecided voters and convincing them to support you. How you convince the undecided differs from person to person.

BRINGING IT ALL TOGETHER

The following chart provides one model of how to relate voter targeting to your campaign efforts.

	LIKELY VOTER	POTENTIAL VOTER	NON-VOTER
LIKELY SUPPORTER	A Solidify support base	D Focus on motivating to vote	G Possible motivation effort (last priority)
POTENTIAL SUPPORTER	B Primary focus for message—communication and persuasion	E Secondary focus for persuasion	H No program
UNLIKELY TO SUPPORT	C Possible Communication (low priority)	F No program	I No program

Box A: People who are likely to vote, and are likely to support you, are your base of support. You should plan activities to solidify this support.

Box B: Voters who are potential supporters represent the number-one target for your campaign efforts. Spare no effort to persuade these voters.

Box C: Do not spend too much time on people who are unlikely to support you. In fact, your activities may encourage them to vote for your opponents.

Box D: Likely supporters who might not bother to vote must be encouraged to vote. Target these people with motivational messages and a strong Election Day push to make sure as many of them vote as possible.

Box E: Potential voters and supporters are important, but not crucial to your campaign. Focus on them only after you've communicated with those in Boxes A and B.

Box G: These non-voters are possible targets for motivational efforts, but do not spend scarce campaign resources here until your campaign has covered the boxes above and you have determined you need this group's votes to win.

MAKING PROMISES— YOUR PLATFORM!

As you identify your target voters, it's important to be considering and crafting your campaign platform. You may choose to run on one specific issue, or on a platform guided by your community and developed over time.

To stand out in the field, develop your own personal brand. You can do this by educating voters about your passions, and where you stand on certain issues.

Helpful hint: Remember that municipal council decisions require majority support. When it comes to making promises and taking positions during an election, honesty and integrity must underpin all aspects of your platform, so be cautious in promising anything that is dependent on majority support that you may not get.



HELPFUL HINTS FOR CRAFTING A PLATFORM

- Make promises you can support.
- Take a stand on issues, but do not promise that position will be implemented.
- Do as much research as possible on every promise you are making.
- Emphasize a value-based platform, rather than a specific promise on an issue.
- Talk to long-term residents of the community. Listen to their perspectives on what works and what doesn't work in terms of politics and governance.

It's important to realize that what you consider important, and what individual voters think is important, might not line up. It may also be possible that the way you express the same ideas might differ. The closer these things are, however, the more likely you are to gain their support.

Exercise:

Think about what matters to the people in your neighborhood, then think about how you can talk to them about these things. What vocabulary should you use? What examples? Talk to them and see

what they say; see how they respond to what you're saying. Candidates tend to talk on a broader level than most voters readily understand.

CAMPAIGN PLANNING

The key to a successful campaign is good planning. The more comprehensive the plan, the fewer decisions will have to be made in the heat of the moment.

A campaign timeline or calendar is another good planning tool. It is a chronological list of tasks, events, interviews, deadlines and other events of importance that describes what must be done during the campaign period. This helps to ensure that nothing is overlooked.

Once the research has been done, the voters identified, and the platform crafted, you should stick with it until Election Day. Major changes should only be made under extenuating circumstances; BUT if a change is warranted—make it! If you had not planned to focus on transit, but in the middle of the election there is a transit strike, draw up some talking points and start talking about it!

At this point, the discussion moves from planning to implementing.

CANVASSING!

Canvassing is the most important of the many ways in which a campaign communicates with voters. There have been instances of campaigns won or lost by a margin of ten votes (or less!). An effective

door-to-door canvass, combined with a strong telephone canvass and Election Day organization can make the difference between victory and defeat.

Information you can hope to gain by canvassing includes:

- Who plans to vote? Are they eligible to vote?
- Are they likely to vote for you, or for someone else?
- What issues are important to them?
- What is their contact information?
- Are they willing to volunteer on your campaign?
- Are they interested in receiving more information about your campaign?

Many municipalities provide candidates with a list of registered voters. This list contains names, addresses and sometimes even telephone numbers. Where telephone numbers aren't provided, your canvass is a great way to gain that information. Then, in the next election, you're one step ahead!

THE PURPOSE OF CANVASSING

The candidate canvass, door-to-door canvassing and the telephone canvass serve to:

- promote you as candidate with voters;
- identify supporters and the undecided in the ward, in order to encourage them to vote for you; and
- determine sign locations.

The canvass team feeds the information it collects about voters' intentions to others in the campaign, including:

- the campaign manager;
- the sign crew; and
- the Election Day chair (who ensures that your supporters vote).

The purpose of the canvass is to learn as much as possible about voting intentions on a poll-by-poll basis, to build upon existing support, and to convince undecided voters to vote for you on Election Day.

Helpful hint: Know your "magic number". Take a look at previous election results for your ward, then determine your "magic number": the number of identified supporters and voters you'll need to win. Municipal elections frequently suffer from low turnout; you might be pleasantly surprised by how few identified supporters you need! This number is useful as a benchmark, but should not be taken as a hard-and-fast target. If you identify 100 supporters, there is no guarantee they'll all vote. Conversely, you could get many more votes than those of firmly identified supporters.

GENERAL CANVASS STRATEGY

The perfect canvass strategy for your campaign is one that makes the best use of your available resources. Some campaigns will be able to conduct three complete door-to-door canvasses, and one complete telephone canvass. Others will only succeed at completing one door-to-door canvass.

Try to get at least one piece of campaign literature to every door in the ward.

To develop the most appropriate canvass strategy, your campaign should review the results of the previous election in your ward, and rank the polls from strongest to weakest in terms of expected support. Focus your resources first and foremost on the strong polls, followed by the swing polls, then the weak polls. If resources are scarce, your campaign may have to concentrate on the strong and swing polls, and forget about the weak polls.

It is important that your campaign knows how many volunteers it has, and how much time each volunteer can contribute. This will allow for a decision on the number of pieces of literature that can be distributed, and the number of canvasses that can be covered by door-to-door canvass. Your campaign may choose to canvass some key polls more than once. Some polls may be canvassed by telephone to save time.

The most important thing to remember is that your canvassing operation cannot exceed campaign resources and abilities. Otherwise, the campaign may find it difficult to maintain morale and enthusiasm. Start with modest goals, and expand them if possible.

HELPFUL HINTS FOR TRACKING CANVASSING

On a prominent wall in your campaign office, post lists showing:

- the ward's canvass areas;
- the area chair and poll captains;
- the poll number and its rank in terms of importance;
- the dates volunteers canvass each poll; and
- the date of canvass completion for each poll.

With these lists on the wall, you can see at a glance where your campaign stands in terms of canvassing.

Determining Strong and Weak Polls

Decisions about resource allocation are based on your campaign's assessment of its strong and weak polls. To do this, two things are needed: poll-by-poll results from the last election (and previous elections, if possible), as well as accompanying poll maps for the ward.

Once you have these documents, your campaign should identify those polls where you (or a candidate like you) won or finished close behind the winner (strong polls), as well as those polls where an opponent won easily (weak polls). Poll identification can be based on percentage of the vote received, or

on the raw vote. The raw vote is the actual number of votes received by each candidate in a given poll. It is advisable to use the raw vote numbers, because winning by a huge percentage in a small poll makes the poll appear more important than it is.

A priority poll can also be identified based on the demographics of the polls, or as a result of emerging issues.

Polls your campaign will want to target are those where you, or a candidate like you, did well in terms of raw vote (even if voter turnout was low). Other important polls are those in which opponents did poorly, and polls that generally have a high voter turnout. Another approach is to combine high raw vote and high voting percentage, then prioritize polls that have high numbers that favour your campaign in both categories.

There is no consensus on the best way to rank polls. The method matters less than the fact that your campaign is evaluating likely areas of support and setting priorities for your canvass.

Once the polls have been ranked in priority, it's time to draw up the campaign map. Get a map of your ward and colour the polls in according to their priority. The best polls may be in red, the next best in orange, and so on.

How to Ask People About Their Voting Intentions

It's important to ask voters how they're going to vote. Volunteers should look voters straight in the

eye and ask: "Can (your name) count on your support on Election Day?" If your volunteers don't ask the question, but try to identify voter intentions solely on their degree of friendliness, your campaign is running quite a risk. If a voter is classified as a supporter, your campaign will pull that person on Election Day, even though that person may vote for someone else!

Don't pressure voters if they are not certain whom they will support—but do ask the question clearly!

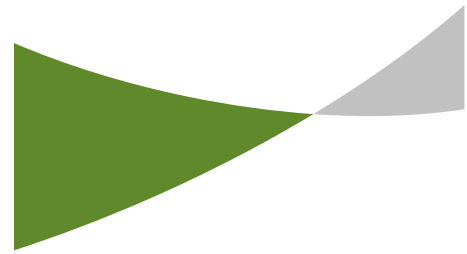
Motivating Canvassers

Many canvassers prefer to work in pairs or groups. This can work to your campaign's advantage. For example, if four poll captains decide to work together, they can do each poll as a group, or pair up and split the polls between them. Either way, this builds team spirit. In addition, this collaborative work gives people an opportunity to socialize and make new friends.

Contests and awards can also motivate canvassers. It can be as simple as offering to buy pizza for the first area chair and poll captains who get their area completed on time.

Candidates canvassing with volunteers is a good idea. Volunteers can't complain about being asked to do something you, as the candidate, are also willing to do!

Finally, remember to thank your volunteers. It is especially important to say thank you when a poll captain or area coordinator brings in a completed voters list. Your campaign may wish to devise a system to recognize canvassing



success, such as putting a gold star on the completed polls. If there are volunteers doing amazing work, you as the candidate should thank them personally.

CANDIDATE CANVASSING

If you think that running for office is about thinking and writing and talking to media—think again. All those activities are part of the process; however, the single most important thing you as candidate can do during a campaign is talk to voters in the ward. You should be canvassing every day of the week during the official campaign period.

Direct and personal contact with voters is the single most convincing method of gaining voter support.

As candidate, you should be canvassing door to door every day during three specific blocks of time:

- 9:30 a.m. to noon (except Sundays)
- 1:30 to 4:00 p.m.
- 6:30 to 9:00 p.m.

During the morning and afternoon time slots, you should canvass where people are likely to be home. These locations include suburban areas, areas with shift workers, and seniors' apartments and residences.

The evening canvass will be the most productive—and therefore the most important—canvass of the day. Crucial polls should be canvassed during this period. As candidate, you should canvass on major streets and intersections, because these are prime sign locations.

The goal is to canvass every poll in the ward. This goal is almost impossible, so you should avoid canvassing in polls in which the results are not expected to be good. Choose priority polls, but move around your ward so that all residents will feel you have visited their neighbourhood.

HELPFUL HINTS FOR CANDIDATE CANVASSING

- Walk on the side of the street facing traffic, so people get to see your face.
- On some of your pamphlets, write “Sorry I missed you”, and your signature. When left at homes, these pamphlets show residents that the candidate herself visited. Those canvassing with you should also have these cards, and can leave them in good faith.
- Consider magnetized campaign signs for your car. Such signs promote your campaign, wherever you may be.
- Limit any conversations with voters to three minutes. Have an arrangement in place whereby one of your volunteers will pull you away after that time.
- If you're canvassing with a group, have them find voters who are home and then come and get you. Your volunteers should also be the ones taking notes at the door.
- Candidate canvassing often results in the most false positives. People will tell a candidate at their door that they've got their support, when it's not necessarily true. Take this into account when assessing your results.



Remember that each person you meet while canvassing—even if they don't agree with you on all the issues—now knows you're willing to work to represent them, and to listen to their concerns. You become a person, instead of a faceless entity.

VOLUNTEER DOOR-TO-DOOR CANVASSING

Door-to-door canvassing is the single most important campaign activity.

The Structure

If your campaign has a sufficient number of volunteers, a chairperson should be assigned to each ward area. The chairperson ensures that each poll within the area is canvassed properly and on time. The chairperson will be responsible for one or more polls, but will also try to recruit a poll captain for each poll in their area. The poll captain is the front-line worker in a poll, and is the personal link between you and the voter. The poll captain attempts to talk to every voter in the poll. At each house, they leave some literature and try to determine whether the voter is a supporter, uncommitted, or supporting an opponent. Additionally, the canvasser should ask supporters if they will take a sign, volunteer or donate. All the information obtained by canvassers should be consolidated at the campaign office. Combined with telephone canvass results, this forms the basis for pulling the vote on Election Day.

HELPFUL HINTS FOR RECRUITING CANVASSERS

The greater the number of canvassers, the greater the number of polls in the ward your campaign will canvass.

- Every person working on your campaign should be asked to canvass at least one poll.
- Every recruited poll captain should be asked to find a friend to be one, too!
- Supporters identified during canvassing should be asked if they'd like to canvass.
- Everyone who comes into contact with the campaign should be asked to canvass.

Canvassing Materials

Poll Map and Key

The canvass chair should obtain a poll map of the ward and a copy of the poll key from the ward's returning officer. The map shows the boundaries of each poll in the ward. The poll key lists all of the ward's streets, along with the poll in which they are located.

Canvass Kit

Each poll should have a specific canvass kit to be used by the poll captain. It's a good idea to create these poll kits centrally to ensure consistency. Each kit should contain:

- a poll map with the poll's boundaries highlighted;
- a suggested script for use during door-to-door canvassing;
- the voters lists;
- a legend of markings to be used in indicating voter intentions;
- the addresses of where people can vote during advance polls and on election day;
- the address and telephone number of the campaign office;
- the dates and times of advance polls;
- instructions and deadlines for adding names to the voters list;
- forms to fill out for sign requests; and
- a canvass instruction sheet that includes a date for completing the canvass, and the name of the person to whom the marked voters list should be returned.

The canvass kits should also include two of your campaign buttons, enough brochures to cover each household in the poll, two pencils, and sign-request forms.

Canvassers will develop routines and processes that work for them. Still, it is important that some consistent questions be asked. These questions can be part of a suggested script that is followed as closely as possible to ensure that all necessary information is obtained.



Canvassers should never argue with voters or get into policy discussions. Such discussions are unproductive and consume valuable canvassing time. The goal is to identify supporters, not to convert the resolute. Provide the determined with the campaign phone number or e-mail address.

The Strategy

If the election campaign period has enough time, your campaign can run three canvasses:

- The first canvass will be early in the campaign. It will be used to drop off literature.
- The second canvass is your main canvass. This will be your primary source of voter identification information.
- Held just before Election Day, the third canvass should concentrate on undecided and unidentified voters. Canvassers should focus most of their time on voters who seem undecided or who may be leaning towards supporting you, thereby consolidating your support!

Regardless of how many canvasses your campaign can manage, it is crucial to remember that the goal is to identify the intentions of as many of the ward's voters as possible. If there are polls in the ward that are proving hard to pin down by the regular canvass team, your campaign should use a telephone canvass and a candidate's canvass to supplement door-to-door canvassing.

Apartment and Condominium Buildings

In most provinces and territories, canvassers are permitted by law during the campaign period to canvass any apartment building, condominium or residence for electoral purposes. In order to gain access, canvassers should contact the superintendent at the beginning of a canvass to state what they're doing. Your canvass kits for these buildings should include a quote of the relevant legislation that allows for canvassing in apartments, condominiums and residences.

HELPFUL HINTS FOR APARTMENT CANVASSING

- Stand back from doors after you knock—most people in apartments use their peepholes to see who is knocking.
- Have a group of people canvass an apartment building—it's quicker and safer.
- Many apartment and condominium residents don't answer the door. As such, it may be easier to reach them by telephone canvass.

Rural Areas

If your ward is a very large rural area, telephone canvassing may be more effective than a traditional door-to-door canvass. It may also be useful to get well-known supporters out canvassing on your behalf—particularly in polls with many undecided voters.

Provide opportunities for rural voters to come to you by way of community events such as coffee houses, dinners, dances or all-candidates debates.

Sign placement is also an important strategy in rural communities. Campaign signs on residential lawns will not have the same exposure as in urban settings. It is therefore important to place your signs at major intersections and locations that are close to gathering places such as churches, community centres and local shops. Your campaign should check local by-laws to ensure that your signs are not displayed illegally.

Rural candidates may also differ from urban candidates in that they operate their campaign offices out of their homes. This cuts down on overhead; however, it also means that rural candidates must devote even more effort to publicizing their contact information, so that voters know how they can contact you to discuss their concerns.

Canvass Blitz

A canvass blitz is when one or more groups conduct simultaneous canvasses of several polls. Blitz teams deliver campaign literature and canvass voters in a hurry. Blitz teams can also be used to do a second or third canvass if time is running out, if certain polls show a high supporter potential, or if some polls have yet to be canvassed.

A blitz allows your supporters to meet one another and to feel like part of a team. Pair the blitz with a barbecue at the campaign office, and it becomes a day people will remember with a smile.

Most campaigns use blitzes to supplement their canvass strategy.

Processing the Canvass Results

Regardless of the canvass type, it is important that the information gained not be lost. The results should be returned to the campaign office, and transferred to the master list. The results of the telephone and candidate canvasses should also be entered into the master list. When the last canvass has been completed and all results transferred, the master list is ready for printing for use on Election Day.

Be very careful with your master list, regardless of how it is maintained. Losing it means the voter identification work has to begin all over again!

Marking the Voters List

It is important that marking the voters list be consistent across all polls. Whatever voter identification codes your campaign chooses to use, each poll kit should contain the same codes and related questions.

One set of voter identification codes uses a combination of numbers and letters:

1. A supporter.
 2. Leaning towards you.
 3. Undecided.
 4. Not likely to support you.
 5. Opposed.
- NH: Not home.
NV: Not voting.
NE: Not eligible to vote.

Whatever set of codes your campaign chooses, ask canvassers to use only these codes. Include the code listing in the canvass kits. If canvassers make up their own markings, information is likely to be lost or misinterpreted.

HELPFUL HINTS FOR DOOR-TO-DOOR CANVASSING

- People who are friendly are not necessarily supporters, so be sure to ask about their voting intentions. (However, people who are unfriendly are usually not supporters.)
- Consider safety for canvassers and voters (canvass in pairs or teams, during daylight hours, etc.).
- Be mindful of individual situations, and act accordingly on the doorstep. Is the voter preoccupied with a screaming child, a whistling teapot, or a ringing telephone?
- Look friendly, approachable, neat and competent, so that people think well of you and your campaign. Wear something like a pin or a button that makes you look official, and carry a clipboard or notebook.
- Match veteran canvassers with the more difficult neighborhoods, because they're less likely to become discouraged.
- Use the hopscotch method. Knock on every other door while your partner canvasses the ones in between.
- As a canvasser, be prepared ahead of time. Read the brochure. Have lots of supplies and a sharp pencil or a good pen. Anticipate the questions or objections you will get at the door, and prepare your responses.
- Try to speak to every voter in the house, because not all family members vote the same way.
- Don't walk across lawns. Some people take great pride in their yards, and don't appreciate others trampling their lawns.
- Don't be discouraged when you identify an opposition voter. This is valuable information.



SAMPLE CANVASS SCRIPT

Hello, I'm Jane Doe.

I'm here in support of Mary Jane Watson, who is running to represent our neighbourhood on city council.

I'd like to leave a copy of Mary Jane's campaign literature with you. I hope you will take a moment to read it. If you have any questions, please call our campaign office. The phone number is on the back.

Mary Jane has the experience and leadership we need to ensure that our community needs are heard at city hall.

Can Mary Jane count on your support on Election Day?

Can we put a sign on your lawn?

Would you like to volunteer with the campaign?

Are there other voters in the house? Can Mary Jane count on their support?

Thank you and have a nice day/evening.

TELEPHONE CANVASSING

Telephone canvassing should not replace the door-to-door canvass—they should be used in concert, depending on your campaign strategy and resources.

The telephone canvass serves to:

- fill in any gaps that may be left in the door-to-door canvass;
- verify the results being obtained in the door-to-door canvass; and
- firm up possible supporters and persuade undecided voters.

Telephone canvassing can identify voter intentions in a poll for which other canvass information is incomplete or contradictory.

Bad weather does not slow down or deter telephone canvassing. In fact, bad weather means more people will be at home, and the results might be even better!

The telephone canvass can be done by volunteers who are willing to spend time volunteering, but who may be less mobile or who do not enjoy conventional canvassing.

Some households, such as apartments, are easier to canvass by telephone than in door-to-door canvassing.

Materials

The telephone canvass chair must prepare a telephone canvass kit for each poll to be canvassed. The kit should contain:

- a voters list with telephone numbers indicated;
- a suggested script;
- a general instruction sheet;
- sign-request forms; and
- a general information sheet listing key election telephone numbers, along with information about getting added to the voters list and participating in advance polls.

The first task of the telephone canvass team is to “pull” ward telephone numbers from telephone directories and other information sources, in order to add them to the voters list for each poll.

Obtaining and Processing Telephone Canvass Results

During telephone canvassing, the voters list should be marked using the same system used in the door-to-door canvass.

The telephone canvasser will receive a poll kit containing a copy of the voters list. If canvassing a poll that has already been partially canvassed door-to-door, the telephone canvasser will be given the marked voters list.

The results of telephone canvassing are transferred to the master list, along with the telephone numbers used in the canvass.

HELPFUL HINTS FOR TELEPHONE CANVASSING

- Voters will often ask where they will be voting. Have this information handy before you begin to call.
- Do not argue with the voter! Telephone canvassers should not try to answer policy questions. They should write them down, then pass them along to the appropriate person in the campaign office for a return call.
- Be brief and stay on topic. Voters will appreciate it, and you will be able to make more calls.
- Don't take it personally if you get nasty comments. These comments aren't directed at you. If a person is rude or hostile, thank them politely and hang up.
- Speak naturally and pleasantly. Smile as you speak! Your voice will sound friendlier if you do.



SAMPLE TELEPHONE CANVASS SCRIPT

Good [morning/afternoon/evening], Mr./Mrs./Ms. _____

I'm calling on behalf of Mary Jane Watson, who is running to represent our neighborhood on city council.

Mary Jane is going through the ward trying to meet as many people as possible, and we are trying to identify her supporters.

Can Mary Jane count on your support on Election Day?

If NO: skip to (6)

If YES: proceed to (1)

1. That's great. I just want to remind you that every vote counts on Election Day, and Mary Jane needs your support. Would you be willing to take a Mary Jane Watson sign for your home?

If NO: skip to (3)

If YES: proceed to (2)

2. That's great. Would you like a lawn or window sign?

Make note of this on the calling list.

3. If you are able to help Mary Jane by working on the campaign, we would love to have you. There is always a lot to do and we have a good time. Would you be interested in joining us?

If NO: skip to (4)

If YES: take info and give to volunteer chair

4. Will you require any special assistance getting to the polls?

If NO: proceed to 5

If YES: make note, and tell e-day chair

5. Are there any other supporters in your home? Who are they?

6. Okay. Should I identify you as supporting one of her opponents?

If YES: if you can determine who they support, record it on voters list

If NO: proceed to (7)

7. I won't take much more of your time, but let me tell you a little bit about Mary Jane. She is (appropriate statement). We'll be distributing literature through the campaign to tell you more about her. We really need your support, and I hope we can count on you on Election Day.

If UNDECIDED: Can I send you a brochure or refer you to our website for more information on Mary Jane?

If WON'T SAY: Thank you for your time, and I hope you will consider voting for Mary Jane on Election Day.

ELECTION DAY

Election Day is the culmination of all the hard work of a campaign. All the supporters your campaign identified and convinced during weeks of canvassing are of no use if they don't get out to the polls and vote! The most brilliantly run campaign means nothing if the Election Day organization drops the ball.

Election Day organization has three goals:

- deliver all identified supporting votes to the polls;
- represent you at every poll for the ballot counting; and
- report poll-by-poll results to the campaign office as quickly as possible.

Getting out the vote is critical. Ten votes per poll in a 100-poll ward means 1,000 votes.



GETTING ORGANIZED FOR ELECTION DAY

The organizational work that must be done for Election Day falls into three main categories.

Recruiting

Every person who has volunteered for the campaign, or who has expressed an interest in helping the campaign, or who supports the campaign, should be asked to work on Election Day. While the canvass team provides the basis for the Election Day mobilization, anyone who has helped the campaign in the past should be asked to help on this final day of the campaign.

Training

Before Election Day arrives, set aside time to train volunteers on how Election Day work is to proceed. Not everyone will be available for training, so it is imperative that whoever is running your Election Day effort understands the process in order to provide clear instructions in Election Day poll kits. Samples of instruction sheets for inside and outside scrutineers are provided at the end of this section.

Preparing the Materials

Preparing the poll kits is work that should begin as soon as the campaign is launched. It should not be left to the last days of the campaign, when everyone is busy with the final push. Preparations of these materials is work that can be given to people who want to volunteer, but who may not feel comfortable canvassing.

THE ELECTION DAY TEAM

The Candidate

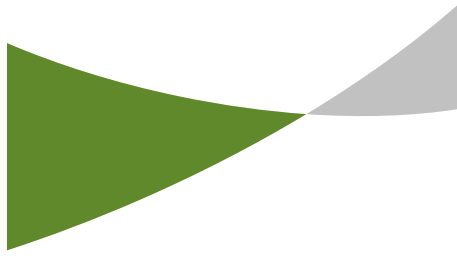
When the campaign's focus shifts from identifying new supporters to getting identified supporters to vote, the candidate's work changes as well. Your team should target individuals likely to vote in advance polls: the elderly, people who live in a building containing an advance poll, and all campaign volunteers and workers.

You should vote early on Election Day—it's a good media and photo opportunity. (An alternate idea would be to vote in one of the advance polls, in order to have the photograph and story run the day before Election Day.) Regardless of when you vote, check that you are registered to vote and that you are in the right place. Mistakes at this point are embarrassing, whether you've invited media or not!

The Election Day Chair

The Election Day chair is one of the most important persons in the campaign. They are responsible for coordinating every single campaign volunteer on the most important day of the campaign!

The Election Day chair and the volunteer coordinator should assess the number of volunteers to be recruited for Election Day, then recruit and train them! One volunteer per poll, working in teams of four to complete their four polls, is a good base for calculating the number of volunteers required.



The Election Day chair is also responsible for preparation of poll kits for inside and outside scrutineers, and for ensuring that a sufficient number of marked voters lists are available for use by the outside scrutineers.

The Area Chair

The ward should be divided into areas made up of several polls, each with an area chair. The area chair is responsible for ensuring that the area's Election Day workers do their assigned jobs on Election Day, reporting any problems in this regard to the central campaign.

The Inside Scrutineer

The inside scrutineer spends Election Day inside the voting station, monitoring which supporters have voted. Their kit includes a copy of the unmarked voters list along with multiple copies of a "bingo sheet"* of numbers. When someone votes, the inside scrutineer crosses that person off the voters list and off their bingo sheet. They then pass this information to the outside scrutineer.

Polling stations limit the number of scrutineers allowed to monitor each poll. If you have the resources, have an extra inside scrutineer or two in each polling station, so they can take periodic breaks to report the results!

The Outside Scrutineer

The outside scrutineers are literally "pulling the vote" by going door-to-door to ensure all supporters vote before the polls close. At the start of the day, the outside scrutineers target every identified supporter. As the day goes on, they receive reports from inside scrutineers about who has voted, and can focus their attention on those who have not yet made it to the polls.

If volunteer numbers are limited, the outside scrutineer can also act as an inside scrutineer, filling out their own tally sheet by referring to the poll clerk's voters list.

Once they've completed a round, they return to the polling station and repeat the process.

If outside scrutineers need help, or if supporters need rides to the polls, they should contact the campaign office.

If outside scrutineers manage to pull every supporter within their polls, they should inform the central campaign, in order to be assigned to other polls that may need help.

At the end of the day, outside scrutineers can be among the individuals assigned to count votes in a poll. They should ensure that they are there ten to 15 minutes before the polls close. Remember that your campaign is allowed to have only one representative at each poll to witness the counting of votes.

Telephone Canvassers

A telephone bank set up at central campaign headquarters is a good idea. This telephone bank should target the same polls that the telephone canvasser called during the campaign, such as remote communities and apartment buildings, in order to urge supporters to remember to vote. If an area chair reports difficulties with a particular poll, the telephone bank can also be useful.

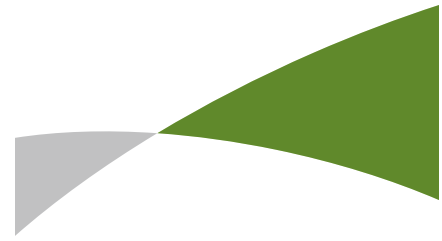
Drivers

During the campaign, and on Election Day, supporters should be asked if they need assistance getting to their polling stations. Drivers should be on standby at the campaign office on Election Day to deal with requests for assistance as they are received. They can also be used to move volunteers to areas needing a particular push, or to deliver meals to scrutineers.

Official Agent

Depending on the election legislation in your municipality, it is likely that scrutineers will require some kind of authorization from the central campaign to enter the polling station and monitor the voting. It is often the official agent who signs these authorization forms. Each poll kit should have several forms, already signed and ready to go. In addition, the official agent should be available at the campaign office on Election Day.

* The voters list can be very long. To help volunteers cross off voters more efficiently, assign each voter in a polling station a number, then mark the voter's list with those numbers, then hand out a bingo sheet with just the numbers listed.



TWO TYPES OF ELECTION DAY ORGANIZATION

The Centralized Model

In this model, the campaign office is the focal point for all volunteers on Election Day.

Volunteers arrive at the office to check in for duty. They are given the written material they require (e.g., poll kit), then go to their assigned duties and poll. The Election Day chair checks volunteer names on the wall chart, showing that they have reported for duty and that their jobs are now assigned. A centralized system means that any unexpected vacancies are identified quickly, and that volunteers in the office can be assigned to fill them.

If your campaign has been collecting information about supporters who need help getting to the polls, volunteer drivers will be coordinated from the campaign office. Any known needs are dealt with as soon as possible in the morning. The drivers are then dispatched to meet new requests as they come in during the day.

On Election Day the telephone canvassers, the Election Day chair, the campaign manager and a few volunteers to answer the telephones should be the only people in the campaign office. Everyone else should be pulling the vote.

The Decentralized Organization

The decentralized model relies on “home centres” or “zone houses” as the bases for volunteers on Election Day. This model is more useful in large and rural wards, where having everyone report to a central office makes little practical sense. The number of home centres is based on the number of polls in the ward. One home centre for every eight to ten polls is generally advisable, but if the polls are very large this can be adjusted. If possible, try to choose a home centre in the middle of a group of polls.

In this model, volunteers report to their designated home centre. Each serves as a satellite campaign office, and each home manager acts as a local campaign manager. If any unexpected absences affect the process, the home manager calls the central campaign office to find a replacement. The outside scrutineers contact their home centres to report on their progress in pulling the vote so that, if they are having trouble or great success, the home centre can respond accordingly.

Generally, the telephone canvass and drivers are still run out of the main campaign office.

At the end of the day, vote totals should be communicated to the central campaign headquarters, rather than to the home centres.

ELECTION DAY MATERIALS

Marked Voters Lists

The master marked voters list is the single most important part of Election Day Organization. The Election Day chair must ensure that sufficient copies of the final master voters list are made for Election Day. When determining quantities, remember that the following people will need copies: outside scrutineers, headquarters staff/home centre staff, and telephone canvassers.

Headquarters Wall Chart

The Chair must prepare a large wall chart that provides the following information for every poll:

- the address of the voting station for each poll;
- outside scrutineer contact details such as name, telephone number (home and office) and time he/she will be reporting for duty;
- inside scrutineer contact details such as name, telephone number (home and office) and time he/she will be reporting for duty; and
- contact details for vote counter.

This is the chart that will let the campaign identify any vacancies that need to be filled.

Outside Scrutineer's Kit

These kits must be prepared under the direction of the Election Day chair, and should allow for the assignment of more than one outside scrutineer per poll. Each kit should contain:

- a marked voters list for the poll;
- a poll map;
- the addresses of the polling station and the home centre;
- instructions for the outside scrutineer;
- the name of the inside scrutineer for the poll;
- the candidate's written authorization, permitting the outside scrutineer to enter the polling station;
- telephone numbers for the campaign office or home centre; and
- tally sheets.

Inside Scrutineer's Kit

These kits must also be prepared under the direction of the Election Day chair. It is advisable to prepare at least two kits for each poll. Each kit should contain:

- an unmarked voters list;
- tally sheets for the scrutineer to mark the number of each voter who has voted at the poll;
- the address of the polling station;
- instructions for the inside scrutineer;
- the name of the outside scrutineer for the poll;

- the candidate's written authorization, permitting the inside scrutineer to enter the polling station; and
- telephone numbers for the campaign office and home centre.

Vote Counter's Poll Kit

Only one kit per poll is required. Each kit should contain:

- written instructions for the vote counter;
- Election Day results sheets;
- the campaign office telephone number to be called to communicate the results; and
- the candidate's written authorization, permitting the vote counter to enter the polling station.

Vote Tabulation Chart

The Election Day chair should prepare a large vote tabulation chart for the campaign office. The chart should list all the polls in the ward, and the names of the leading candidates. It's a good idea to list the candidates in the same way as they're listed on the ballot, as this will make transferring the data from the vote counters at the polls easier.

A chart should also be prepared for display at the victory party venue.

COUNTING THE VOTE

If the resources are available, each poll should have a volunteer watching the vote count.

If not, polls within a single polling station can be combined. In this case, the vote counter will be able to watch a single count, but can phone in all the results.

As the poll results come in, keep a running total of the count for all candidates. The person responsible for the vote tabulation chart should do this; however, consider assigning this task to other volunteers as they become available.

HELPFUL HINT FOR COUNTING THE VOTE

- Have a phone line dedicated to receiving the results. The line for the campaign office can get busy on election night, and you want these calls to be able to get through.



SAMPLE INSTRUCTIONS FOR OUTSIDE SCRUTINEERS

Check that your kit contains the following material:

- Marked voters list with phone numbers of all identified supporters and possible supporters.
- The documentation required to appoint you as the candidate's agent. This is to be submitted to the Deputy Returning Officer (DRO) or equivalent at your polling station.
- The telephone numbers of your campaign headquarters and home centre.
- A set of instructions for counting the vote. One person from each campaign is entitled to be present at each poll for the count.

Go to your polling station, and register as a candidate's agent.

If there is an inside scrutineer assigned to your poll, get the tally/bingo sheet showing who has voted.

If there is no inside scrutineer, use the list recorded by the DRO or poll clerk to determine who has voted.

On your voters list, cross off the names of all those who have voted.

Visit or telephone supporters who have not yet voted, and remind them of the importance of their vote.

Keep your area chair or home centre manager apprised of any problems or successes.

Return to the polling station throughout the day to see who has voted in the interim. This allows you to track your progress and stay up to date on who has voted and who has not.

Continue this process throughout the day, because every vote matters!

If every identified supporter has voted, inform your area chair or headquarters. They can then decide where to best use you for the rest of the day.

Fifteen minutes before the polls close, be sure that you're inside the polling station and preparing to participate in the vote count.

To reach central the campaign office, call 123-4567

SEE YOU AT THE VICTORY PARTY AT 123 Main Street!!!!



SAMPLE INSTRUCTIONS FOR INSIDE SCRUTINEERS

Check that your kit contains the following material:

- The documentation required to appoint you as the candidate's agent. This is to be submitted to the Deputy Returning Officer (DRO) or equivalent at your polling station.
- The telephone numbers of your campaign headquarters and home centre.
- Tally sheets to be marked to show who has voted, which will then be passed to outside scrutineers.
- A set of instructions for counting the vote. One person from each campaign is entitled to be present at each poll for the count.

Go to your polling station and register as the candidate's agent. Before voting begins, you should witness the DRO checking the ballot box to ensure that it is empty; sealing the box; initialing the back of every ballot; and counting the ballots assigned to that particular poll.

How votes are cast:

- A voter identifies himself or herself.
- The poll clerk checks the official list for the name of the elector. If the name is listed, the person can vote. If the name is not there, the voter must show identification such as a passport or a form with residency address to prove eligibility to vote.
- If the voter is permitted to vote, the poll clerk enters the voter's name in the poll book. The voter receives a ballot bearing the DRO's initials and votes behind a privacy screen.
- The DRO or the poll clerk takes the folded ballot and checks that the DRO's initials are marked on the back of the ballot. Then, in full view of all present, the ballot is placed in the ballot box.
- The inside scrutineer now crosses that person off their marked voters list, and circles the number of the voter on the numbered "bingo" sheet.

If each poll in your polling station does not have an inside scrutineer, you may register at additional polls and ask to see the poll clerk's list of who has voted.

If there are any irregularities in the procedure—especially regarding the identity of the voter—challenge the vote immediately! The DRO should then request the voter to prove his/her identity or swear an oath. An elector who refuses to take the oath when asked to do so forfeits his/her right to vote.

In the polling station:

- Do not place election material anywhere.
- Do not ask voters to support your candidate.
- Do not wear anything to identify candidate affiliation.

At the end of the day, anyone inside the polling station at the closing of the polls will be allowed to vote.

You should supervise the counting of the ballots, as outlined on the instruction sheet for vote counters, and record the votes for each candidate on the tally sheet enclosed in your kit. Once the count is finished, call campaign headquarters to give them your poll number and results.

If problems or irregularities occur, call headquarters immediately at 123-4567.

SEE YOU AT THE VICTORY PARTY AT 123 Main Street!!!!



SAMPLE INSTRUCTIONS FOR VOTE COUNTERS

The counting of the ballots takes place immediately after the polls have closed. At this point, both the outside and inside scrutineers should be in the polling station.

Ensure that you are registered as an official agent. You are then permitted to examine the marked ballots and review the tally.

The Deputy Returning Officer (DRO):

- counts the number of electors who have voted from the poll book;
- opens the ballot box and empties ballots onto a table;
- counts votes, giving all candidates' agents present the opportunity to examine each ballot and record the vote totals on a tally sheet as they are called out;
- counts spoiled ballots; and
- ensures that all ballots are accounted for.

Rejected ballots are:

- ballots which have not been supplied by the Deputy Returning Officer;
- ballots which have been marked more than once; and
- ballots which have been written on to identify the voter.

The following are NOT "rejected ballots":

- ballots marked in any way by a DRO;
- ballots marked with a sign other than a cross, such as a checkmark or filled-in circle;
- ballots marked with a writing instrument other than the pencil provided in the polling station;
- ballots on which the voter's mark extends beyond the circle; and
- ballots on which the circle is completely filled.

The DRO makes note of every objection, and decides whether or not to reject the ballot. While you may offer your opinion, the DRO's decision is final.

If the results are close, make sure to note any ballots that were rejected and why, as well as any that were allowed but were questionable. If the results are very close, this will become useful information during any recount process.

Once the count is over, the ballots for each candidate are placed in a separate envelope and sealed.

As soon as you know the results of the count, phone them in to campaign headquarters. If the line is busy, hang up and try again. DO NOT leave until you have reported your poll.

If problems or irregularities occur, call headquarters immediately at 123-4567.

SEE YOU AT THE VICTORY PARTY AT 123 Main Street!!!!



RULES FOR THE POLLING STATION

Campaign literature, badges, ribbons, signs, posters or similar materials that support or oppose a candidate are NOT permitted at the polling station.

An agent may NOT talk directly to an elector, or interfere with voting.

An agent MAY require an elector to show satisfactory proof of identity or take an oath as to his/her qualifications to vote, provided the agent asks the DRO (not the elector), and states the reason for the objection.

An agent may object to the validity of any ballot. If they do, this objection should be recorded in the poll book. The DRO makes the final decision to accept or deny a ballot.

An agent must not attempt to obtain any information about how an elector is going to vote, or how he/she has voted.

NO communication devices may be used inside a polling station.

Once the counting of the vote has begun, the room is sealed, and an agent may not gain access. If an agent leaves during the count, they will not be re-admitted until the count has been completed.

ELECTION OUTCOMES

It shouldn't be a surprise that on election night there are two likely outcomes. It is important that you prepare yourself—mentally and practically—for either eventuality. You should have a response prepared for victory, and another for defeat.

Regardless of the result, there are certain elements that should be included in all speeches:

- Keep your remarks brief. Your supporters will not be in the mood for long speeches.
- Thank those who worked for you, and those who supported you.
- Offer congratulations to your opponents, and the people who worked for them.

If you win, remember that you are now a member of municipal council. You should acknowledge everyone in your ward, regardless of how they may have voted. Working the room after your remarks will be easy: a simple matter of making sure your supporters know how much you appreciate them and their work. Enjoy the victory, but be prepared for the adjustment to life as mayor or councillor.

If you lose, try to be gracious, even though it will be hard. Working the room will be more about supporting the people who supported you, as they deal with the disappointment. Remember that losing isn't

exactly the same as failing. You're walking away from the campaign with more experience than you had before, and you raised your profile within the community. This can increase the chances of winning if you choose to run in a subsequent election. Do not let your defeat discourage you from running again.

THE DAY AFTER THE ELECTION

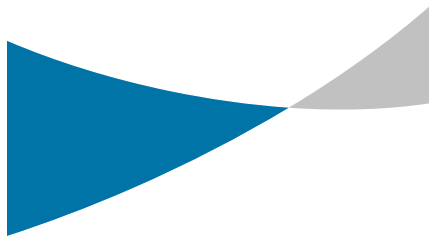
The following jobs will need to be done after Election Day:

- A “post-mortem” should be held, to discuss how the campaign strategy and tactics unfolded. Campaign strengths and weaknesses should be identified, and a plan to address them drawn up for use in the next campaign.
- The marked voters lists should be saved for the next election. Try to keep both a paper and an electronic copy—just in case.
- A list of all volunteers and donors must be drawn up, and all should be sent a thank you letter from the candidate.
- The campaign office needs to be shut down. This includes cancelling heat, hydro, phone and other services.
- All signs should be taken down and stored for the next election.
- All unused materials should be inventoried, and this information passed on to the official agent to include in the financial statement.
- The campaign's financial statement must be completed.



COMMUNICATIONS

Your key communications challenge will be raising your profile as a candidate.



COMMUNICATIONS BASICS

Why do we communicate with the media?

- To initiate coverage of a news story.
- To alter or influence the coverage of a news story.
- To gain press exposure for you as the candidate.

When should you communicate with the media?

- To announce major news about your campaign.
- To announce important events or policy decisions.
- To react to news from the municipal government or other candidates.

Always remember to respect publishing and other media deadlines.

Your key communications challenge will be raising your profile as a candidate. Even the best candidate cannot possibly knock on every door and greet every voter in the constituency, so use other means to reach the voter: media, campaign literature, and signs. Often we forget that media is only one part of the communications process, and lose sight of other aspects of communications which are far more local and important. The phrase, "All politics are local," is especially true when it comes to communications in politics.

To do communications "right", it is important to:

- create the right message;
- hit the right target audience;
- use the right means of distribution; and
- release the message at the right time.

Any communications process is best measured by how well it shares the intended information and message, thereby creating the desired image in the minds of a target audience. It is therefore important to understand how to write and deliver a message which will have the greatest impact on those to whom it is addressed.

The keys to creating a successful message are:

- a consistent look and tone for the message;
- plain language that uses easy-to-understand terms;
- a full discussion of the issue you are promoting; and
- appropriate distribution.

Pretend you're a journalist, and ask yourself the following questions:

Who?

To whom you speaking?
Who is your target audience?

Internal communications are those aimed at volunteers, campaign workers, donors, and like-minded organizations and agencies. Members of these groups might already

be familiar with the issues, meaning that a less formal approach to delivering the message is needed. Means of communicating with this audience include newsletters and your website.

External communications are those directed to individuals who are not identified as supporters and/or who may be less familiar with you and with the issues. This group includes: possible volunteers, prospective donors, local opinion and community leaders, the general public and media. In this case, a more formal approach should be taken: be complete in your information; present your message accurately; and be consistent in presentation, format and style.

There are benefits to treating all communications as external. Confusion or controversy can result when communications are taken too casually. All important announcements should be made in writing.

What?

What is the core message you are developing? What impression or image do you want to create for your audience? You should be able to summarize the essence of your message in one sentence. Any message should be succinct, direct and easy to explain.

When?

When should your campaign release the message? The issue of timing is crucial to any communications process. Whether it is a fundraising invitation, a media release or a meeting date, the timing of the information's release is critical to the success of the message's content. If the timing is wrong, the issue can be lost, forgotten or overshadowed by other issues of the day.

Where?

Where do you want your message to go? Where will release of your message be the most advantageous? This question addresses the way(s) in which to release the message. This can take any number of forms, and can incorporate a variety of means such as a press conference, a press release, your newsletter, an e-mail announcement, your campaign website and a mail-out/issue card.

Why?

Why is this information important? Why are we doing this? Asking "why" is the review process for communications. The first question creates a strong message and results in consistency and credibility in the long term. The second question addresses why the overall communications process is important.

How?

How will you get your message out? Once an effective message has been created and reviewed, it must be distributed. For internal communications, your website and newsletter will be the primary vehicles. To get messages out to external audiences, the media is usually required. This process will be addressed in this guide's section on Media Relations.

COMMUNICATIONS CATEGORIES: DIRECT VS. INDIRECT

Direct communications are those in which you speak directly to your audience, and in which you control the message. Some examples include advertising, campaign signs, brochures and speeches. These can be targeted successfully to specific audiences to change attitudes and mobilize support, while excluding the messages of your opponents. People who don't already support you, however, may view such communications as lacking in objectivity.

Indirect communications, or earned media, consist of articles and interviews that other people have produced, conveying your message and identity. Your message is going from you to the people via other channels. To get indirect media, some of the tools you can use include press releases, press conferences and independent news interviews. With indirect communications, you enjoy a larger audience. The media is generally seen

as independent, so uncommitted voters may consider indirect communications more credible; however, your campaign cannot control every element of indirect communications.

A campaign will produce and use a variety of different communications materials. It is extremely important that these be consistent, having the same colour scheme, the same typeface and the same slogans. To make an impression with voters, you need repetitive contact. If all your materials look the same, it will help you achieve this goal.

DEMOGRAPHICS AND MESSAGE DEVELOPMENT

Essentially, message development is about matching the message to the voter. You want your voters to feel you are responding to them.

Your campaign should get your ward's demographics from Statistics Canada. Consider these groups when crafting your campaign message and materials, to ensure that the major groups in your ward know your position on issues concerning them.



BUILDING A COMMUNICATIONS PLAN

What are we communicating?

- What are the values we want the public to associate with us?
- How can we make our identity distinct from other candidates?
- How will we win the support of new voters?
- How will we keep the support of previous voters?

Elements of a Communications Plan

When developing a communications plan, it is important to consider the following:

- Audience: Who are you trying to reach?
- Method: Where does the audience get its information?
- Messages: What are the right messages for the audience?

- Resources: What tools do you need to deliver the message to the audience?
- Timeline: When will you be sending the message?

Once you've decided what you're communicating and to whom, you're ready to involve the media in your plans.

SAMPLE COMMUNICATIONS PLAN

Overview: Short introduction of the background, situation analysis, challenges and objectives of the project

Strategy: Short synopsis of the communications strategy to support the project, briefly describing what types of communications vehicles will be used and why

Tactics: Bulleted list of the key tactics that will be undertaken as part of this project, such as the list provided below

- Develop and issue media release in [month], timed with other major events to ensure maximum positive coverage.
- Ensure that all teams and stakeholders are aware of announcements, so that they can use them.
- Coordinate with the social media team to ensure that messaging is supported on blogging and social media sites.

Audiences: Bulleted list of who we are communicating with, such as the list provided below

- Media
- Provincial and federal government officials
- Team members
- Stakeholders
- Academics

Key Messages: 3–5 topline messages

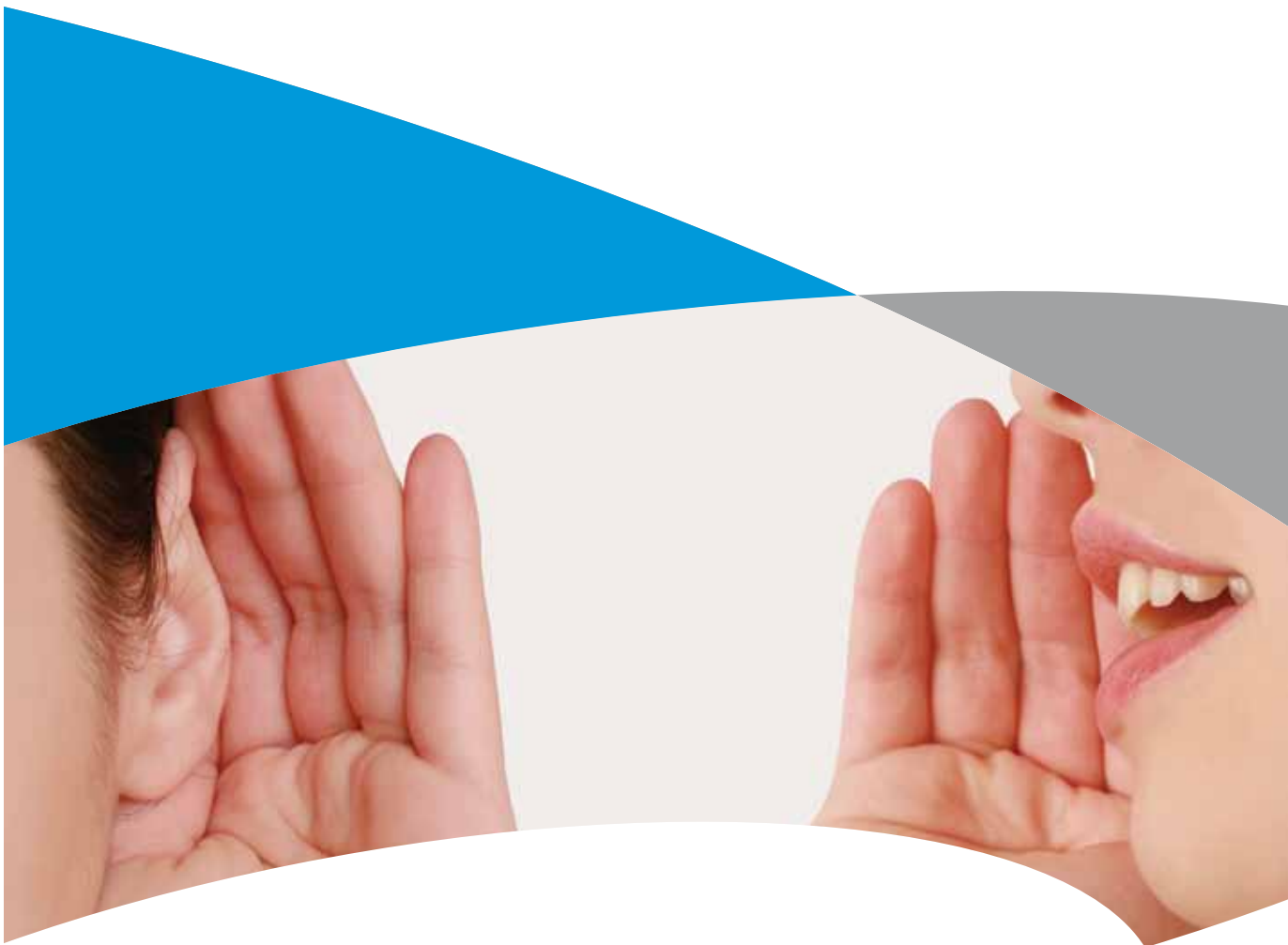
Timeline: List with date, activity and a few details in bullet form for each major element of the plan, following the example below

[Month, date]: Launch [name of project]

- Issue news release at [time]. X will serve as the primary spokesperson.
- E-mail from X distributed to team members at [time].
- Twitter message sent at [time].
- Facebook page updated at [time].

REQUIRED APPROVALS AND TIMELINE:

TACTIC	APPROVALS REQUIRED	TIMELINE
News release	<ul style="list-style-type: none">• X to draft• Y (subject matter expert) to review• Subject matter expert to secure necessary approvals from their team• Final sign-off	<ul style="list-style-type: none">• [Date first draft is required]• [Dates assigned to each stage, allowing as much time as possible; build in time for translation as well]
[Include a row for each communications piece or tactic requiring approval]		



CAMPAIGN LITERATURE

Your campaign will use some, or all, of the following communications tools:

- Candidate card, brochures, flyers, or doorhangers
- Issue backgrounders
- Newsletters
- Buttons and stickers
- Signs

Preparing a Literature Plan

One useful way to develop a literature plan for your campaign is to start at Election Day and work your way backwards. Develop a schedule of what you will need, and when you will need it.

Once a preliminary schedule has been created, prioritize each of the items. What is essential? What would be good to have? What is wishful thinking? Take a look at your campaign budget, and decide which items you can afford. You can develop your own quantity estimates by using census figures, tax rolls, city directories and voter registration lists.

Throughout the campaign, review your budget to make sure your expenditures are still on target.

Developing a Candidate Card

As soon as possible, your campaign should start developing a candidate card by obtaining some good colour and black-and-white photographs of you as the candidate. Make sure to have formal and informal shots, family pictures, and any photos of you with business, community or political leaders. Action or candid shots are preferable to static ones.

“Copy” is the text of your campaign literature. Hiring a professional to write copy is worth considering. Regardless of who writes the copy, it should meet basic voter information needs, while also communicating your key campaign messages. Copy should include biographical information, so that the voters know who you are. Campaign card copy should also present a few essential aspects of your election platform in simple terms.

Other Kinds of Campaign Literature

In addition to the candidate card, there are many other kinds of campaign literature. Depending on your budget, your campaign literature could include the items listed below.

- **Issue cards/policy backgrounders:** This literature should explain your positions on current and new campaign issues. Such literature can be targeted to specific neighbourhoods, or even to a single apartment building.
- **Newsletters:** Newsletters have photos and short, newspaper-like articles. These can be printed at the campaign office using a quality printer. Folded into thirds, they fit into standard envelopes for mailing.
- **Buttons and stickers:** Buttons and stickers are useful for identifying campaign volunteers and supporters during canvassing. They are an affordable way to make people feel part of the team, by allowing them to show they support you. Use the same “look” as you have for your signs to make the buttons and stickers.

HELPFUL HINTS FOR PRINTING

- When choosing a printer, consider proximity to the campaign office and hours of operation.
- Stick to a simple colour scheme, and use it in all of your materials. Remember that white is a free colour!
- Plan ahead. Re-ordering always costs more, as does rush printing.
- Take all your campaign printing to the same printer, and ask for a volume discount.
- Consider combining your order with campaigns in nearby wards to obtain an even bigger volume discount.
- Proofread your copy. Nothing is worse than opening a box of pamphlets and finding a spelling error.
- Remember that the more pieces you order, the less expensive each item is. For example, 500 copies of a flyer might cost \$15. But 1,000 copies might cost \$20 and 5,000 pieces only \$40.
- When you print your flyer, consider designing it so that when fully opened, the back replicates your signs! This allows supporters to place it in a window and promote you!

Campaign Lawn Signs

There is a reason why the term “sign war” has emerged in election campaigns! Many candidates believe signs are the most visible and influential part of an election campaign, as well as a good indicator of their support. It is unlikely that many candidates have won solely on the strength of a great sign campaign, but candidates have lost because of a poor sign campaign! Signs provide continuous contact with voters, and are visible proof of support.

The Signs

There are three different sizes of signs: large and medium signs for public spaces, and small signs for store windows and residential lawns. All three sizes should have the same design to save on printing costs and increase your name recognition. Today, most campaign signs are made of coroplast, which is a plastic-cardboard product that withstands the elements better than pure cardboard. (It really does last longer!)

Sign locations will come primarily from canvassing. In addition, people will phone the campaign office to offer to take a sign. It is important to set up a system for receiving and recording all requests for lawn signs, so that they can be erected on a timely basis as well as checked regularly. Keeping track of all of your sign locations by computer will allow you to check quickly and easily how many signs requests you have, and how many of the requested signs have been installed.

Always check local by-laws to make sure your sign postings are legal. Most jurisdictions have rules governing sign size, content, display dates and placement.

HELPFUL HINTS FOR SIGN DESIGN

- Make sure that all of your signs, including the ones promoting your campaign office, look the same.
- Use upper and lower case letters to make your signs easy to read.
- Slogans make signs look cluttered, and make them hard to reuse in future elections.
- Check out what colours your opponent and neighbouring candidates are using, and choose different ones!

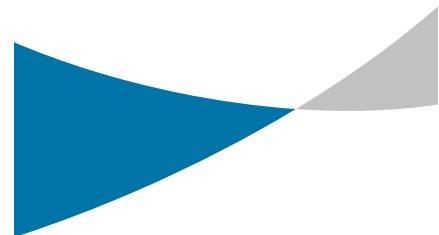
Sign Strategy

A successful campaign will install lots of signs quickly on the first day of the display period, then increase the number of signs to demonstrate campaign momentum during the remainder of the campaign. Place a priority on arterial roads and highways before you turn your attention to residential neighbourhoods. A sign on a bus route or a major highway will be seen by hundreds more people than a lawn sign in a housing subdivision.

Deciding how many, what kinds, and what split between large and small signs, is a major campaign decision. Estimate how many sign requests and locations you think you can generate, and how many large signs will be needed for arterial roads and highways. Then reconsider that list in light of your budget. The sign campaign is likely the second largest campaign budget item, second only to the printing bill for your campaign literature.

During the last week of the campaign, try to get as many sign locations as possible in the general area of each polling station (check local rules!). Some signs should be held back to be used on Election Day, in the event that there is damage or vandalism. Signs still in the campaign office on election night represent votes that could have been swayed!

It is very important to maintain signs after they are erected. Signs will be lost to weather, vandals, and even to well-meaning supporters who may take down the sign to cut the grass or to do yard work.





HELPFUL HINTS FOR YOUR SIGN CAMPAIGN

- Supporters who take signs are likely to vote for you, so you should be sure to stay in touch.
- Remove your signs after the polls close—this creates goodwill, and you can reuse them in the next election.
- Never install a sign without the permission of the property owner! Make sure the sign goes where they want, if they've been specific. (Be careful with flower gardens!)
- Don't tear down opponents' signs, even if asked to do so by a homeowner or resident.
- Plan to lose some of your signs to the weather, and even more to vandalism. In some campaigns, more than 50% of the signs "disappear".

THE INTERNET AND CAMPAIGNING

WHO IS CONNECTED?

Canadians are connected! The people most likely to be connected are, in no particular order:

- those with some post-secondary education;
- those with above-average income;
- small-business owners;
- office and professional workers;
- women;
- youth, especially those in post-secondary institutions; and
- seniors/retirees.

These groups represent some powerful demographic sectors in any campaign. They're key sources for volunteers, and for donations. They're likely to have issues that they care about, and to vote in line with those issues.

Two of these groups—youth and seniors/retirees—deserve special mention. Young people (i.e., those under the age of 30) do not have a historically stellar record of turning out to vote. They are very engaged in the Internet community, however, so targeted messages and campaigns delivered over the Internet might just generate an up-tick in youth support and engagement. This was the case in the Obama campaigns, during which youth were mobilized as never before.

Retirees and seniors represent the newest and the most rapidly growing Internet user group; however, their online behavior is different from that of youth. Instead of gravitating to the "New Social Media", they focus on e-mail and websites, and tend to read everything exhaustively. If you have a typo five pages deep into your website, at the bottom of a page—it will be a senior who e-mails to tell you about it.

Having a web presence is no longer a strategic "do we or don't we" decision. It is a necessity. The Internet allows candidates to have direct, private, and personal contact with voters, without being filtered, monitored or distorted by the media. It provides an almost instantaneous means of reaching out to voters, and increases the accessibility and transparency of candidates and democracy.

Still, it is important to realize that throwing up a webpage is not sufficient in and of itself. The key seems to involve a fully integrated outreach strategy, with the Internet as one among many components used in implementing that strategy.

WEBSITE

It should be easy for someone interested in finding out more about you to find your website. When deciding on an address, don't use acronyms whose meaning may only be known by a few insiders—use your name! If possible, purchase all

domains involving your name, to ensure that your opponent doesn't grab one and start spreading misinformation. For a few hundred dollars, you can control most of the options, such as: www.ourcandidate.com, www.ourcandidate.org and www.ourcandidate.ca. While you will be using only one of these addresses, owning them all means no one else can have them.

Nothing is more frustrating for a visitor to your website than having to wait for very large files to download. Although videos, animation, photos and sound are extremely appealing and show a lot of creativity, it's important that you not go overboard on glitzy material. A website that is clear, informative, and quick and easy to navigate, is almost always a better choice. (If you're interested in making sure your website is accessible to the visually impaired, please visit www.w3c.com and www.cnib.ca for more information.)

BENEFITS

A well-designed website offers a large number of strategic benefits to the campaign. It can be a low-cost platform to display messages and policies, while also presenting your positions on issues. Pages related to various issues that allow visitors to provide feedback, comments, or opinions can be used to shape your response to policy issues. They also serve to engage visitors in the political process—everyone likes feeling that their opinion is valued.

Your website can also be used to achieve specific communications goals. For instance, if a large portion of your ward is comprised of a particular ethnic population, you could include a greeting or messages in their language. Innovative websites can earn media coverage, and any media outlet that decides that your site is worth mentioning is free advertising!

A good website should feature the following sections (or pages):

- candidate biography and accomplishments
- issues
- how to volunteer
- how to donate
- calendar of events
- “forward to a friend”
- youth, seniors, women
- voter guide
- latest news
- e-mail sign up
- “on the campaign trail”/blog
- “undecided voters”
- “give us your feedback”
- “frequently asked questions”

It is a good idea to include information on how to vote on your website. If you can make it simple for voters to verify their poll number and voting location, they are infinitely more likely to go out and vote for you! On this page, include instructions on who to call for a ride to the polls; how to get on the voters list; how to arrange for a proxy vote; and anything else you feel would be helpful.

Use your website for fundraising. Make a specific appeal, add a caption on your main page, then ask people to “click here” for details. Change the details of the appeal periodically—and each time it's a new request! Create a very simple form for donating, and always provide payment options: a credit card number through a secure transactions system, or a printable form to be returned with a cheque. Every page on your site should have a clearly visible “Donate” button.

Everyone who asks how to volunteer must receive a response. There is no bigger waste than turning away willing supporters and volunteers. List all possible jobs, and let them indicate the ones that interest them. Offer them a chance to check off the days and times when they are most likely to be available.

Respond to questions and comments, and do so promptly. Consider including a page on which you post the best questions and your responses.

During the campaign, frequently update your content—particularly the photos. It isn't necessary to provide all new content; just be sure it's up to date. Having an event on your “upcoming events” that has already happened doesn't make you look terribly organized.

HELPFUL HINTS FOR YOUR WEBSITE

- Recognize your supporters and volunteers through stories and photos—instigate a volunteer of the week!
- Think things through before posting material on the website, and really think before taking material off the site completely—you may be accused of hiding something. Have an “archive” section instead.
- Check all links you include on your website to ensure they function properly.
- Monitor any discussion pages. Have a clear set of standards for appropriate comments, and remove any that violate those criteria.
- Ask every visitor to your site for permission to save his/her e-mail address for future contact.
- Make sure you promote your website and e-mail address in speeches, at press conferences, and on all news releases, brochures, television and radio advertisements, fridge magnets, buttons, pins, hats, shirts, bumper stickers, etc.
- Monitor your opponents’ websites closely, to ensure that you can identify and respond quickly to any positions they take on issues, or any attacks they may make.
- Remember: your website is a 24-hour office. Design it and manage it just like your headquarters. Treat all visitors to your website with the same courtesy and attention as you would anyone who dropped into the campaign office.

E-MAIL

E-mail—and its potential for reaching people—is an amazing campaign tool. There is no other way to send messages as quickly, inexpensively or extensively. E-mail is also a brilliant tool for mobilizing your grassroots support throughout the campaign. It’s a great way of ensuring that every volunteer and supporter feels up to date and included in what the campaign is doing. Sub-groups within the campaign (policy team, fundraising team, canvassers, etc.) can also develop and use their own e-mail lists for internal communication.

On Election Day, e-mail is one of your best friends. Send an e-mail message reminding your supporters to vote—including where to vote, polling hours, and the location of the victory party.

E-mail is also useful in any “crisis” that may arise in a campaign, because it allows for the rapid coordination of information and activity. As soon as a position is drafted, all volunteers and organizers can quickly be informed of the official “campaign line”, along with any necessary background information.

E-mail is quick, cheap, and cost-effective. Pinpoint messages can be sent to a wide variety of specific groups based on criteria such as demographics, pet issues and voting intentions. E-mail messages can also be used to respond to crises, and to motivate supporters throughout the campaign and on Election Day. Just remember to proofread before hitting the “Send” button!



SOCIAL MEDIA

What is Social Media?

Social media is the term most often applied to online sites that allow people to create and share information, and to establish selective connections with others. Use of social media is growing rapidly, and has begun to change how people discover, read and share news, information and content, while also putting powerful publishing and communications technology into the hands of individuals. In short, it is changing the game when it comes to publicizing issues and organizing people to take action, and should be included in any campaign.

The Benefits of Social Media

- **Reach:** Anyone anywhere has access if they have an Internet connection.
- **Accessibility:** Unlike traditional media, social media are available to anyone for little or no cost, and required no additional knowledge or training.
- **Speed:** Social media operates at the same speed as the Internet—constantly changing, adapting and evolving.
- **Interaction:** Provides direct feedback and immediate results that traditional media do not, and allows collaboration and the sharing of knowledge and information.

Facebook

Facebook is an open-to-the-public social networking website and platform. Users of the site can create a profile, add friends, send and receive messages, create events and accept invitations, update their “status”, create and join groups, write “notes” (blog posts), upload and tag videos/photos, write on a friend’s “wall” and become “fans” of organizations, politicians or companies. There are more than 200,000,000 users, and half of them sign in every day!

Twitter

Twitter is a free social networking and micro-blogging service that enables its users to send and read other users’ updates, known as “tweets”.

Twitter is a new take on blogging, and in some ways more closely resembles text messaging with a 140-character limit. Users include news services, editorials, politicians, corporations, and individuals who tweet updates to their profiles while also following the updates of others. Tweets can be directed at individuals, or keywords can be applied and trends followed. It is estimated that Twitter has between four and five million active users, and it is ranked the third-most-used social network after Facebook and MySpace.

For detailed instructions on creating your own Twitter profile, please visit www.howcast.com/videos/149055-How-To-Use-Twitter

Blogging

A blog is a type of website with regular entries of commentary, descriptions of events, insights on a particular topic, and even other materials such as graphics and videos. Blogs combine text, images, videos and links, and usually allow readers to leave comments. While there are many types of blogs, campaign blogging features content with commentary or insights.

HELPFUL HINTS FOR SUCCESSFUL BLOGGING

- Write in a witty and conversational tone. If your post is boring, no one will read it.
- Incorporate links into your post—especially links to news stories and other blogs.
- Keep your blog posts current.
- Use an attention-getting title and try to hook readers.
- Encourage user interaction through comments, and be sure to participate in the discussion.
- Use other social media tools such as Facebook and Twitter to promote your blog post.
- Remember that blogs are dynamic; there are no hard-and-fast rules! Experiment to see what works and what doesn’t with your audience.

For instructions on creating your own blog with the popular free Google-run blog site Blogger, please visit www.youtube.com/watch?v=BnploFsS_tY

YouTube Videos

Online videos are a great way to convey a message, while also sharing and promoting information. Your videos do not have to be fancy or require a lot of production, and can be shot with inexpensive cameras—even the webcams built into most laptops.

As more and more people gain access to broadband Internet, the viewing and sharing of online videos continues to grow. With all of the competition out there, you need to take specific steps to make your video stand out. The ultimate goal of any video (or other web campaign) is to “go viral”. This means that your video has reached a “tipping point”, becoming propelled across the web socially by means of e-mails and other web-based person-to-person interactions.



To make your video go viral:

- Keep it short. Thirty seconds to three minutes is ideal. Anything much more than five minutes in length will almost certainly be ignored, or viewed only partially.
- Try not to make your video seem like a commercial. Make sure the title and description are compelling. Use statistics and other interesting information to grab people’s attention.
- Generate some initial traffic for the video by promoting it on Facebook and Twitter.

For instructions on getting started with YouTube, please visit www.youtube.com/t/yt_handbook_produce

Meetup

While social media has revolutionized the means by which information can be conveyed—as well as interaction between people across great distances, and the mobilization of individuals—it can never replace the need for direct human interaction. Meetup helps organize groups, making it easy for anyone to organize a local group or find one of the thousands already meeting face to face. More than 2,000 groups get together in local communities each day, each with a goal of improving themselves or their communities.

HELPFUL HINTS FOR ELECTRONIC MEDIA

- Always ask for an e-mail address, as well as permission to use it.
- Keep messages short, and include a link to your website to tell the whole story.
- Make sure some of the messages go out under your signature as candidate.
- Establish an e-mail address for you as candidate that is widely distributed, AND make sure people who write to it receive a response.
- Have someone within your organization sign up for your opponents’ electronic feeds, to keep up to date on what they’re doing.
- Include your website address on every e-mail.
- Try to get a link established to your website from the sites of groups or organizations who support you.
- Send supporters a “vote today” reminder via e-mail or Twitter early in the afternoon on Election Day.
- Accept questions and comments on your blog and website, and respond as quickly as possible.



Above all, it is important to remember that the Internet increases the speed and ease of communicating. This means that one bad e-mail could spread like wildfire and appear on thousands of screens. Be careful with everything you send. That being said, the rewards of a well-designed and well-implemented e-mail strategy are unmatched.

MEDIA RELATIONS

Many voters may form their opinions of you as a municipal election candidate without ever meeting you. They receive much of their information from the media. Your task is to make the most of opportunities to gain positive news exposure. This is often called “earned media”.

Regardless of the medium in which you are working or the coverage you are seeking, it is important to develop a strong working relationship with editors or reporters in an effort to strengthen the chances of getting good placement for your story. The best way to establish this type of relationship is to develop credible communication practices through a strong communications process. Clear messages, presented to members of the media in a fair, accurate and concise manner, on a regular basis, will go a long way towards earning their respect for you and your campaign.

Your campaign has key messages you want to convey to the public. The trick is to have those messages appear in the stories printed or broadcast about your campaign.

Media encounters can be divided into those that are proactive and those that are responsive. Responsive media encounters are those which journalists initiate and to which you, as candidate, must respond. Proactive encounters are those that you initiate by way of news releases, news conferences, letters to the editor, op-ed articles, or calls and visits to editors, journalists and columnists.

When dealing with the media, always remember not to be intimidated. They need information from candidates to produce their stories, as much as candidates need media coverage. It is a mutually beneficial relationship.

PRESS KIT

Think about preparing a press kit. Press kits are a way to present the media with basic information about you and your candidacy.

Your press kit should include:

- a candidate biography;
- an 8 x 10 photograph;
- a statement on the candidate’s reasons for running for office; and
- how to get more information (campaign phone number, e-mail, street address, website, etc.).

LIST OF REPORTERS

Draw up a comprehensive list of media representatives who might be covering the municipal campaign—list all relevant news organizations, newspapers, magazines, radio and television stations, and wire services. This information should be available at your local public library. The Canadian Advertising Rates Digest (CARD) and the Canadian Community Newspaper Association index are two good lists that include ethnic and Aboriginal media, and can help to build your list.

Once you have a list of outlets, try to discover the following:

- Who will be coordinating election coverage? Are there reporters specifically assigned to the campaign?
- What is their policy on covering candidate news conferences?
- What is their circulation or audience rating?
- How should news releases be delivered to the newspapers and broadcasters?
- What are their deadlines for news releases and announcements?
- What is their policy on running campaign news releases?
- Will the radio and television stations provide free airtime for candidate debates and forums?

- What is the newspaper's policy on accepting photographs provided by outside groups? If a newspaper does accept them, what quality requirements must be met? What kind of written information must be provided with the photograph? What are their photo deadlines?
- What are their advertising rates?

Your list should include the names, addresses, telephone numbers, and e-mail addresses of the journalists, as well as any editorialists, weekly columnists and researchers for radio and television public affairs shows.

RESPONSIVE MEDIA

Taking Media Calls

Reporters will call for your reaction to comments or events. At times, they may be asking you to respond to something that you have not heard about. It is important to remember that you are under no obligation to respond to a reporter's questions. If you feel capable and prepared, you can respond immediately. Alternatively, you can ask the journalist what they want to know and their deadline, then call them back at that time.

Every time you speak to a reporter, remember that you have a message to convey. Use their questions to repeat your message. Turn questions to your advantage by using a "bridge" to bring the discussion around to a presentation of your message.

You should always have examples on hand to support your core message. Always be sure to include examples of how your efforts will affect your local community life (e.g., a park will stay open or businesses will enjoy lower taxes).

Try to convey your message in sound bites—eight to 15 seconds long—that a reporter can quote or replay. This means you should keep your message brief. By doing this, you are less likely to go off message.

PROACTIVE MEDIA

Letters to the Editor, Op-Ed Articles

Letters to the editor and op-ed (opinion-editorial) articles are good ways to get a clear, reasoned, complete version of your position to the media. A newspaper might approach you to write one; but it is much more likely that you'll have to convince them to publish you. You can also get your volunteers and supporters to start a write-in campaign! They can write to the media outlet about how great you were at a debate, or how brilliant your policy ideas are.

HELPFUL HINTS FOR GETTING AN OP-ED PUBLISHED

- Write in a conversational, journalistic tone, and avoid any confusing jargon or acronyms.
- Keep it brief (150–200 words) and factual, even if responding to an attack. (It is reasonable to write in response to a previously published story.)
- Include your name, address, phone, fax and e-mail coordinates.
- Expect the newspaper to call and verify that you did indeed write the letter.
- If you do not hear back within a day or two, make a polite call asking if the letter has been received.
- You can send an op-ed piece without warning; however, if you have to invest much time in writing one, it's best to check with the editor ahead of time.

Press Releases

Press releases are the most basic method of communicating with the media. A press release should only be issued when you have genuine news to communicate, and when you have a clear message to convey about events and issues that are relevant to voters. With each media outlet, the definition of “news” may vary, so try to shape each release to satisfy the needs of your targeted media outlet and voting audience. Also sometimes referred to as a news release.

Your press release must accomplish three things:

- It must capture the attention of a busy editor and reader.
- It must focus on the central point.
- It must include the necessary information to stand alone as a short article.

When writing a release, consider the point of view of a reporter reading it and write accordingly.

HELPFUL HINTS FOR WRITING PRESS RELEASES

- You need a headline, a date, a release date (usually “Immediate”) and a dateline (the location from which it originates).
- Define your purpose. The news release is a planned part of the campaign. Know what you hope to accomplish with your news release. Target your message.
- Start with a strong lead. The lead sentence is the attention-grabber and conveys the essence of the message. That way, if the editor cuts the length of your copy (usually from the bottom up), your story will still be told.
- Be brief. Cut out any repetition and clutter.
- Proofread for spelling and typographical errors. Get someone who was not involved in writing the release to check it over.
- Avoid editorializing. Stick to facts, not opinions.
- Your release should be double-spaced with wide margins.
- It should fit on a single page.
- Include “-30-” at the end of your text. This international convention indicates that the information is complete and ready for distribution.
- Provide contact information at the bottom of the page, including a telephone number where the candidate or other spokesperson may be reached at all times.

After the release, call reporters to make sure they received the release by e-mail or fax, and ask if they are interested in writing about the story, or if they have any follow-up questions. Many, many press releases are put out each day, and many are ignored—it may be that extra effort is needed to get your story told.

A press release is designed to be sent to media, but should also be added to your website.



SAMPLE PRESS RELEASE

For immediate release

POLITICAL ACTIVISTS PICK UP CAMPAIGN SKILLS—WOMEN CANDIDATES POISED TO WIN BIG

Iqaluit, Nunavut—[month day, year]—Female candidates from across the region met at City Hall today for an exciting day of campaign training and networking. The event was one element in a program developed by the Federation of Canadian Municipalities, and sponsored by Status of Women Canada. The program was developed in an effort to get more women elected to municipal office across Canada, with a goal of 30 per cent by 2026.

“I am very honoured to have been a part of this two day training seminar,” said Councillor Mary Jane Watson, one of the conference organizers and member of FCM. “It’s so exciting to be around this kind of energy and optimism. I’m sure I’ll soon be counting many of these women as my colleagues on Council.”

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. With more than 1,900 members, FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada’s largest cities, small urban and rural communities, and 18 provincial and territorial municipal associations. For more information about FCM, please visit www.fcm.ca

Information (Media):

J. Mowbray (123) 456-7890

Press Conference

If you are going to call a press conference, you’d better have something to say. You should also have a reasonable expectation that at least three or four journalists will attend your press conference to ask questions. Press conferences should be strategically timed, and should be called in order to deal with important events or issues. The candidate should be well prepared and certain of all the facts, and should have rehearsed answers to anticipated questions.

Press conferences are about a perfect pairing of the message, the participants, the look, and the media, and the logistics.

The Message

Your message must be consistent across all press conference material. Use the same phrases and key words in:

- the media alert inviting reporters to the press conference;
- the script you use to call reporters;

- the script for speakers at the press conference;
- the press handout that you give media at the press conference; and
- the press release that you issue after the press conference.

Restrain speakers from bringing up different topics or ineffective arguments, and keep written materials focused on your message—don’t confuse reporters by raising new ideas! Pick one or two main messages, and REPEAT, REPEAT, REPEAT.



If you have more than one speaker at the press conference, each should make points in favour of the candidate's point of view while deflecting any anticipated criticism. Account for your opposition's criticisms in your participant's remarks and press release.

The Participants

All press conference participants should absolutely reflect the message. For example, if you're announcing a policy you're proposing to lower residential taxes, you should try to have representatives from a homeowners association, an economist, and an overjoyed taxpayer.

The Look

It's important to realize that a press conference isn't just about the words that are said; it's also about the visual impression you make. If a picture is worth a thousand words, it's surely worth a few minutes of your time to ensure that the event presents a picture of which you can be proud.

Ask yourself the following:

- Do the venue and set-up (tables, backdrop, etc.) reflect and support the candidate's public persona?
- Is the press conference efficiently managed? Remember that voters often become uneasy when a candidate appears disorganized.

- Are you using literal signs or visual cues such as people in uniform, people from specific walks of life or cultural groups, etc.
- Do the speakers and audience members reflect your target audience?
- Is there anything about your conference that might help make it visually appealing, interesting or memorable to the media?

The Media

Distribute a short media advisory informing journalists of the topic, date, time and location of your press conference a few days before the event, giving them enough time to make plans to attend. Members of the media are much more likely to report on a press conference if it is held in a professional manner.

Make sure you provide members of the media with the required press kit, including photos, the candidate's biography, the candidate's platform, a copy of the event's press release, and previous clips. Also ensure that the set is appropriately lit and wired for sound.

Members of the media have schedules to keep, so it's very important that the event start on time and stay on time, especially if you hope to gain live coverage.

News coverage is unlikely to be good if another activity—such as an election or an important social or cultural event—is held simultaneously and consumes all the attention of the public and press. It is thus important to analyze the situation carefully and choose your time wisely.

Logistics

You will need:

- An easily accessible site for your news conference. Prepare simple signs indicating the place where your event will be held. Choose a central location with adequate parking. It would be unfortunate if journalists missed your news conference because they couldn't find a place to park, or perhaps couldn't even locate the site.
- A quiet room.
- A table at the entrance for media registration. Documentation for journalists should be on the table, and should include a registration sheet.
- Chairs and a microphone, suitable for the size of the room and the number of people expected.

HELPFUL HINTS FOR YOUR PRESS CONFERENCE

- Daily papers usually prepare their weekend editions on Thursdays, so try to hold your press conference on a Wednesday or Thursday morning.
- Journalists must have sufficient time to write articles or to meet news deadlines, especially for television news, so 10:00 a.m. and 2:00 p.m. are good times to hold a press conference.
- Make sure the candidate has time to be briefed, to rehearse, and to review important facts and figures before the press conference.
- Choose a location that is appropriate to the announcement: e.g., day care, hospital or housing site!
- Use a podium, and have a backdrop—even if it's just your signs, or a flag.
- Talk rather than read, but be precise about anything that you have placed in quotes in an accompanying news release (read these if you must).
- Speak directly to the cameras in front of you, or look slightly to one side.
- Take questions, but keep your responses brief and on message, and don't let one reporter monopolize the floor.
- Tell reporters when you're taking your last question, and leave the room when you're done.
- After the press conference, you should put together a media review by compiling all the resulting newspaper articles and media reports.
- When the candidate gives a speech and there is a written text, print it off, mark it "check against delivery", and distribute it to the reporters. It can be included in the press kit handed out to reporters before the event, provided upon request afterwards, or included in all subsequent press kits.

The Interview

Interviews—all interviews—require preparation. Once your interview is printed or aired, it is too late to correct yourself.

The first step, as with any communications activity, is to identify the message and the audience. Once this is determined, practice questions and answers until you are sure you can deliver them simply and clearly, in only a few sentences.

Next, you should find out what you can about the format. Television and radio interviews are often very structured and can take various forms. For instance, it's imperative to know whether an interview will be broadcast live or be pre-taped, and whether you're facing a panel or a single interviewer.

If the interview is live, you must ensure that you are able to hit all your messages within the allotted time. If it is pre-taped, it will likely be edited before it is broadcast. This means that it is important for you to be as succinct as possible, as only a few seconds may be kept after editing.

In many cases, radio interviews are done by telephone, whether live or pre-taped. It sounds obvious, but these interviews invariably go better if you can make the call on a landline in a quiet room.

In addition to knowing the format and material to be covered, it is important to become familiar with the specific media outlet, if you are not a regular viewer or reader. Ask for the characteristics of the primary audience member (audience demographics), then decide what facts, anecdotes or emotional statements will be most effective for this audience. An interview with Rick Mercer requires different preparation than one with Peter Mansbridge!

The Tough Question

There is a trick in journalism in which a reporter will ask a question with wording that they hope will shape your response—a baited question. The key is to recognize these questions, and not repeat their phrasing in your reply. One classic example is: “Your opponent says you are a liar and a crook. What do you say to that?” They want you to respond, “I am not a liar and I am not a crook.” This gives them a very usable quote! A better answer would be, “My opponent talks a lot about me, and very little about his ideas for the community. I spend my time talking to people about how to improve our neighbourhood.”

Be polite, but immediately reassert your message. The key tool here is the bridging phrase.

Some examples are:

- “The real issue is ...”
- “Let me add ...”
- “It’s important to emphasize / not to overlook ...”
- “No, let me clarify ...”
- “Let me put this into perspective....”
- “That’s a good question; I’m glad you asked about that,” then bridge to a message.

Television Interviews

When a television reporter asks to do a story, there are specific ways to prepare that differ from a print media interview. A television reporter needs short, snappy quotes or sound bites. The more a candidate uses sharp phrases and sentences, the more frequently they will be seen on the news.

Ignore the camera and talk to the reporter or host—they’re the person to whom you’re actually talking. Sit comfortably, but if on a couch or deep chair, be sure to sit up straight. (Slouching never inspires confidence!) When sitting down, make sure that your jacket or blazer is properly smoothed down and not bunched up. Wearing a jacket or shirt with buttons is a good idea, as these work best with the lapel microphones most TV stations prefer. Once seated, rest your hands on your knees or on the arm of your chair and, if you must cross your legs, make sure you do so with the camera angles in mind, and while keeping yourself open to the interviewer.

Sound Bites

A 15-minute interview may end up being printed as a single quote in a newspaper, or as a single 60-second news story on television. Don’t take this personally, but do prepare for it. Preparing for this possibility is mostly about ensuring that you have a “sound bite” answer for all the main issues and questions of the campaign. A sound bite tells voters why they should vote for you, and should be repeated at every opportunity. The more often you repeat this critical message, the greater the chances the media will carry it.

Follow Up

After the interview, be sure you obtain the journalist’s contact information. You may have more to tell the journalist on this topic later, and might need to get in touch with him or her. Ask when and where the interview will run, and make sure you watch the interview or read the newspaper when it comes out. While watching or reading it, check to see if the quotes they have from you are accurate.

Save a copy of the article or interview and send it to other journalists, as appropriate. If they know that you are an expert on an issue such as schools or taxes, they may call you in the future.

Take the opportunity to mention to the journalist any other stories or events in which they might be interested.



Interactive Programs

Interactive programs refer to call-in shows on radio or television that allow guests and audiences to participate.

Phone-in shows are excellent vehicles for presenting information and receiving public feedback. It is thus important to participate. You must not be shy; your opinion is valid. The more clearly you express yourself, the more likely you are to convince people. If, on top of that, you are witty, polite and have a good sense of humour, you will enjoy even greater success.

Prepare for these shows in the same way you prepare for an all-candidates debate.

Speeches

Over their careers, politicians are expected to make hundreds of speeches. If you're a new candidate, now is the time to figure out your speaking style. No matter how good or bad a public speaker you may be naturally, this is something that can always be improved through practice.

Plan your speech the way you planned your essays in school: main point, supporting arguments. Make sure someone listening can extract your "thesis" or message. Prepare an outline of what you are going to say, with main headings and

sub-headings. Under the various headings, add any statistics or data that you may need to recall. This will ensure that arguments follow in logical sequence, and that you don't end up hopelessly off topic. An anecdote to illustrate a point or a quotation, or to epitomize an idea, will help keep your listeners interested and make it personal to them.

Make sure the speech is relevant to the venue and audience. If you are making a speech at a school, then your position on after-hours programs is relevant. Your position on garbage pick-up is less relevant. Plan your events so that all elements of your platform will be highlighted, then focus on a single theme for each venue.

HELPFUL HINTS FOR SPEECHES

- Try to avoid using note cards. If you must use notes, make them inconspicuous. Put notes on cards (postcard size), and refer to them as seldom as possible.
- If using a manuscript, place it on a lectern. Don't use a manuscript without a lectern.
- Avoid planned dramatic gestures, and instead be natural. Don't be afraid to show emotion.
- Avoid mannerisms that could be distracting, like twirling your ring or shifting from foot to foot. People will start to focus on how annoying your fidgeting is, and not on what you're saying.
- Watch people in the back to know if you're speaking at the right volume. If they're paying attention, your voice is carrying.
- Speeches should be short—no longer than three to five minutes—and should convey a limited number of points or messages. Jamming too many ideas into a single speech will probably guarantee that none of them comes across.
- Listen to a television announcer reading the news. They speak in short sentences, and use simple words. The announcer's objective is the same as yours: to get the message out in a clear and interesting fashion. So, write your speech like television copy.
- Have an effective conclusion. Nothing is sadder than an excellent speech with a shoddy conclusion.



Finally, there is a whole field of people who write and give speeches for a living. If you're not feeling confident about an upcoming speech, consider allocating a portion of your budget to hiring one of them.

All-Candidates Meetings and Debates

There is nothing like an all-candidates debate to get any candidate's blood racing. The decision about whether or not to attend an all-candidates debate can be a strategic one. Usually, you should participate—voters and media expect it, and it gives you a chance to share your passion and beliefs with a wide audience, some of whom are supporting your opponents.

If you get a chance to make opening and closing remarks, prepare them carefully and rehearse them repeatedly. Make sure your remarks fit well within any time limits you are given. Hopefully, with the amount of practice you're doing, notes won't be necessary; however, if you feel you must have them, write a few key words and phrases on cards, and keep them out of sight until absolutely necessary.

Get a couple of your supporters to come up with a series of questions you anticipate you might be asked. Focus on local issues, or points of contention between the candidates. Prepare short responses and sound bites for each question, and practice them until you know them by heart.

During the debate, strive to be the most reasonable person in the studio (or room). Be polite and courteous with everyone from the time you arrive until the time you leave: hosts, staff, opponents and audience. This will show that you're someone who's confident and in control, and not at all worried about how the debate will go. While debating, be crisp and assertive in your remarks, not angry or rude. Try to use timing to slip in on an opponent, rather than talking over or interrupting them. If two or more of the participants start arguing back and forth, wait for an opportunity to calmly interject a balanced remark. This presents you as the voice of reason—and clearly the better choice!

Many debates are held in front of a live audience, sometimes even with questions drawn from the audience. If either is the case, be sure to have some of your supporters attend. Their cheers will encourage you, and they might even get a chance to ask a question you can knock out of the ballpark! If the session is live, also make sure that you aim most of your remarks at the audience, unless you're answering a direct question or accusation from one of the other candidates. The audience represents the people you have to reach and convince that you're the one for whom they should vote.

Public Events

Take advantage of existing events and networks: go to places where people congregate, such as community events. This is particularly important in rural areas, where it is often difficult to cover the entire area because of the distances between homes. As a candidate, you might want to become involved in many activities to give yourself greater exposure.

Meet the Candidate

As a candidate, you might consider hosting a "coffee hour" or a similar event in your home or the home of someone in the area. Invite a small group of neighbours, and use it as an opportunity for an informal question-and-answer session. "Meet the Candidate" events work best if there are at least 30 people attending, and if they're mostly uncommitted voters. Plan one or two parties in the same area—you should stay for half an hour at each, then move on. Have some brochures distributed to guests before you arrive. Have workers available to recruit new volunteers and accept donations.

Factory Visits

Do your homework. Have your campaign team gain permission for you to tour the plant, accompanied by a worker. Talk to workers on the line. Shake hands at the gate at shift change. Make sure you have someone known to the workers by your side.

Bus Stops

Target early morning stops outside apartment buildings or high-traffic areas. Work your way down the bus line over a number of mornings.

Ride rush-hour buses and hand out literature to passengers. Start at the back of the bus and work your way towards the front. Shake hands only if the voter offers first.

Mainstreeting

Go to each store on a street in your ward, introduce yourself, and chat briefly. Identify stores that will carry your signs. Choose days with light commercial traffic. Make sure you greet the people on the street as well.



HELPFUL HINTS FOR MEDIA RELATIONS

- Do not believe that anything is EVER “off the record”. Everything you say may be reported. If you don’t want to read it on the front page of tomorrow’s newspaper, don’t say it.
- Practice before all media contact. Anticipate questions and rehearse your answers, making sure they are brief and clear.
- Don’t be afraid to negotiate. Before you agree to an interview, find out what you are getting into and negotiate conditions. Don’t be shy to set limits regarding certain topics.
- Treat members of the media with respect, and maintain your sense of humour.
- Be honest. Lies, half-truths, white lies and fabrications will catch up with you. Making stuff up is bad way to set policy!
- Don’t be afraid to show passion and conviction—key messages should be meaningful.
- Do not overreact to bad press. The purpose of the interview is to communicate your message. Be polite and clear about your limits, and always bring the subject back to your key messages.
- Convey the facts and restate positions.
- Return media calls immediately. If you don’t know the answer to a reporter’s question, call back with more information later. If you still don’t know the answer, tell them so, and tell them when you will have the information. Don’t say “no comment”.
- Make it easy for media outlets to do their jobs. Reporters are not always familiar with all of the issues. The more information you can give them, the better and more accurate their coverage will be.

Personal Attacks and Negative Ads

While an ideal campaign is one in which nothing but policy ideas are debated, it is entirely possible that at some point in the campaign you or your supporters will undergo a personal attack. Attacks can come from opponents, or from the media. These attacks will undoubtedly be hurtful, and will inspire you and your supporters to respond in kind; if at all possible, however, you should stay on message. It is important that you not give in to the desire to react to each and every unfavourable report, article, editorial or opponent's statement.

The campaign should be run in accordance with your predetermined strategy, not as a series of reactionary moves.

When you and your team were setting your campaign strategy, you should have considered possible ways in which your opponents could “go negative”. Have a plan for responding to attacks. Possible responses begin at ignoring the attack, and move up in intensity from there. Regardless of how you respond, it is critical to be calm and reasonable in your response.

If the attack has been made in a public way, or communicated to you through public channels, then provide the information needed to rebut the attack, but do not respond in kind. In particular, if an

attack occurs at a public meeting, respond to it immediately. If you are attacked in the media or in an advertisement, journalists will often ask you for a response. This is an opportunity to rebut the attack: dismiss the attack and move on to the issues.

There are also times when it is better to have someone other than the candidate respond. This person is generally the campaign manager, because they can have more flexibility in their response.

In the event of widespread attacks, your campaign should develop a series of “talking points” and distribute this material to campaign workers (especially canvassers!), who can then use the information every time they talk to a voter.





TELEVISION, NEWSPAPER AND BILLBOARD ADVERTISING

The Advertising Campaign

There are four main advertising venues in political campaigns: newspapers, radio, television and billboards.

There are specific laws that govern election advertising. Make sure you are in compliance with these laws before going ahead with anything. Be strategic in your choices. If you have a limited budget, pick one or two types of media and dominate in those media. The goal is repetitive contact, and dominating a particular type of media makes this easier.

The Advertising Message

Your advertising should mirror your campaign literature. The candidate's pamphlet is a good starting point, as it contains all the essential information about you and your platform. In addition to a consistent message, make sure you keep the look consistent as well—not only is this more professional, but it also helps to create a brand and identity for you.

Advertising Outlets

When deciding where to buy your advertising, remember that there are strengths and weaknesses for each type of media.

Daily newspapers are a good choice in most markets; however, the cost of newspaper advertising is significantly higher in major urban markets. When buying newspaper advertising, you can

buy a general placement or you can buy a specific page and position. The second option is more costly, but it ensures that you're not at the back and surrounded by other ads. Newspapers generally offer discounts based on volume. It's possible that, by buying more lines and space, you'll actually pay less. Ads should be simple and have bold headlines.

Weekly newspapers are especially powerful in communities without a daily paper. Weeklies are thus a great place to advertise. Otherwise, the same principles for purchasing advertising apply as with daily papers.

In both daily and weekly newspapers, consider the use of colour. It is more expensive, but it does greatly increase the number of people who notice and read your ad.

In addition to daily and weekly newspapers, don't forget about ethnic community papers. These can be very useful for targeting specific voter groups. If producing text in an alternate language, always pay to have it professionally done.

Radio offers the most value per advertising dollar in campaigns. Its chief advantage is flexibility. Once the airtime has been purchased, you can change your message to fit campaign events without high production costs. Radio ads should be repetitive, with the candidate's name and main messages repeated

again and again in a message no longer than 15 to 30 seconds. Target audiences can be identified by station and by time of day. If a station covers more than your ward, consider splitting the purchase of airtime with neighbouring candidates.

Television advertising is generally expensive, and is not usually limited to voters within a particular ward. If you choose to pursue this option, remember that you'll only have 15 to 30 seconds to speak. Target your buys to shows or times when your target voter is likely to be watching. With television, it's a good idea to buy your time closer to Election Day.

Billboard advertising can be useful to create awareness of your campaign. It is obviously most useful in high-traffic areas. Make sure you know where the billboard will be going, and make sure to account for distance from viewer when deciding on font size. Book well in advance, or your competitors will get the best spots.

Public transit advertising can be found on specific bus shelters, benches and stations. Remember, that advertising on public transit is not permitted in some municipalities.



CONCLUSION

Running for office - win or lose - will change your life. You'll make friends; discover new aspects of yourself and your community; and gain deeper knowledge of your neighbourhood and its issues.

The information contained in this guidebook is not one-size-fits-all or cast in stone. It is meant to set you on the right track, and to introduce resources and ideas you may not have had. Each candidate and each community is different, so each campaign should be too.

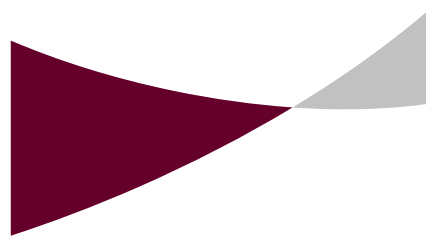
In order to get to the point where women make up 30 per cent of local government councils, we need roughly 1500 more women in office - you can be one of them...

Good luck!

APPENDIX A: RESOURCES

This list includes many of the guides, handbooks and other materials available for candidates in municipal elections. The general aspects of a municipal election campaign are consistent across the country; however, in order to understand the specific rules that apply in your jurisdiction, it is best to use a guide designed for your area. Contact your municipality to see if there is a local election guide.

GENERAL RESOURCES: WOMEN IN POLITICS	
Author	Resource
Nova Scotia Advisory Council on the Status of Women	<p><i>Untapped Resources: Women and Municipal Government in Nova Scotia</i></p> <ul style="list-style-type: none"> A discussion of women’s participation in municipal government <p>www.women.gov.ns.ca</p>
Le Groupe Femmes, Politique et Démocratie	<ul style="list-style-type: none"> This group has a mandate to educate women on political involvement <p>www.femmes-politique-et-democratie.com</p>
Equal Voice	<ul style="list-style-type: none"> This group has a mandate to increase the political presence of women in elected and non-elected capacities at all levels of government <p>www.equalvoice.ca</p>
YWCA Edmonton: One Woman, One Vote	<ul style="list-style-type: none"> This group focuses on encouraging all types of political involvement, and provides profiles of Edmonton women in politics <p>www.onewomanonevote.org</p>
GENERAL CAMPAIGN RESOURCES	
Author	Resource
Nova Scotia Advisory Council on the Status of Women	<p><i>Votes for Women: A Political Guidebook</i></p> <ul style="list-style-type: none"> A handbook for campaigning <p>www.women.gov.ns.ca</p>



Centre de documentation sur l'éducation des adultes et la condition féminine	<p><i>Comment prendre sa place en politique: étapes...franchir pour se présenter en politique municipale, provinciale et fédérale et plan d'organisation d'une campagne électorale</i></p> <ul style="list-style-type: none"> • A descriptive guide for involvement at all levels of politics • Resource must be purchased <p>http://catalogue.cdeacf.ca</p>
Equal Voice	<p><i>Getting to the Gate</i></p> <ul style="list-style-type: none"> • An online campaign school for all levels of government <p>www.gettingtothegate.com</p>
ALBERTA	
Author	Resource
Municipal Affairs and Housing	<p><i>Running for Municipal Politics in Alberta</i></p> <ul style="list-style-type: none"> • A comprehensive guide, updated in 2010 <p>www.municipalaffairs.alberta.ca</p>
BRITISH COLUMBIA	
Author	Resource
Canadian Women Voter's Congress	<ul style="list-style-type: none"> • A non-partisan organization encouraging Canadian women to participate in all levels of government <p>http://womenvoters.ca</p>
Ministry of Community Services	<p><i>Candidate's Guide: Local Elections in British Columbia 2008</i></p> <ul style="list-style-type: none"> • A comprehensive guide to the election process in B.C. <p>www.cd.gov.bc.ca/lgd/gov_structure</p>
MANITOBA	
Author	Resource
Manitoba Intergovernmental Affairs	<p><i>Municipal and School Board Elections</i></p> <ul style="list-style-type: none"> • A guide to the election process in Manitoba <p>http://web5.gov.mb.ca/mfas/mfas_elections.aspx</p>

NEW BRUNSWICK

Author

Government of New Brunswick

Resource

Information for Prospective Candidates in Municipalities and Rural Communities

- General information on the election process in New Brunswick
www.gnb.ca

NEWFOUNDLAND AND LABRADOR

Author

Municipal Training and Development Corporation

Resource

Make your Mark

- A guide to all aspects of the election process in Newfoundland and Labrador
www.makeyourmarknl.ca

NORTHWEST TERRITORIES

Author

Elections Northwest Territories

Resource

- A guide to all aspects of the election process in the Northwest Territories
www.electionsnwt.ca

NOVA SCOTIA

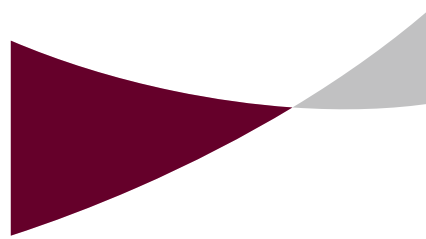
Author

Nova Scotia and Municipal Relations

Resource

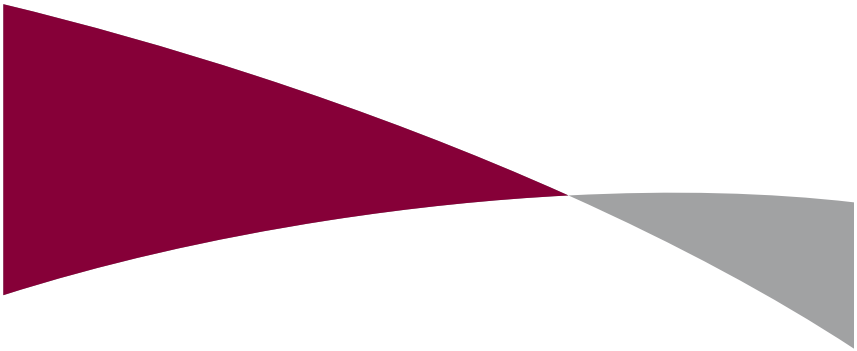
Candidate's Guide to Municipal and School Board Elections

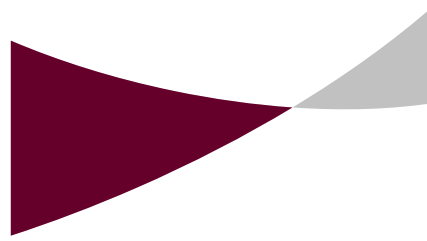
- 2008 guide to the election process in Nova Scotia
www.gov.ns.ca



NUNAVUT	
Author	Resource
Ministry of Municipal Affairs and Housing	<p>Election Information</p> <ul style="list-style-type: none"> Resources related to the local election process in Nunavut <p>www.maca.gov.nt.ca</p>
ONTARIO	
Author	Resource
Ministry of Municipal Affairs and Housing	<p><i>Municipal Elections 2006 Guide</i></p> <ul style="list-style-type: none"> Overview of the municipal election process in Ontario <p>www.mah.gov.on.ca/Asset1432.aspx</p>
Canadian Union of Public Employees	<p><i>Municipal Elections Toolkit 2006</i></p> <ul style="list-style-type: none"> Contact CUPE Ontario to obtain
QUEBEC	
Author	Resource
Groupe Femmes, Politique et Démocratie	<p>L'École Femmes et Démocratie</p> <ul style="list-style-type: none"> A five-day campaign school for candidates at all levels of government <p>www.femmes-politique-et-democratie.com/ecole_ete.php</p>
	<p>L'Opération Mentorat</p> <ul style="list-style-type: none"> A mentoring program which pairs former politicians with women just beginning to get involved in politics <p>www.femmes-politique-et-democratie.com/mentorat.php</p>
Affaires municipales et Régions Québec	<p>Je pose ma candidature</p> <ul style="list-style-type: none"> A comprehensive website detailing steps for nomination and campaign requirements <p>www.mamrot.gouv.qc.ca</p>
Gaspésie et des Îles	<p>À table mesdames!</p> <ul style="list-style-type: none"> Comprehensive candidate's guide <p>www.bv.cdeacf.ca</p>

SASKATCHEWAN	
Author	Resource
Municipal Relations Division	<i>An Election Guide for Rural Municipalities</i> • A comprehensive guide to rural politics in Saskatchewan www.municipal.gov.sk.ca
YUKON	
Author	Resource
Elections Yukon	<i>Information for Candidates in Yukon Elections</i> www.electionsyukon.gov.yk.ca



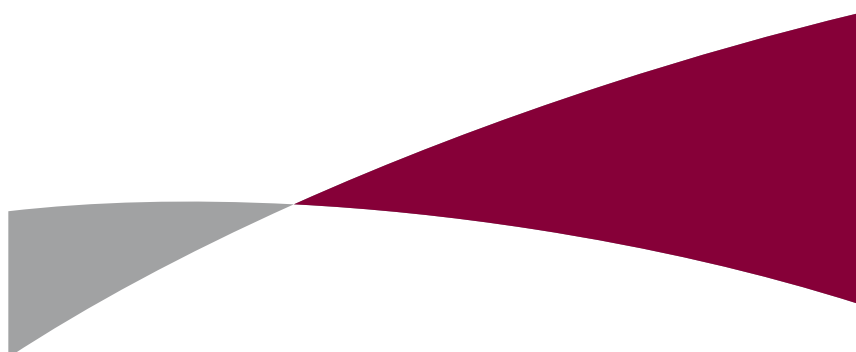


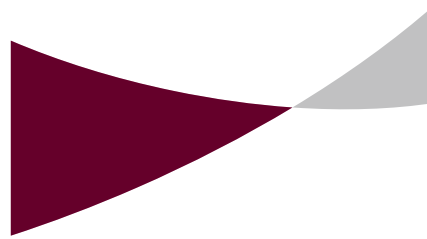
APPENDIX B: LEGISLATION

Most jurisdictions have guides available that present legislative requirements in a consolidated and user-friendly format. Candidates may also wish, however, to refer directly to the appropriate legislation in order to clarify the rules, as secondary sources do not guarantee the most up-to-date legislative requirements. Municipal by-law officers are a useful resource in determining applicable local legislation.

ALBERTA	
Municipal Election Information and Forms	www.municipalaffairs.alberta.ca/mc_elections.cfm
BRITISH COLUMBIA	
Local Government Elections	www.cscd.gov.bc.ca/lgd/gov_structure/Elections
MANITOBA	
Municipal Councils and School Boards Elections Act	web2.gov.mb.ca/laws/statutes/ccsm/m257e.php
NEW BRUNSWICK	
Municipal and District Education Council Elections	www.gnb.ca/elections/municipalelections-e.asp
NEWFOUNDLAND AND LABRADOR	
Elections Act	www.assembly.nl.ca/legislation/sr/annualstatutes/2001/M20-2.c01.htm
Election Act Amendments	www.assembly.nl.ca/legislation/sr/annualstatutes/2005/0521.chp.htm
NOVA SCOTIA	
Municipal Elections Act	http://nslegislature.ca/legc/statutes/muncpel.htm
ONTARIO	
Municipal Elections Act	www.mah.gov.on.ca/Page184.aspx

PRINCE EDWARD ISLAND	
Municipal Election Legislation	www.electionspei.ca/municipal/legislation/index.php
QUEBEC	
Loi sur les élections et les référendums dans les municipalités	www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?file=/E_2_2/E2_2.html&type=2
SASKATCHEWAN	
Municipalities Act	www.qp.gov.sk.ca/documents/English/Statutes/Statutes/M36-1.pdf
Local Government Election Act	www.qp.gov.sk.ca/documents/English/Statutes/Statutes/L30-1.pdf
YUKON	
Elections Act	www.gov.yk.ca/legislation/acts/elections.pdf
Municipal Act	www.gov.yk.ca/legislation/acts/municipal.pdf





APPENDIX C: PROVINCIAL CONTACTS

The following is a list of provincial and territorial bodies and government contacts that you may find useful. Municipal by-law officers are often your most useful contact, as they will be able to speak specifically to the circumstances and requirements of your community.

ALBERTA	
Alberta Association of Municipal Districts and Counties	www.aamdc.com
Alberta Urban Municipalities Association	www.munilink.net/live
Alberta Municipal Advisory Services Unit	(780) 427-2225
BRITISH COLUMBIA	
Union of British Columbia Municipalities	www.civicnet.bc.ca
MANITOBA	
Association of Manitoba Municipalities	www.amm.mb.ca
Manitoba Intergovernmental Affairs	(204) 945-2572
NEW BRUNSWICK	
Cities of New Brunswick Association	(506) 357-4242
Association francophone des municipalités du Nouveau-Brunswick	www.afmnb.org
Union of Municipalities of New Brunswick	(506) 523-4522 www.umnb.ca
NEWFOUNDLAND AND LABRADOR	
Municipalities Newfoundland and Labrador	www.municipalitiesnl.com

NORTHWEST TERRITORIES	
Northwest Territories Association of Communities	www.nwtac.com
NOVA SCOTIA	
Union of Nova Scotia Municipalities	www.unsm.ca
NUNAVUT	
Elections Nunavut	1-800-267-4394 www.elections.nu.ca
ONTARIO	
Association of Municipalities of Ontario	www.amo.on.ca
PRINCE EDWARD ISLAND	
Federation of Prince Edward Island Municipalities	www.fpeim.ca
QUEBEC	
Fédération Québécoise des Municipalités	www.fqm.ca
Union des municipalités du Québec	www.umq.qc.ca
SASKATCHEWAN	
Saskatchewan Association of Rural Municipalities	www.sarm.ca
Saskatchewan Urban Municipalities Association	www.suma.org
YUKON	
Association of Yukon Communities	www.ayc-yk.ca

