

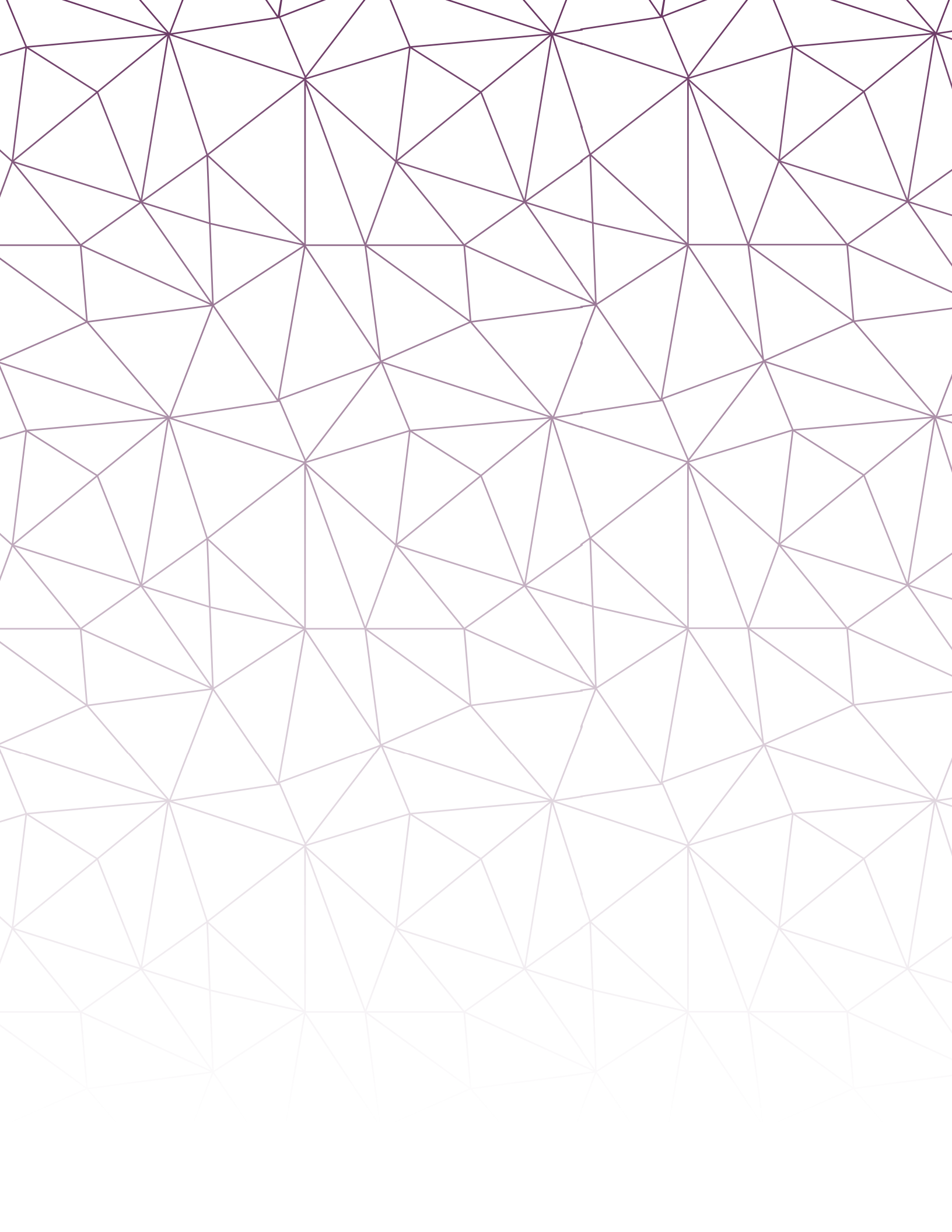


Commonwealth Women Parliamentarians
Canadian Region



Femmes parlementaires du Commonwealth
Région canadienne

Campaign Schools Initiative



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1. Toward A Campaign School Framework

Commonwealth Women Parliamentarians

Canadian Region



Commonwealth Women Parliamentarians (CWP) works, as part of the larger Commonwealth Parliamentary Association, towards better representation of women in legislatures across Canada and throughout the Commonwealth.

CWP-Canadian Region begins a new initiative in 2019 – a framework or guide to campaign schools for women. This will enable our provincial leaders to launch non-partisan campaign schools in a generally consistent manner, while scheduling them for the most opportune dates and tailoring them to local sensitivities. This document will outline a framework for that program, but the reader may first want to become more familiar with the entire topic by viewing the material presented in Part One which follows.



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ORGANIZATIONS

Vision:
**CWP envisions
 women as equal
 partners in the
 Canadian
 Parliament and
 provincial and
 territorial
 legislatures.**

CWP-Canadian Region shares a common goal with many other women’s advocacy groups in Canada – increasing women’s representation in government at every level. The number of organizations sharing this goal and the number of women actively participating in them has been growing at a rapid pace in recent years. In order to provide some colour to this changing landscape, we highlight some of the most prominent women’s groups operating in Canada that are now assisting or working directly on ways to increase women’s representation in the political realm in a non-partisan or multi-partisan manner.



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This is by no means a census or a complete list of Canadian women’s groups. Some might be focussed on one single goal or an assortment of specific objectives like business or career development, eliminating gender-based violence, ending homelessness among women and girls, enhancing economic security for women, and so forth. We have attempted to include and describe the major or national non-partisan groups that appear to have clearly established and communicated the specific objective of encouraging more women to seek public office, are currently advocating other means to increase women’s representation in government, or are providing valuable leadership programs for women and girls that could lead to public service.

In doing so, we also must applaud and thank the numerous local and regional women’s groups that are not listed herein, but do share our ambitions and are actively working to achieve them. Some work strictly in specific communities or remote regions; others may reach across a province. When we are all striving together for the same objective we are altogether stronger.

Mission:
“CWP will assist Canadian women and girls to discover their political potential, experience the fulfillment of a career in public service and create a better society.”



Following are our descriptions, which are based mainly on information provided by their websites, of seventeen women’s organizations that are based in Canada or have a strong Canadian arm or branch and, in their own ways, are working to promote increased women’s participation in government.

Some have a broad and active national base while others may have a more regional flavour. Five are based in Quebec and appear most active there, but would likely be of special interest to francophone women across the country. As a body of knowledge to explore and absorb, the following pages and where they lead can become a valuable resource for any woman considering political life, and for those who would like to help her.

L'Association féminine d'éducation et d'action sociale (Afeas)

<http://www.afeas.qc.ca>

Founded in 1966, and claiming about 8,000 members, l'Association féminine d'éducation et d'action sociale works in partnership and in coalitions with various Quebec interest groups, women's and community groups, unions and others. *Afeas* also works at the Canadian level with the Canadian Feminist Alliance for International Action (AFAI/FAFIA).

Afeas' fundamental goal is to carry the voices of Quebec women to the parliamentary level. Its stated mission is to promote equality between women and men, by way of an egalitarian social feminism, which aims at obtaining an identity, equal status, freedom of choice, and autonomy for women. Training, conferences and exchange meetings allow members to focus on the rights and responsibilities of women in order to carry out action for social change.

**“I want for myself
what I want for
other women,
absolute equality.”**

Agnes MacPhail
*first woman elected to
Canada's Parliament*

Priority files include addressing the challenges women face reconciling professional lives with family and social life, the recognition of invisible or unpaid work by mothers and caregivers, dealing with the multiple facets of violence in our society, returning sex education classes to schools, promoting secularism and the religious neutrality of the state, demanding the same rights and protections for unmarried spouses in Quebec as those now existing in other provinces, and recognizing the prevalence of excessive competition, or everyone for themselves attitudes, in our modern society.

The Afeas website (french) provides an extensive list of publications – briefs, opinions, comments and consultations published by the organization, news, petitions, and other membership information.

<http://www.afeas.qc.ca>

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Business and Professional Women

<https://bpwcanada.com/en/>

As part of an international organization, BPW claims to be, “one of the most influential international networks of business and professional women with affiliates in over 100 countries in five continents. Founded in 1930, its members include influential women leaders, entrepreneurs, business owners, executives, professionals and young business and professional women.”

As part of the international organization, Canadian Federation of Business and Professional Women reports clubs in 27 Canadian cities as well as an online club. It claims to be non-sectarian, non-profit, and non-partisan, working to improve the economic, political, social and employment conditions of working women in Canada.

BPW Canada’s stated mission is to develop the professional, business and leadership potential of women in Canada through education, awareness, advocacy and mentoring within a supportive network. Its vision statement is, “To achieve a just and equal status of women at all levels and areas of society where decisions are taken in true partnership with men, based on mutual respect, for a more balanced and peaceful world.” Women in politics is a priority advocacy issue for BPW.

A member of a local BPW club is automatically a member of the district, provincial, national and international organizations and is entitled to attend all events. She is also entitled to be a part of BPW Canada's delegation to the Commission on the Status of Women at the United Nations in New York each March.

Photo by M. Henry from Burst



Member clubs can access funds from BPW to organize educational activities and programs in leadership, life skills and professional development of women in Canada. Members can buy flexible group insurance plans and can sign on to receive periodic newsletters in either official language from BPW's resource-rich website.

Canadian Coalition to Empower Women

BPW is leading this initiative which was established "to advance equality between women and men, girls and boys in Canada; recognizing it is essential to build strong economies, establish more stable and just societies, and improve the quality of life for all women, men and their families in communities across Canada."

This initiative encourages all parties and organizations to demonstrate their support to advance Women's Empowerment in Canada by signing the Canadian Coalition to Empower Women statement of support. <https://cceb.ca/>

Leadership for the 21st Century

For its clubs, on request, BPW Canada offers an interactive leadership workshop that includes discussion and development of strategies, and an action plan to promote leadership based on feminine principles.

<https://bpwcanada.com/en/>
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membership info: members@bpwcanada.com



Canadian Research Institute for the Advancement of Women

<http://www.criaw-icref.ca/en/>

CRIAW-ICREF is a not-for-profit charity that is governed by a board of directors. According to its website, the CRIAW focuses on “nurturing feminist research and making it accessible for public advocacy and education.”

“Since 1976, CRIAW-ICREF has been researching and documenting the economic and social situation of women in Canada. Using intersectional frameworks, we have developed and undertaken a variety of important, groundbreaking research that is women-centred.” CRIAW offers more than a dozen of its publications on the website while highlighting four current projects:

Action on Systemic Barriers to Women's Participation in Local Government

Funded by Status of Women Canada, this project partners with Women Transforming Cities and is focussed on the cities of Surrey and Vancouver. A joint brief by the two organizations to the House of Commons Standing Committee on the Status of Women was published by the Committee in August, 2018:

<http://www.ourcommons.ca/Content/Committee/421/FEWO/Brief/BR10007529/br-external/CanadianResearchInsituteForTheAdvancementOfWomen-e.pdf>

“People ask me, ‘Are you proud of the fact that you were Canada’s first Prime Minister?’ I respond, ‘Yes, but I’d be prouder still to say I was Canada’s tenth woman Prime Minister.’”

Rt. Hon. Kim Campbell

Policy 4 Women

“Policy 4 Women will develop and test inclusive models of public engagement that will mobilize academic, community and first-hand knowledge necessary for the renewal of a Canadian gender justice policy agenda.”

FemNorthNet

“FemNorthNet (or the Feminist Northern Network) wants to know the downside of ‘up’ that cannot be ignored. This project is housed at the Canadian Research Institute for the Advancement of Women.”

Changing Public Services

“Within and across regions, we will develop tools and participatory processes to identify and track changing public services and their impacts. This will increase all women’s access to public services, and help ensure diverse women can influence and inform public services.”

<http://www.criaw-icref.ca/en/>

Canadian Research Institute for the Advancement of Women

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[Canadian Women's Foundation](https://www.canadianwomen.org/) <https://www.canadianwomen.org/>

According to the CWF website, the Foundation has funded programs that work to change the lives of women and girls in more than 1,500 communities across Canada since it was founded in 1991.

With a strong base of corporate and private donors and supporters, CWF has focussed its funding efforts on ending women's poverty and gender-based violence, while supporting an array of gender equality issues. The Foundation also funds empowerment, mentoring and leadership programs for girls and young women within Indigenous and Non-indigenous communities across the country.

In 2017, Canadian Women's Foundation was selected to convene, facilitate, and oversee a new initiative – the Gender Equality Network Canada (GENC), funded by Status of Women Canada. Nominated by more than 50 community organizations, some 130 GENC leaders from across the country bring together a wealth of experience on key women's issues. Canadian Women's Foundation has pledged to support the GENC leaders, to work collaboratively, develop shared goals, and take collective action on issues of women's equality.

<https://www.canadianwomen.org/our-work/gender-equality-network-canada/>

CWF maintains a presence on the major social media outlets and offers its online subscribers a monthly newsletter and email communications about upcoming events, campaigns and suggestions for involvement.

<https://www.canadianwomen.org/>
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Toll Free: 1-866-293-4483

Canadian Women's Foundation - Calgary Office
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info@canadianwomen.org
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[City for All Women Initiative \(CAWI\)](http://www.cawi-ivtf.org) <http://www.cawi-ivtf.org>

According to its website, “The City for All Women Initiative (CAWI) was established in 2004 to research best practices on how to ensure that concerns of women from diverse backgrounds are systematically considered in city decision-making.”

The Ottawa based group works toward equity and inclusion. “By applying an equity and inclusion lens that addresses gender differences, along with other social inequities, communities can become places for ALL people.”

Among other initiatives, CAWI supports efforts like Making Voices Count and facilitates workshops/training for community organizations and agencies. “A diversity of women provide facilitation and training to enable groups and organizations to reflect, learn and take action to promote positive change. CAWI joins with women community educators across the country in the Righting Relations Network.”



City for All Women Initiative (CAWI)
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Equal Voice

<https://www.equalvoice.ca/>

Based in Ottawa with chapters and clubs across Canada, Equal Voice has become perhaps the most preeminent women's group in Canada today advocating for greater representation by women in politics.

EV is a bilingual not-for-profit organization, "*dedicated to electing more women to all levels of political office in Canada*". Equal Voice's ultimate goal is to ensure that women are dynamic and equal participants at every political decision making table in the country.

The Equal Voice staff is guided by an elected national executive as well as an advisory board of accomplished women who have risen to the upper echelons of Canadian political leadership. The organization enjoys sponsoring partnerships with a variety of corporations and labour unions, along with financial support from government departments and agencies, notably Status of Women Canada.

Equal Voice asserts itself as a multi-partisan movement promoting the cause of more women in politics through awareness and lobbying efforts as well as a variety of educational publications and programs. That includes periodic newsletters and activity updates to its email subscribers.

Getting to the Gate – Discover Your Pathway to Find Success in Politics

A popular EV initiative, *Getting to the Gate – Discover Your Pathway to Find Success in Politics*, is a free online tool for women interested in getting into politics. It is a guide and accompanying activity booklet addressing many of the concerns and questions that any new entrant to the world of politics might have.

Getting to the Gate includes a comprehensive six-part course, "an online campaign school", which registrants can access and use freely: <http://gettingtothegate.com>

The Essential Guide to Being Elected – Increasing Women's Representation

Carleton University's Centre for Women in Politics and Public Leadership and the campus Equal Voice chapter, jointly created *The Essential Guide To Being Elected, Increasing Women's Representation*. The guide builds on Equal Voice's online campaign school *Getting to the Gate*, and can be downloaded at:

https://drive.google.com/file/d/0B67zE_cKCQmIYTFWdFlIRGIzRjg/view





Deep Roots, Strong Wings

“With the support of Status of Women Canada, Equal Voice consulted Aboriginal women across the country to find out what could be done to help support community members seeking leadership roles. The result is this campaign school: a guide to the requirements and demands of running for public office from the Band Office to the Prime Minister’s Office.” Interested individuals can register to access the *Deep Roots, Strong Wings* program:

<http://gettingtothegate.com/idx.php?rl=99>

Daughters of the Vote

Another Equal Voice program, the *Daughters of the Vote* initiative, plans to follow up its 2017 success by bringing one participant from every federal riding in the country to Ottawa for a special sitting of the House of Commons in April, 2019. This program will include an Indigenous Forum,

skills training on how to run for election at all levels of government, leadership training sessions and many engagement opportunities with elected officials of all stripes.

<http://www.daughtersofthevote.ca>

House of Commons

In June of 2018, Equal Voice filed a brief containing twelve key recommendations appearing before the House of Commons Standing Committee on the Status of Women for the Committee’s study on *Barriers Facing Women in Politics*:

<http://www.ourcommons.ca/Content/Committee/421/FEWO/Brief/BR9980748/br-external/EqualVoice-e.pdf>

<https://www.equalvoice.ca/>

Equal Voice

Nancy Peckford

National Spokesperson/ Executive Director

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Fédération des femmes du Québec

<http://www.ffq.qc.ca>

One of the most visible women's groups in Quebec, Fédération des femmes du Québec is an independent feminist organization with a stated mission to foster the development of all women and the true recognition of their contribution to society. It calls for a major overhaul of the economic and political system from a feminist perspective.

FFQ strives to end discrimination against women in all forms including government services and programs, reproductive rights, poverty, violence, globalization, and the separation of church and state while recognizing freedom of belief and conscience.

FFQ is working with the Canadian Women's Foundation on its new initiative – the Gender Equality Network Canada (GENC), launched in the Fall of 2017 and funded by Status of Women Canada. Among its main goals, this collaboration of women leaders pursues equality between women and men at all levels, promotes the sharing of goals and mutual collective action, and works toward increased visibility for women leaders and their causes.

<https://www.canadianwomen.org/our-work/gender-equality-network-canada/>

This Quebec organization addresses a wide array of feminist issues and events from around the globe. Its website offers news and opinion, a variety of publications and video materials, as well as an abundance of membership information.

Actualités féministes is published by the FFQ team every two weeks, containing news about the organization and its latest activities.

<http://www.ffq.qc.ca>

Fédération des femmes du Québec

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**"Until all of us
have made it,
none of us have
made it."**

*Rosemary Brown
politician*



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[Federation of Canadian Municipalities \(FCM\)](https://fcm.ca/home/programs/women-in-local-government.htm)

<https://fcm.ca/home/programs/women-in-local-government.htm>

The Federation of Canadian Municipalities (FCM) has been working to increase women's participation in municipal politics since 2005 when it established a Standing Committee on Increasing Women's Participation in Municipal Government. FCM's website provides information and resources for interested women as part of its Women in Local Government program, including the very practical publication, *Municipal Elections in Canada: A Guide for Women Candidates*.

[https://fcm.ca/Documents/tools/Women/Municipal Elections in Canada a Guide for Women Candidates EN.pdf](https://fcm.ca/Documents/tools/Women/Municipal%20Elections%20in%20Canada%20a%20Guide%20for%20Women%20Candidates%20EN.pdf)

Toward Parity in Municipal Politics

This three-year initiative (2018-2021) funded by Status of Women Canada is dedicated to developing a pan-Canadian strategy to level the playing field for women and men running for municipal office.

“FCM will work with provincial and territorial municipal associations, Equal Voice, the Canadian Women's Foundation as well as other organizations at the national, regional and local levels. Consultations and pilot projects throughout the country will help create a national approach to addressing the barriers to women's participation in the political life of their community.”



Diverse Voices: Tools and Practices to Support All Women

This program explores how municipalities across Canada can work to reduce, and eventually eliminate, the leadership gap. Using examples from select municipalities, it provides resources and tools for local action to support women as leaders and agents of change. A downloadable *Diverse Voices Toolkit* is available on the FCM website.

Head Start for Young Women Program

First launched in 2013, the *Head Start for Young Women Program* is currently working with officials from six local governments chosen through a nation-wide selection process.

Elected officials are working with core groups of young women in their communities with a goal to deepen understanding of young women's experiences with barriers to participation in local government, and then take action to overcome those impediments. FCM aims to develop a reference guide with recommendation from program participants and a toolkit to guide local governments in implementing a *Head Start for Young Women Program*.

<https://fcm.ca/home/programs/women-in-local-government.htm>

Federation of Canadian Municipalities

Amanda Delorey

Project Officer

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343-925-6428

Groupe Femmes, Politique et Démocratie

<http://www.gfpd.ca>

This not-for-profit group's stated non-partisan mission is to educate the population, more specifically women, about citizen and democratic action so as to promote their participation in political life and support their exercise of full and complete citizenship.

GFPD has been working for several years promoting the cause of parity within political parties and elected representatives in Quebec, including parity in cabinet. The GFPD advocates for a proportional mixed electoral system, fixed election dates, mandate limits, and promotes specific methods to encourage the equalization of women's representation in Quebec and national politics.

In June of 2018, GFPD appeared before the House of Commons Standing Committee on the Status of Women, as part of a study on *Barriers Facing Women in Politics*. In its brief for the Committee, the group cited recruitment and selection by political parties as the main obstacle in the equal representation of women in politics. It called upon the government to pass legislation to force the parties to field equal numbers of women and men candidates, special financial support during a parity catch-up period, and a mandate for follow-up by the Chief Electoral Officer.



<http://www.ourcommons.ca/Content/Committee/421/FEWO/Brief/BR9966078/br-external/GroupeFemmesPolitiqueEtDemocratie-9849949-e.pdf>

GFPD's website (french) provides information on membership, sponsored events and training courses, publications and videos, and a list of its Partners for Parity. Of particular interest is an *auto-évaluation* – a 92-question self-evaluation test which places a participant into one of sixteen profiles, then suggests appropriate training or political guidance services offered by GFPD.

<http://www.gfpd.ca>

Groupe Femmes, Politique et Démocratie

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reception@gfpd.ca

418-658-8810



Native Women's Association of Canada

<https://www.nwac.ca>

NWAC is an aggregate of Native women's organizations from across Canada and was incorporated as a non-profit organization in 1974.

"The Native Women's Association of Canada (NWAC) is founded on the collective goal to enhance, promote, and foster the social, economic, cultural and political well-being of First Nations, Métis and Inuit women, girls and gender-diverse people within First Nations, Métis and Inuit Canadian societies."

Project Peace

Project Peace was a three-year NWAC project funded by the Status of Women Canada to help foster community safety nets, and community networks to support the safety, success and empowerment of Indigenous women, girls and two-spirit people. The project resulted in a toolkit of five workbooks designed to support those who have experienced or witnessed violence to achieve their personal goals.

Honouring Indigenous Women Project

This project produced an *Honouring Indigenous Women Educational Guide* – "an educational resource to address the need to restore honour and respect for Indigenous women, girls and gender diverse people. This toolkit also identifies many of the changes necessary to achieve reconciliation, healing, respect and honour for Indigenous women, girls and gender diverse people going forward."

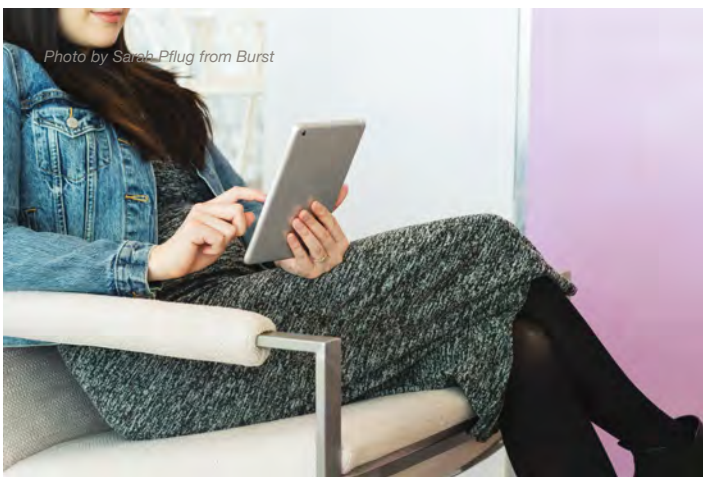
Sisters In Spirit

This was a research, education and policy initiative driven and led by Aboriginal women. The primary goal was to conduct research and raise awareness of the alarming high rates of violence against Aboriginal women and girls in Canada – "to educate and ensure effective access to justice for families of missing Aboriginal women through awareness of police training and resources to deal with reports of all missing aboriginal women without discrimination."



You Are Not Alone

NWAC has created a resource titled, *You Are Not Alone: A Toolkit for Aboriginal Women Escaping Domestic Violence*, which provides Aboriginal women with community safety planning resources to address domestic violence. The toolkit, funded by Indigenous and Northern Affairs Canada, provides Aboriginal women with community safety planning resources to address domestic violence also includes a *Who's Who: Domestic Violence Resource Guide* of services available to Aboriginal women in every province and territory.



NWAC also works to promote financial literacy with a *Train the Trainer Workbook* and a *Participant Workbook* for those wishing to conduct culturally-relevant financial literacy workshops. Another NWAC tool is the *Financial Health & Wealth* publication, recognizing that financial wellness is essential to achieving an independent and healthy life.

NWAC's Business, Employment, and Social Development Unit strives to improve the lives and well-being of Aboriginal women and girls. It works with the public sector and private industry on recruitment and retention of Aboriginal women and girls.

www.nwac.ca
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Réseau des Tables Régionales De Groupes de Femmes du Québec <http://www.reseautablesfemmes.qc.ca>

RTRGFQ is a provincial umbrella organization, consisting of seventeen regional women's round tables in Quebec. It is an activist women's group on issues where the interests and the rights of women are at stake.

In 2018 Réseau des Tables Régionales De Groupes de Femmes du Québec appeared before and presented a brief to the House of Commons Standing Committee on the

Status of Women – *Barriers Facing Women in Politics.*



The group presented a series of recommendations for the Committee's study, and previously to the Quebec National Assembly, addressing systemic discrimination and persistent inequalities faced by women, including access of women to power, the financial autonomy of women, women's health, the availability of public

services, and resourcing:

<http://www.ourcommons.ca/Content/Committee/421/FEWO/Brief/BR10003111/br-external/RéseauDesTablesRégionalesDeGroupesDeFemmesDuQuébec-9869319-e.pdf>

The RTRGFQ website (french) provides an array of information, research publications and other pertinent materials including links to related agencies and organizations which may be of interest to women's rights activists or others involved in issues of gender equality.

<http://www.reseautablesfemmes.qc.ca>

Réseau des Tables Régionales De Groupes de Femmes du Québec

158 rue Charron

Longueuil, QC J4R 2K7

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438-874-1072



The Samara Centre for Democracy <https://www.samaracanada.com>

On its website, The Samara Centre for Democracy describes itself as “a non-partisan charity dedicated to strengthening Canada’s democracy. The Samara Centre produces innovative, action-oriented research that illuminates the evidence and reforms needed to make Canadian politics more accessible, responsive, and inclusive.”

Governed by a Board of Directors and guided by an Advisory Board as well as a large



group of Academic Advisors, the Centre’s work appears two pronged – first, research focussed on legislatures, political parties, and citizen participation; and secondly, engagement programming that includes in-person events, campaigns, conferences and small group experiences.

MP Exit Interviews

The Samara Centre has received many accolades for its MP Exit Interviews program, conducting a total of 80 interviews with former Members of Parliament from the 38th, 39th and 40th Parliaments of Canada. According to the group’s website, “The discussions formed the basis of a series of research reports and the best-selling book *Tragedy in the Commons*.”

The Centre says this research has been cited by academics over sixty times and is informing the work of current MPs. “The book has been referenced in Parliamentary debates and it helped inform the creation of the Reform Act.”

Volume II of the Centre's MP Exit program targeted the 41st Parliament with over 50 interviews of former Members of Parliament from all parties. "This research is being captured in a series of three reports that make a case for MPs who are independent and empowered, thoughtful and engaged in three environments: Parliament, the constituency, and the party."

On June 12, 2018, Samara's Executive Director addressed the House of Commons Standing Committee on the Status of Women, as part of the Committee's study on *Barriers Facing Women in Politics*. Ms. Hilderman discussed some of the Centre's exit interview research underscoring subtle types of sexism experienced by women MPs in their work in Parliament. She noted that the Samara Centre for Democracy will soon be presenting more results from a recent survey of MPs.

Another project, a joint effort between the Samara Centre for Democracy and The Canadian Press in 2018, surveyed 266 staff on Parliament Hill, including 122 women. It indicated that one in four had experienced sexual harassment in their place of work. "These results suggest that the workplace at the heart of our democracy can become and must become a safer space", according to the Centre.

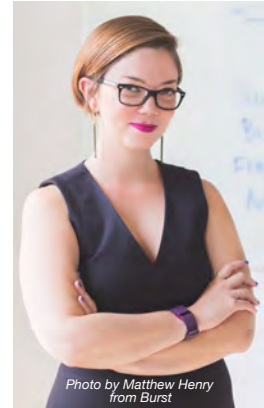
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Women of Influence

<https://www.womenofinfluence.ca>

“Dedicated to the advancement of women in the workplace ... we believe women deserve workplace equality now – and that is what we’re working towards, by inspiring and empowering individuals. Through our events, content, awards, and courses – as well as the voice of our community – we are shining a spotlight on extraordinary women, sharing insights and inspiration, as well as creating opportunities to connect. We are making change happen for women, today.”

In Canada, WOI presents a variety of events including a Luncheon Series, an Evening Series, and its Top 25 Women of Influence event. The organization also presents the well-known RBC Canadian Women Entrepreneur Awards, an annual recognition program for women entrepreneurs for various categories of accomplishment.



Women of Influence Advancement Centre

The *Women of Influence Advancement Centre* offers courses to organizations with a curriculum built on six targeted, one-day courses designed to help high-potential women gain critical skills, habits, and mindsets to support the growth of a successful career. Courses can be customized to suit any organization’s specific needs.

<https://www.womenofinfluence.ca/courses/advancement-centre/#.XAMCfS3MxTY>

Leaning Out™ – Primetime Seminar

Women of Influence also promotes a one-day *Primetime Seminar* by *Leaning Out™* that aims to help women transition from established careers into productive new life stages – “how to stand on the shoulders of their professional selves to envision and purposefully plan their next phase.”

Leaning Out™ describes its mission to “... prepare and inspire professional women for post-career success and authentic purpose.” The organization offers a variety of seminars, webinar and workshop opportunities, and one-on-one coaching services.

<http://www.leaningout.com>

<https://www.womenofinfluence.ca>

Women of Influence

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[Women's March Canada](https://www.womensmarchcanada.com) <https://www.womensmarchcanada.com>

Affiliated with Women's March Global and Women's March in the USA, the Canadian organization's stated mission is ... "Inspiring, uniting and leading the charge for the advancement of women across Canada."

WMC is guided by a national Board and claims to have 17 active chapters across six provinces. It lists several corporate sponsors and accepts donations online.

According to its website, Women's March Canada has adopted a unifying framework called H.E.R.S., spelling out their four major women's rights priorities of Health, Economic Security, Representation and Safety.

"Women's March is a women-led movement providing intersectional education on a diverse range of issues and creating entry points for new grassroots activists & organizers to engage in their local communities through training, outreach programs and events. Women's March is committed to dismantling systems of oppression through nonviolent resistance and building inclusive structures guided by self-determination, dignity and respect."



Photo by Nicole De Khors from Burst

With regard to its *Representation* priority, WMC appears to be creating a list of candidates at municipal, provincial and federal levels of government in Canada who are pro-choice feminists, with a view to supporting their electoral pursuits.

<https://www.womensmarchcanada.com>

Women's March Canada

Sara Bingham

Executive Director

sara@womensmarchcanada.com

Women Transforming Cities

<http://www.womentransformingcities.org/>

Women Transforming Cities is an international network of women whose stated mission is “To transform our cities into spaces that work for all people by empowering self-identified women and girls, in all their diversity, through community engagement, inclusive policies, and equitable representation.”

“We educate, promote awareness and take action on issues such as affordable housing, violence against women, leadership, electoral reform, aboriginal women’s priorities, and the environment.”

WTC’s efforts were most visible during Vancouver’s municipal elections, as the organization touted its *Hot Pink Paper 2018 Campaign*, asking candidates to commit to a list of social policy initiatives in eleven key areas.

Also in 2018, WTC partnered with the Canadian Research Institute for the Advancement of Women in

submitting a brief to the House of Commons Standing Committee on the Status of Women for the Committee’s study on *Barriers Facing Women in Politics*:

<http://www.ourcommons.ca/Content/Committee/421/FEWO/Brief/BR10007529/br-external/CanadianResearchInsituteForTheAdvancementOfWomen-e.pdf>

<http://www.womentransformingcities.org/>

Women Transforming Cities

womentransformingcities@gmail.com



Young Women's Leadership Network

<https://www.ywln.ca>

Governed by a Board of Directors and guided by an Advisory Board, Young Women's Leadership Network is "a national not-for-profit organization dedicated to fostering young women's civic and political leadership at all levels", according to its website.

"We take an anti-oppressive, trans-inclusive feminist approach toward identifying the issues and bridging the gaps in support networks and services for young women leaders. Our work takes a multifaceted approach to promoting inclusive & equitable leadership.

"The woman is the foundation on which nations are built. She is the heart of her nation. If that heart is weak, the people are weak. If her heart is strong and her mind is clear, then the nation is strong and knows its purpose. The woman is the center of everything."

*Art Solomon
Ojibway Elder*

We focus on building young women's civic leadership capacity while we work with civic institutions to remove systemic barriers contributing to gender inequity."

In September of 2018, Young Women's Leadership Network's Executive Director addressed the the House of Commons Standing Committee on the Status of Women, as part of the Committee's study on *Barriers Facing Women in Politics*.

She stressed the importance of importance of fair and accessible sexual violence and harassment policies and report mechanisms, as well as the organization's focus on creating lasting cultural shifts and preventive measures.

<https://www.ywln.ca>

Young Women's Leadership Network

Arezoo Najibzadeh

Executive Director

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Toronto, ON M5T 2C7

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contact@ywln.ca



YWCA Canada

<http://ywca.ca>

“YWCA Canada strives to strengthen women and girls’ equality, allowing them to see themselves as empowered and engaged.”

According to its website, “The YWCA is one of Canada’s longest standing and largest charities, with a presence in Canada since 1851 and now serving more than 2.25 million people annually across 1,700 program locations. The YWCA in Canada is dedicated to the growth of all persons in spirit, mind and body, and to their sense of responsibility to each other and the global community.”



YWCA Canada works on advocacy and programs to end gender-based violence, to end homelessness among women and girls and to improve women’s economic security. Also, as one of the largest child care providers in the country, YWCA Canada advocates publicly-funded universal child care.



Commonwealth Women Parliamentarians
Canadian Region

Femmes parlementaires du Commonwealth
Région canadienne

The organization has long emphasized leadership development and community involvement for girls and women. “At YWCA Canada we enhance young women’s leadership by providing a platform to stretch beyond comfort levels, practice leadership skills and to raise their voices on the issues they identify as important.”

In June of 2018, YWCA Canada filed a brief with the House of Commons Standing Committee on the Status of Women, as part of the Committee’s study on *Barriers Facing Women in Politics*:

<http://www.ourcommons.ca/Content/Committee/421/FEWO/Brief/BR10001969/br-external/YWCACanada-e.pdf>

YWCA Canada pointed to racial discrimination, sexual harassment and economic inequality as barriers women face in approaching politics. The brief brought forward seven specific recommendations to the Standing Committee.

<http://ywca.ca>
YWCA Canada
Angela de Burger
Manager, External Communications and Marketing
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416-645-5977

Government of Canada

<https://www.canada.ca/en.html>

Status of Women Canada

<https://swc-cfc.gc.ca/>

“A federal government organization that promotes equality for women and their full participation in the economic, social and democratic life of Canada.”

Status of Women Canada envisions, “A Canada where equality is achieved between women and men in all aspects of life.”

See: Who we are: <https://www.swc-cfc.gc.ca/abu-ans/who-qui/index-en.html>

SWC’s website lists nine categories – major topics or initiatives that the agency is currently addressing on its own or in a supportive role to other organizations. Those include:

GenderBased Violence Strategy
 Women on Boards
 Women in Skilled Trades
 Women in Rural, Remote and Northern Communities
 Girls and Young Women in Canada
 Women in Non-Traditional Occupations
 Indigenous Women and Girls
 Supplier Diversity
 United Nations Commission on the Status of Women

Elections Canada

<http://www.elections.ca/home.aspx>

“Headed by the Chief Electoral Officer of Canada, Elections Canada is an independent, non-partisan agency of Parliament. Its primary task is to be prepared at all times to administer an electoral event.”

The stated mission of The Office of the Chief Electoral Officer, commonly known as Elections Canada, is “Ensuring that Canadians can exercise their democratic rights to vote and be a candidate.”

See The Role and Structure of Elections Canada: <http://www.elections.ca/content.aspx?section=abo&dir=role&document=index&lang=e>



Election Canada's website contains a wealth of current information and historical data on Canadian elections, a comprehensive resource centre with legislation, research and related publications, as well as links to other electoral and democratic resource organizations.

House of Commons <http://www.ourcommons.ca/en>

This website link follows current Canadian parliamentary business and provides a resource centre for historical information and research. Of particular interest is the recent set of hearings noted below:

STANDING COMMITTEE ON THE STATUS OF WOMEN

“Barriers Facing Women in Politics”

On June 5, 2018, the House of Commons Standing Committee on the Status of Women began its study into the barriers facing women in politics. Links to the briefs that have been submitted to the Committee and transcripts (evidence) of the Committee meetings are provided below:

Briefs Submitted

<http://www.ourcommons.ca/Committees/en/FEWO/StudyActivity?studyActivityId=10006162>

Meetings

June 5, 2018

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-106/evidence>

Witnesses:

Office of the Co-ordinator, Status of Women

- Nancy Gardiner, Senior Director General, Women's Program and Regional Operations
- Justine Akman, Director General, Policy and External Relations

Privy Council Office

- Riri Shen, Director of Operations, Democratic Institutions
- Selena Beattie, Director of Operations, Cabinet Affairs, Legislation and House Planning
- Joshua Bath, Analyst, Democratic Institutions

Statistics Canada

- Pamela Best, Assistant Director, Social and Aboriginal Statistics Division
- Jennifer Kaddatz, Chief, Social and Aboriginal Statistics Division
- Anna Kemeny, Survey Manager, Social and Aboriginal Statistics Division



June 7, 2018

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-107/evidence>

Witnesses:

As individuals:

- Kayleigh Erickson
- Shal Marriott
- Michaela Glasgo

Equal Voice

- Nancy Peckford, Executive Director
- Eleni Bakopanos, National Board Member

June 12, 2018

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-108/evidence>

Witnesses:

As individuals:

- Jeanette Ashe, Chair, Political Science, Douglas College
- Sylvia Bashevkin, Professor, Department of Political Science, University of Toronto
- Rosie Campbell, Professor, Politics, Birkbeck, University of London
- Louise Carbert, Associate Professor, Political Science, Dalhousie University
- Sarah Childs, Professor, Politics and Gender, Birkbeck, University of London
- William Cross, Professor, Department of Political Science, Carleton University
- Melanee Thomas, Associate Professor, Department of Political Science, U. of Calgary

Samara Centre for Democracy

- Jane Hilderman, Executive Director

June 14, 2018

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-109/evidence>

Witnesses:

As individuals:

- Hon. Joanne Bernard
- Hon. Deborah Grey
- Jenelle Saskiw
- Karen Sorensen, Mayor of Banff

Groupe Femmes, Politique et Démocratie

- Thérèse Mailloux, Chair, Board of directors
- Esther Lapointe, Director General



June 19, 2018

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-110/evidence>

Witnesses:

Women for 50%

- Roxanne Fairweather, Co-Chair
- Norma Dubé, Director

PEI Coalition for Women in Government

- Dawn Wilson, Executive Director

Réseau femmes et politique municipale de la Capitale-Nationale

- Sylvie Asselin, President
- Marjolaine Gilbert, Coordinator

Federation of Canadian Municipalities

- Carole Saab, Executive Director, Policy and Public Affairs
- Yolaine Kirlew, Third Vice-President and Councillor, Municipality of Sioux Lookout

Conseil du statut de la femme

- Louise Cordeau, President

As an individual:

- Natalie Pon

Elections Canada

- Susan Torosian, Executive Director, Policy and Public Affairs
- Jeff Merrett, Director, Regulatory Affairs and Systems

September 26, 2018

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-111/evidence>

Witnesses:

As individuals

- Daniela Chivu
- William McBeath
- Brenda O'Neill, Associate Professor, Department of Political Science, University of Calgary

Young Women's Leadership Network

- Arezoo Najibzadeh, Executive Director

City of Iqaluit

- Madeleine Redfern, Mayor

November 26, 2018 (in camera)

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-123/minutes>

The Committee commenced consideration of a draft report.

November 28, 2018 (in camera)

<http://www.ourcommons.ca/DocumentViewer/en/42-1/FEWO/meeting-124/minutes>

The Committee resumed consideration of a draft report.



Other Notable Canadian Women's Organizations

Canadian Association for the Advancement of Women and Sport and Physical Activity	https://www.caaws.ca
Canadian Women's Voters Congress	https://www.facebook.com/womenvoters https://twitter.com/womenvotersca
Famous 5 Foundation	http://www.famou5.ca
The National Council of Women of Canada	http://www.ncwcanada.com
Women for 50%	http://www.women50femmes.ca

Notable US Women's Political Activist Groups

ElectWomen	https://electwomen.com/
Emily's List	https://www.emilyslist.org/
Feminist Majority Foundation	http://feminist.org/default.asp
Ignite	https://www.ignitenational.org/
League of Women Voters	https://www.lwv.org/
National Federation of Republican Women	http://www.nfrw.org/
National Foundation for Women Legislators	https://www.womenlegislators.org/
National Organization for Women	https://now.org/
National Women's Political Caucus	http://www.nwpc.org/
Public Leadership Education Network	https://plen.org/
ReflectUS	https://reflect.us/
Running Start	https://runningstartonline.org/
She Should Run	https://www.sheshouldrun.org/
Ultraviolet	https://weareultraviolet.org/
Victory Institute	https://victoryinstitute.org/
Women's Campaign Fund	http://www.wcfonline.org/
Women's Campaign School At Yale University	http://www.wcsyale.org
Women's Prison Association	http://www.wpaonline.org
Women Under Forty Political Action Committee	http://www.wufpac.org/

READ & REVIEW

In addition to the wealth of written information that can be found on the many of the websites and social media arms of the groups previously described, we provide here a selection of reading material on the topic of women's representation in Canadian politics. We have limited the list to better known Canadian books and articles published since the turn of the century (2000 and forward), although several of the authors have histories dating back further. Some of these materials are referenced or linked by the organizations we reviewed, and some can be found directly on their websites.



This should not be considered an exhaustive or all inclusive list. It was our intention to keep the information review of organizations and literature at a manageable level for the reader, knowing that a dedicated researcher could dig much deeper and wider into the topic, perhaps using this as a starting point.

Nonetheless, we are very confident that a thorough exploration of the previous section combined with this reading list will bring the reader up to date in terms of current thinking within the movement toward greater women's representation in Canadian politics. And, of course, we are hopeful that it will stimulate greater interest and new ideas as well.

Advancing Equity and Inclusion, A Guide for Municipalities. June 2015. City for All Women Initiative (CAWI). 11 Dec. 2018 http://docs.wixstatic.com/ugd/b38eaa_2cdaf3e5579c430e8b443f03fefc9ed0.pdf

Annis, Barbara, Carolyn Lawrence and Patsy Doerr. *White Paper: Solutions to Women's Advancement*. 27 Apr. 2018. Women of Influence in partnership with Thomson Reuters. 2 Dec. 2018 <http://www.womenofinfluence.ca/wp-content/uploads/2017/09/Women-of-Influence-WhitePaper-2014.pdf>

Bashevkin, Sylvia. *Opening Doors Wider: Women's Political Engagement in Canada*. UBC Press, 30 Mar. 2009. ISBN 9780774815635.

Bashevkin, Sylvia. *Women, Power, Politics: The Hidden Story of Canada's Unfinished Democracy*. Toronto: Oxford University Press, 15 Apr. 2009. ISBN 9780195431704.

Blanc, Martine and Christine Cuerrier. *Le mentorat en politique auprès des femmes*. Montréal: Éditions du remue-ménage, 2007. ISBN: 9782890912540

- Blanchard, Marc-André. *Statement by Ambassador Marc-André Blanchard, Permanent Representative of Canada to the United Nations to the Security Council on Women, Peace and Security*. 25 Aug. 2018 Government of Canada 4 Dec. 2018 http://www.international.gc.ca/world-monde/international_relations-relations_internationales/un-onu/statements-declarations/2018-10-25-WPS-FPS-Blanchard.aspx?lang=eng
- Brodie, Janine. *Where Are the Women?: Gender Equity, Budgets, and Canadian Public Policy*. Canadian Centre for Policy Alternatives, Jan. 2008. ISBN 9781897569054.
- Dean, Flannery. *12 Millennial Women on How to Get Involved in Canadian Politics*. Flare Magazine (online publication). 22 Oct. 2018. Rogers Digital Media. 11 Dec. 2018 <https://www.flare.com/news/canadian-politics/>
- Diverse Voices: Tools and Practices to Support All Women – Diverse Voices Toolkit*. 16 Nov. 2018. Federation of Canadian Municipalities. 27 Nov. 2018 <https://fcm.ca/Documents/tools/women/diverse-voices-tools-and-practices.pdf>
- Equity and Inclusion Lens Snapshot – Women*. Version 2017. City for All Women Initiative (CAWI). 11 Dec. 2018. http://www.cawi-ivtf.org/sites/default/files/publications/women-snapshot_en.pdf
- Getting to the Gate – Discover Your Pathway to Find Success in Politics, Guidebook*. 7 Nov. 2018. Equal Voice. 26 Nov. 2018 https://d3n8a8pro7vhmx.cloudfront.net/equalvoice/pages/61attachments/original/1541617083/Getting-to-the_Gate_Guidebook_2018-EN.pdf?1541617083.
- Getting to the Gate – Activity Booklet*. 7 Nov. 2018. Equal Voice. 26 Nov. 2018 https://d3n8a8pro7vhmx.cloudfront.net/equalvoice/pages/67/attachments/original/1541617150/Getting-to-the_Gate_Activity_Booklet_2018-EN.pdf?1541617150.
- Increasing Women's Participation In Municipal Decision Making – Strategies For More Inclusive Canadian Communities*. 4 Aug. 2011. Federation of Canadian Municipalities. 27 Nov. 2018 https://fcm.ca/Documents/reports/Women/Increasing_Womens_Participation_in_Municipal_Decision_Making_Strategies_for_More_Inclusive_Canadian_Communities_EN.pdf
- Municipal Elections in Canada: A Guide for Women Candidates*. 18 Oct. 2011. Federation of Canadian Municipalities. 27 Nov. 2018 https://fcm.ca/Documents/tools/Women/Municipal_Elections_in_Canada_a_Guide_for_Women_Candidates_EN.pdf
- Loat, Alison and Michael MacMillan. *Tragedy in the Commons: Former Members of Parliament Speak Out About Canada's Failing Democracy*. Toronto. Random House of Canada 15 Apr. 2014. ISBN 9780307361295.
- Newman, Jacquetta and Linda A. White. *Women, Politics, and Public Policy: The Political Struggles of Canadian Women*. Oxford University Press, Second edition, 25 Jan. 2012. ISBN 978-0195432497.
- O'Neill, Brenda, Elisabeth Gidengil and Lisa Young. *Women's Political Behaviour: Opinions, Participation and Protest in English Speaking Canada*. Toronto. University of Toronto Press. 15 May 2009. ISBN 978-1442601451.



Osborne, Shirley. *The Importance of Being Good – A Handbook for Women in Politics*. Phoenix: O.S. Press, 2018. ISBN 9781387933174.

Perry, Sylvia G. *Empowering Women Worldwide: The History of Project Five-O*. Published by Project Five-O, 2006. ISBN 9789747086676.

**Report of the Royal Commission on the Status of Women in Canada*, Chair, Florence Bird. 1970. Downloadable PDFs - <http://epe.lac-bac.gc.ca/100/200/301/pco-bcp/commissions-ef/bird1970-eng/bird1970-eng.htm>

Speaking Truth to Power: A Reader on Canadian Women's Inequality. Various contributors edited by Trish Hennessy and Ed Finn. Canadian Centre for Policy Alternatives, 1 Nov. 2010. ISBN 978-1926888088

Stalled: The Representation of Women in Canadian Governments. Various contributors edited by Linda Trimble, Jane Arscott and Manon Tremblay. UBC Press. 1 Jan. 2014. ISBN 978-0774825214

Torosian, Susan. *Barriers Facing Women in Politics – Opening Remarks of Susan Torosian, Executive Director, Policy and Public Affairs before the Standing Committee on the Status of Women*. 19 Jun 2018. Elections Canada – Statements and Speeches. 4 Dec. 2018 <http://www.elections.ca/content.aspx?section=med&document=jun1918&dir=spe&lang=e>

Tremblay, Manon. *100 Questions about Women and Politics*. McGill-Queen's University Press. 13 Sept. 2018. ISBN 9780773555020

Tremblay, Manon. *Femmes et parlements*. Montréal: Remue-ménage, 1 Sept. 2005. ISBN 9782890912205

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Trimble, Linda. *Ms. Prime Minister: Gender, Media and Leadership*. Toronto: University of Toronto Press, Scholarly Publishing Division, 19 Dec. 2017. ISBN 9781442613638

Trimble, Linda and Jane Arscott. *Still Counting: Women in Politics Across Canada*. Toronto: University of Toronto Press, Higher Education Division, 1 Apr. 2003. ISBN 9781442600546

Women and Electoral Politics in Canada. A collection of original pieces by various scholars edited by Manon Tremblay and Linda Trimble. Oxford University Press. 18 Feb. 2003. ISBN 9780195417449

Women in Local Government – Getting to 30%: Lessons Learned. 22 Jan. 2013 Federation of Canadian Municipalities. 27 Nov. 2018 https://fcm.ca/Documents/reports/Women/FCM_Getting_to_30_percent_Lessons_Learned_EN.pdf

2. Campaign School Framework

Commonwealth Women Parliamentarians

Canadian Region

WEB RESOURCES

Several of the organizations we reviewed in Part One have developed or adopted campaign training materials or toolkits for prospective women candidates and their campaign workers. Three stand out as valuable campaign web resources.

Among the most dynamic websites examined, Equal Voice offers a comprehensive six-part online campaign school for women, which registrants can access and use freely: <http://gettingtothegate.com>

The Federation of Canadian Municipalities' publication, *Canada: A Guide for Women Candidates* is a thorough playbook on how to run for municipal office in Canada. Much of the campaign information and instruction can apply to any level of government. [https://fcm.ca/Documents/tools/Women/Municipal Elections in Canada a Guide for Women Candidates EN.pdf](https://fcm.ca/Documents/tools/Women/Municipal%20Elections%20in%20Canada%20a%20Guide%20for%20Women%20Candidates%20EN.pdf)

Groupe Femmes, Politique et Démocratie provides a series of workshops on democracy and citizen participation – including community participation, debating skills, how to construct and execute an election campaign and programs on related topics. <http://www.gfpd.ca/formations/democratie-et-participation-citoyenne>

CAMPAIGN SCHOOLS IN CANADA

In addition to the offerings that the major political parties provide exclusively to their candidates and campaign workers, there have been a fair number of successful non-partisan or multi-partisan efforts toward campaign schools aimed at women in Canada, most at the municipal or provincial level.

In British Columbia, the Canadian Women's Voters Congress have sponsored women's campaign schools for many years with veteran elected officials and campaign organizers from different parties. <https://twitter.com/womenvotersca>



In Nova Scotia, an organization called Women in Local Government had offered campaign schools for women every four years ahead of municipal elections. The Nova Scotia Advisory Council on the Status of Women has now taken over and expanded these free campaign schools. A six-part *Campaign School for Women Toolkit* is currently available from their website: <https://women.gov.ns.ca/content/women-leadership#overlay-context=publications>.



Photo by Nicole De Khors from Burst

Prince Edward Island's Coalition for Women in Government has been offering a *Municipal Campaign School for Women* for a decade. Those continued through the 2018 municipal elections. Additionally, a three-year project funded by Status of Women, Engaging Island Women for Political Action in Canada will address barriers to women's inclusion in political parties by providing leadership training to 100 women and by working directly with political parties to identify opportunities for women's advancement. <https://www.peiwomeningovernment.ca>

In Alberta, Equal Voice's Alberta North chapter got out in front of the 2017 municipal elections with a free one-day campaign school for women interested in running or helping with municipal campaigns there: <http://edmonton.eventful.com/events/2017-municipal-campaign-school-women-/E0-001-099937294-9>

In 2017, the Status of Women Council of the NWT offered 2-day campaign schools for women with a view to electing more women as MLAs in the territorial legislature. <https://www.statusofwomen.nt.ca>

There have been successful efforts in Ontario as well, notably in Grey and Bruce counties which offered the *Run Jane Run: Municipal Campaign School for Women* programs in 2013 and again in 2017, each well ahead of the Ontario municipal elections. <http://www.runjanerun.ca>

The *Waterloo Region Women's Municipal Campaign School* has been running successfully since 2006 and enjoyed its largest turnout ever in 2017. <https://learnhowtorun.com/current-politicians/>



A CAMPAIGN SCHOOL FRAMEWORK

Notwithstanding the many excellent web resources and literature that have been explored as part of this project, and once again acknowledging the successful efforts that dedicated women's groups have made on a local or regional level, Commonwealth Women Parliamentarians - Canadian Region perceives an immediate need to supply its provincial leaders and their members with a consistent campaign school framework.

CWP-Canadian Region has designed a modular program composed of 14 learning modules that can be adapted as a proper campaign school for election campaigns at the municipal, provincial or federal level.

As a prerequisite to a CWP Canadian Campaign School, participants should register in advance and arrive at the school having had at least a few days to review the first part of this project, *Part One – Toward A Campaign School Framework*.

Of course, the Campaign School organizer can employ these 14 modules in their own preferred order. While the order in which they can be delivered is very flexible, there is some obvious logic in placing certain modules before others.

Following are brief descriptions of each module.



Module #1 – Women in Politics

We highly recommend this module as a starting point for any CWP Canadian Campaign School. It is important for potential candidates and their closest campaign advisors to have a basic knowledge of the history of the women's movement in Canada from the Famous Five and the Persons case to modern day political activism by women – how we got to where we are today.

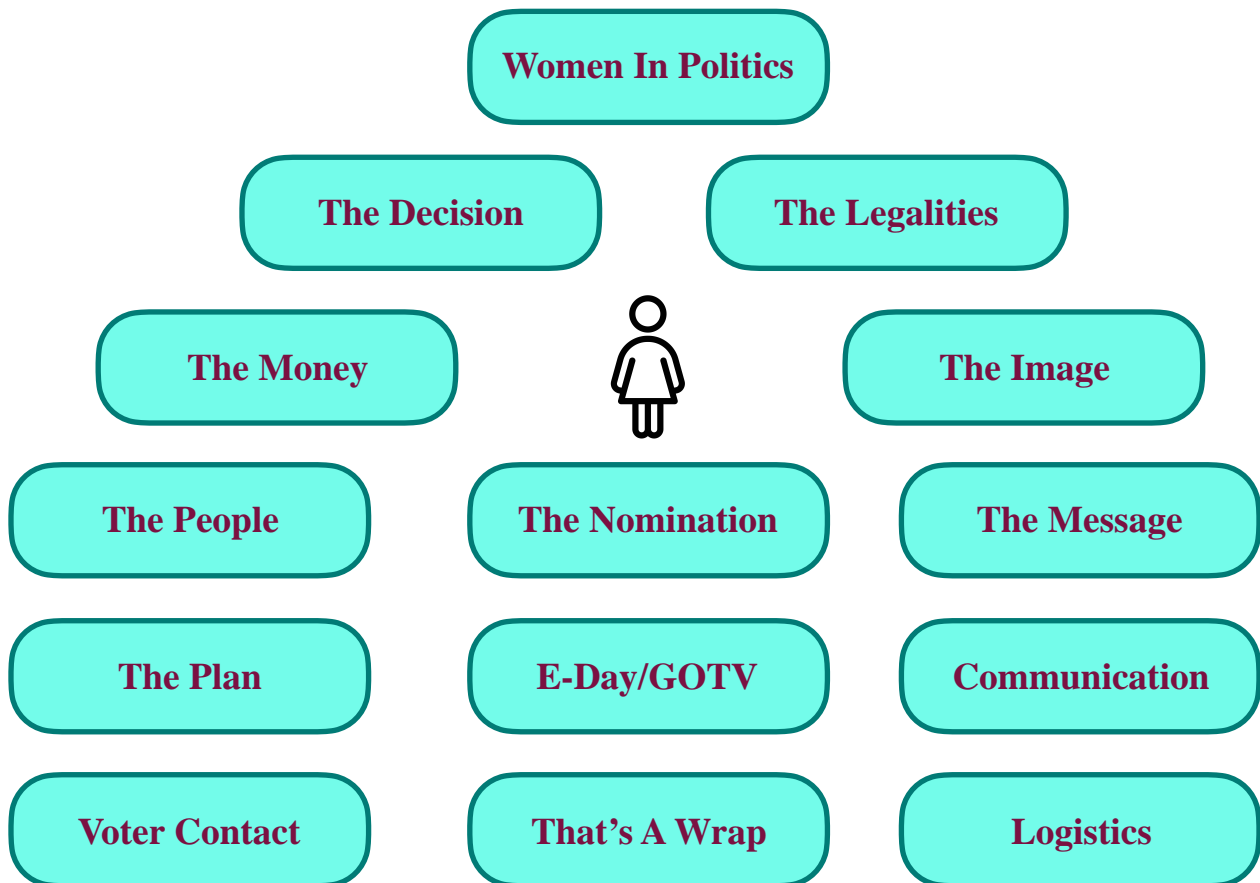
Understanding that today's women walk in the footsteps of true giants in Canadian history should be an inspiring and motivating part of the first module in the campaign school.

This session delves into the need for women to continue the historical struggle for equality, why women today have a duty to become involved in the political process at every level and what that means to Canadian society.

It underscores the obstacles for women entering politics and what they can expect, the special challenges they face, the sacrifices that might be required and the rewards that public service can bring.

Not surprisingly, we recommend that the Women in Politics module be conducted by a woman in politics. Virtually every elected woman or seasoned political activist can handle this assignment while adding colour to the topic with an inside perspective – personal anecdotes and the valuable insight that comes with experience.

CWP-Canadian Region 14 Modules for Campaign Schools



Module #2 – The Decision

To run for public office is a major and potentially life changing decision. Elected life is not for the faint of heart and it is not for everyone, but it can be rewarding work and lead you to a satisfying new career.

The decision to run as a candidate should be prefaced by frank discussions with family and close friends. After all, when you publicly announce, you will need them behind you one hundred percent.

Many capable woman will consider a political run on their own; others will be subject to recruitment attempts by political activists or their parties. Either case requires a thorough analysis of your own motivations and aspirations. Why should I do this – a philosophical commitment to a party? A desire to contribute to my community? A sense of duty? An opportunity to begin a new career? Or something else?

Is a SWOT analysis in order? Strengths, Weaknesses, Opportunities, and Threats. Or is it all systems go right from the start?

This module will attempt to provide potential candidates and activists with an organized approach to making the right decision on their role in politics.

To conduct this module, we recommend a veteran politician from any level of government – a woman who has been through all the challenges and has earned the personal satisfaction of building a successful career in politics.



Photo by Jose Silva from Burst

Module #3 – The Legalities

Candidates and key campaign advisors need to know the rules. Most CWP Canadian Campaign Schools will likely be promoted, timed and tailored toward the next or pending elections – municipal, provincial, or federal. Therefore, it will only be necessary to address one area of legislation governing the election and one set of rules.

This module will highlight the major points in the appropriate legislation as well as rules or requirements for nomination, proper filing of documents, fundraising, spending limits, financial disclosure, appointment of official agents or auditors and other important information for a properly managed and legally executed campaign.



The Legalities module should be delivered by a lawyer who has thoroughly reviewed the appropriate legislation and regulations, or any individual with detailed knowledge of the topic, like an official from the electoral office or agency responsible for administering the election.

Module #4 – The Money

Fundraising is an essential part of every Canadian election campaign. While this has traditionally been more a of male domain, even with men as fundraisers for women candidates, we believe that women have generally been underutilized in raising election funds. Consider the strong presence of women in the entrepreneurial segment, retail operations, the real estate and insurance industries, sales in general, and the huge presence of women in professional fundraising careers, which includes many certified graduates of accredited fundraising programs .

This module will refresh participants on fundraising and spending rules for the appropriate election, the appointment of required financial officials, and suggested financial controls for the campaign.

It will lay out best practices in modern fundraising for election campaigns such as starting close to home and working outward, making a convincing appeal, hosting effective events and proper donor recognition.

The Money module should be conducted by an individual with election fundraising experience who comes with a thorough knowledge of the appropriate rules and regulations for the particular election.

Module #5 – The Image

“If it walks like a duck ...” What kind of public image do you have? Assuming you haven’t had the luxury of personal polling research information to answer that question or the benefit of focus group panels to explore your public persona, what can you do?

Chances are, if you’re now a prominent citizen, a nominated candidate, or even an incumbent, you’ve already done pretty well in creating a positive image of yourself. What can you improve and how do you go about doing that?

Perhaps we can start with two questions: “What kind of image are you trying to project? What do you want people to be saying about you? “



How do you look? How do you sound? How can you better project the image you desire? These are all questions that an honest self-analysis should address, with a little help from your friends and perhaps even some professionals.

Establishing a positive public image should not be taken lightly. It is important at all levels of politics, but is absolutely critical in municipal elections where candidates generally do not have the backing of a political party. Voters might struggle to distinguish differences between candidates and be forced to make choices based on only scant information or general impressions – image.

This module should be led by a marketing/communications expert, perhaps from the media or the marketing arm of a large company. Political experience is always an asset.

Module #6 – The Message

At the provincial and federal levels an individual candidate is extremely limited in this respect and will generally tow the party line so to speak, with template advertising materials provided by the central campaign. Insert a photo of yourself, maybe a local policy point or two, and off to the printer.

You may not be doing much electronic advertising either if your party's central campaign discourages that, and the same might apply to social media. Party central has the public opinion research and you probably don't, so as one of their loyal candidates you must assume they know what they're doing in defining overall messages.



Can you define your own local message? Or should you even try? Strategic decisions like this need to be made up front, not on the fly – hopefully with the benefit of some local talent or professional expertise.

If you are in a municipal campaign in the vast majority of cities or regions where political parties are not visibly involved, you will have the greatest degree of freedom in defining your messaging to the voter. In fact, you may be entirely on your own in this regard. So, what are you selling – competence? diversity? experience? change? How do you determine and define your message – the central theme of your campaign?

This module should be conducted by an individual with solid marketing experience and hopefully some previous involvement in election campaigning.



Module #7 – Communication

Perhaps using either a different communications guru, or the same experts that conducted Modules #5 and #6, this session explores concepts and best practices in all forms of political advertising.

The presenter(s) will discuss print advertising including billboards and lawn signs, electronic and digital forms including internet advertising and social media techniques. Depending on the focus of the particular campaign school, federal, provincial or municipal, they will offer opinions and appropriate advice for a candidate's paid advertising campaign.

As well, this session will cover live candidate public forums, formal debates, free-time broadcasts and media interviews, and discussion on approaches, speaking styles and techniques for those venues.

Tips for ongoing positive media relations and ideas on crisis management (when things go wrong) will also be introduced as topics for discussion in this module.

Expertise in multimedia advertising and general communications is essential to lead this module. This individual or team could be from the industry or from a strong political background, or a mix of the two.

Module #8 – The Nomination

If the focus of a particular campaign school is on a municipal election, and is not in one of the very few Canadian cities or municipal districts where political parties nominate candidates, this module can be skipped, and any nominating requirements can be covered in Module 3 – The Legalities.



Photo by Matthew Henry from Burst

A nomination contest for the right to carry a political party's banner in a particular constituency is one of the most fundamental and simplest democratic exercises. While it is an internal party matter, it is like a mini-election, and unless you are an all-star candidate who has scared everyone else off, or your party's perceived prospects for winning this constituency are poor, you can expect competition.

Party members vote on who will represent them in a forthcoming election. Sell memberships; talk to existing members; gain the greatest amount of support from party members and you become their candidate. Some party rules require only a plurality of votes to win – simply a first-past-the-post race where the most votes wins. Other rules might require a majority of votes to win, using a preferential ballot (1st, 2nd, 3rd, choice) when there are more than two contestants.

Discussion and advice on winning your party's nomination and information on legal requirements and disclosures for contestants will be presented. An experienced political operative should lead this module, perhaps a woman who has won or lost a nomination contest or someone with experience as a campaign manager in nominating contests.

Module #9 – The People

Building a winning campaign team takes planning and effort, but should always start close to home with a small group of the candidate's most trusted and respected friends, mentors or advisors.

This module will discuss how to put together a campaign team – what help a candidate might expect from the party's central campaign and its local party association (in federal or provincial elections), the role of the candidate, the selection and role of a campaign manager, discussion of a campaign's organizational structure, recommended positions and responsibilities, the process of finding volunteers, and ways to keeping the team happy and working together.



Photo by Matthew Henry from Burst

The creation of a successful campaign organization is a classic example of team building. Together, the candidate and the campaign manager must provide the vision to inspire, the energy to recruit, the skills to motivate, the ability to direct, and the good manners to appreciate. And, all of this must all be accomplished inside a prevailing social atmosphere of fun and enjoyment.

The People module should be led by a seasoned political operative – a veteran politician or an experienced and successful campaign manager.

Module #10 – The Plan

It is important to create a Campaign Plan for a successful election campaign. In the construction industry this might be called a Project Definition Report because it defines and describes the project in some detail including budget and time progression. For our purposes, it is a written document incorporating a campaign budget, central strategies and rationales, key themes and objectives, perhaps additionally using diagrams to itemize and map out the various tasks the campaign will perform. The Plan is usually created by the campaign manager in consultation with the candidate.

Campaigns often illustrate parts of their Plan using Gantt charts or the like for this purpose, frequently with visual displays like huge calendars mapping out a time-line moving toward election day.



Important dates for official filings, advertising schedules, scheduled mailings and literature drops, key deadlines, team meetings, canvassing targets, scheduled debates, interviews, fundraising events, advance polls and so forth, are all entered so the campaign manager and key campaign workers can see at a glance what needs to get done and when.

This module will discuss and suggest ideas to incorporate into a successful Campaign Plan, and the various issues surrounding this topic. Like module #9, this session should would best be delivered by a veteran politician or an experienced and successful campaign manager.

Module #11 – Logistics

While campaign logistics could be considered a subset of the Campaign Plan, it is a major topic worth examining on its own, even if in a narrower sense than the word might imply. We will consider it in the context of managing physical things.

A local campaign headquarters is usually necessary in federal or provincial campaigns and often in municipal races as well. How do you find an HQ? Where should it be? What are the physical requirements? When does it open and who is in charge of it? Rent, furniture, equipment, telephones, internet, Wifi, supplies, utilities, insurance, security, cleaning, sign storage – all raise questions that campaigns must address.

Obviously, consideration and decisions are also required to address a multitude of other factors including operating hours, staffing, suppliers, procedures and processes, and eventual shutdown.

The module leader will address these topics, making suggestions based on their own experiences and current best practices. An experienced campaigner or seasoned politician is required to lead this session.

Module #12 – Voter Contact

It would be difficult to dispute that direct voter contact is the most important element of a successful election campaign. The point of voter contact is twofold – to introduce the candidate and leave the voter with a positive impression, and to identify supporters (Voter-ID) so they can be pushed to the polls on election day (GOTV). The goal is simply to identify enough votes to win and then get them to vote. Of course, an important by-product of voter contact programs is immediate or potential financial donations.

The major form of voter contact is door-to-door canvassing – door knocking. This is face-to-face politics in its most fundamental form. However, while still a mainstay in municipal elections, the old fashioned clipboard paper and pen style of canvassing, marking up voters lists, is quickly becoming a thing of the past in federal and provincial elections.



New technologies using handheld devices with wireless internet services are now appearing in Canadian election campaigns. They make the canvassing process a highly automated one, eliminating cumbersome stacks of paper and tedious data input or mountains of record keeping work back at the campaign office.

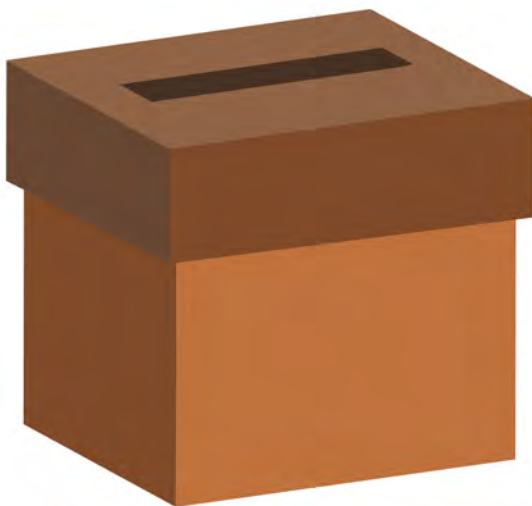
This module will discuss other forms of direct voter contact as well – telephone, personal mail and email, attendance at community events and other public gatherings, and how the candidate can make the most efficient use of her time. It should be led by a political activist with solid experience in voter contact programs.

Module #13 – E-Day/ GOTV

A well executed Election Day program to Get-Out-The-Vote (GOTV) can make the difference between victory and defeat. Some of the new technologies as described in Module #12 are certainly making the task easier as automated systems can be used to track who has voted and, no less importantly, who has not.

However, whether you're using automated systems or traditional means, the election day goal is, of course, to get 100% of your identified support into the ballot box.

This session will also discuss traditional ways and means of GOTV as well as the other important E-Day functions and personnel requirements like telephoners, door knockers, poll workers, drivers, meal deliverers, legal counsel, general office help and standby gopher support.



Election Day(s) is generally the busiest, longest and most demanding day of the entire campaign in terms of people and tasks. There should be an important task for every volunteer distributed by a skilled manager in the role of E-Day Chair, including the organization of a Victory Celebration that same night.

The E-Day procedures are critical and should be planned well in advance. Keeping in mind that none of this is carved in stone, the campaign may decide to split the E-Day/Get-Out-The-Vote functions, perhaps designating an assistant role leading a GOTV team.

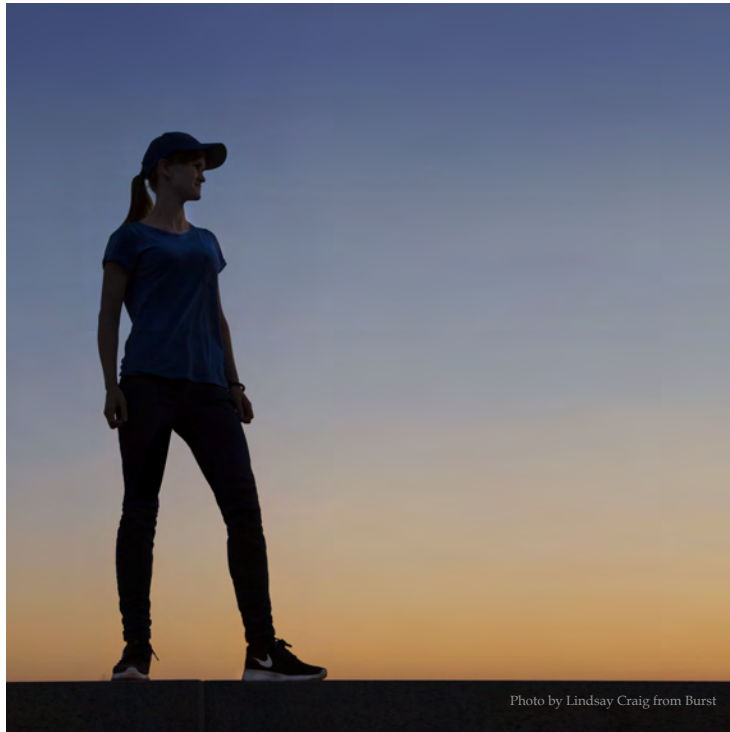
However, in the normal frantic pace of election day, conventional wisdom is to have one person in absolute charge of the entire campaign on that important day—typically called the E-Day Chair. The Campaign Manager helps out where she/he can while the candidate is generally assigned to the telephone.

This important module should be delivered by a seasoned campaign worker, explicitly one with a considerable depth of knowledge and experience in election day procedures.

Module #14 – That’s A Wrap

On its own, this might be the shortest module of all. However, it is a good one to wrap up a CWP Canadian Campaign School, perhaps allowing time for participants to raise any questions they may have been harboring throughout the day(s) even though we do recommend a short Q&A at the end of each module.

The That’s a Wrap module suggests that there are several good reasons to celebrate on election night. You won! You lost, but your party won. You came close. You increased your party’s vote. But even if it isn’t a joyous celebration, people need a Victory Party to lick their wounds, to commiserate with the candidate and to pledge support for future battles. It is a form of closure, an opportunity for the candidate to thank everyone for their hard work and likely the last social event of the campaign.



It may also be the last or best opportunity for the campaign manager and the candidate to quietly review procedures with those who had previously accepted responsibility or offered assistance with campaign filing requirements, material collection, record keeping plans, storage plans, as well as the final shutdown of the campaign headquarters space and any end-of-lease requirements.

We suggest that this module be conducted by the CWP-Canadian Region Steering Committee member from the province where the school is being held, or the main organizer of the event.

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3. Campaign School Guidebook

Commonwealth Women Parliamentarians

Canadian Region

IMPORTANT ORGANIZATIONAL CONSIDERATIONS

ATTRACTING PARTICIPANTS – COFFEE PARTIES

Few things are as flattering or effective as a personal invitation. Being invited to a local **coffee party** to talk about an upcoming event, like a campaign school, is guaranteed to arouse curiosity or pique interest. These can also offer organizers the chance to select and directly approach women who they feel might be ideal candidates, potential campaign managers and so forth – perhaps women so busy with their careers and families they might miss any regular publicity about the event or never stop to consider the idea of getting involved in politics, without this type of nudge.



Organizers should attempt to run several of these coffee party functions well in advance of an actual campaign school event to provide guests the chance to schedule their attendance. Information on the program, its purpose and a good idea of what to expect from the school should be provided by one of the organizers at each coffee party.



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Coffee parties by invitation could be held in homes in different districts of a city as well as in nearby rural communities, giving a group of women or several individuals the possibility of traveling together to participate. Registration forms or instructions on how to register should be made available as well.

It is expected that these coffee parties will in themselves turn into interesting discussions on women in politics and perhaps provide a motivational outcome at least for some of the guests.

ATTRACTING PARTICIPANTS – OTHER MEANS

Social media networks like Facebook, Twitter, Instagram, etc. are excellent ways to promote interest in the CWP Campaign School. There should always be information or a link on how to register.

Invitations should be sent (email is easiest) to political party offices, all elected politicians from the region at all three levels of government.

Major newspapers, local community publications and electronic media will usually provide public service messages at no charge for events sponsored by worthy not-for-profit organizations. Be sure to provide registration information.

Organizational networking can be very effective at promoting local events. Advise other community organizations, clubs, union and professional organizations in your area, business and church groups. Ask your module leaders to help promote the event.

ATTRACTING EXPERTISE

We believe that capable and experienced politicians and political activists, women and men, young and old, will be anxious to help with the success of a non-partisan CWP sponsored Canadian Campaign Schools for Women. Other potential experts or consultants in the fields of marketing, communications, accounting or law should also be willing to donate a small amount of their time for such a cause, and realizing they could benefit from the exposure.



Women, particularly those with some political experience, should be the first priority for this type of expertise but a capable man might also be a viable choice in some instances. In general, we believe that the right people will respond enthusiastically and be more than willing to participate as module leaders in Campaign Schools for Women.

FUNDING & SPONSORSHIPS

Given the multi-partisan or non-partisan nature of the Campaign Schools, the laudable purpose of them, and the sponsoring body (CWP), we believe it should be an easy task to obtain adequate funding to run the event.

Government agencies, private companies, labor unions, business and professional associations should all be willing sponsors or contributors. For example, a small grant from a government agency to cover the meeting room expense, a sponsorship of the morning food and beverage service by a local labour organization, sponsored afternoon refreshments by a



local private company, and perhaps a lunch or supper sponsored by a bank, credit union or a larger national firm. Remember the event is two days; ask for specific dollar amounts and be sure to recognize all donors and sponsors at the event.

Astute organizations should welcome the opportunity to attach their name to the general cause of equality for women.



OTHER IMPORTANT ORGANIZATIONAL NOTES

1) It is imperative that, like the parent organization, the CWP-Canada Region Campaign Schools appear to be, and are in fact, **Non-Partisan**. Care should be taken to present the events in a non-partisan manner – or perhaps better described as multi-partisan.

This can be accomplished in several ways. First, the modules must be led by people from different party backgrounds and certainly not all from the same party.

Secondly, each module leader or presenter must agree to maintain a non-partisan posture in presenting information or expressing opinion and refrain from making comments that could be seen as politically biased or partisan. Organizers must take quick action to correct any breach of that agreement. Finally, the event should be promoted this way, as a non-partisan event open to women from all parties as well as independents.

2) There should be an **Event Chair** for each Campaign School. The Steering Committee member from the hosting province is likely a good choice. The Event Chair's duties are to oversee the entire Campaign School event from start to finish, act in the role of emcee, making brief introductions and delivering thanks on behalf of CWP.

3) The focus of each Campaign School should **target the level** generally seen as the most imminent for an election – federal, provincial or municipal. In this way, the modules can be adapted or tailored to the appropriate level of government, with the appropriate module leaders.

4) **Module leaders** should be sent the brief description of their particular module as shown in Part 2 - Campaign School Framework. They should be asked to tailor their presentations to the intended focus of the particular Campaign School, and cautioned to keep the module on time. The Event Chair and/or other Campaign School organizers must monitor the clock in this regard.

5) The Campaign School Framework was designed as **14 learning modules**, with a view to a two-day school – Day 1 and Day 2 – both 8-hour days including a lunch break. While that could be 8am to 4pm, it could just as easily be 1pm to 9pm with a supper break (hopefully a sponsored meal in either case). The two days can be consecutive or they can be weeks apart.

6) We recommend **7 modules on each day**, modules of 50 minutes allowing for a 10 minute break between each. In order to allow questions, each module leader's presentation should be no more than 40 minutes out of the total allocated 50 minutes. Strict adherence to time limits is a must for a full day.

7) Local organizers should consider methods of advance registration and a small fee, perhaps \$20, in order to discourage no-shows and prevent a come-and-go atmosphere. Online services like Pic-A-Tic can make this process easier. **Advance registration** allows organizers to better plan for certain numbers – important to know for room size, equipment, refreshments, etc. An upper limit of participants in the Campaign School should also be considered.

8) **Use appropriate facilities.** Expecting 30 or 40 people to enjoy being crammed into a small board room for an entire day is not reasonable. Make them comfortable – lots of space with available food and beverage service and room for tables. Consider audio-visual requirements. If you are planning a full meal service, use a separate room.

9) Organizers might consider issuing each participant a **certificate** at the end of Day 2 indicating that they have completed the course. These can be prepared in advance. Consider this a promotion for future schools.



Photo by Shopify Partners from Burst

10) By bringing experience, expertise and a common interest into one room, the Campaign School creates a tremendous **networking** opportunity for everyone – participants, presenters and organizers.

That opportunity should be enhanced by sponsored gatherings over breakfast, lunch, supper, a closing reception or all of those.

11) Organizers should consider **banking requirements** to run Campaign School Events. Cheques will have to be deposited; bills will have to be paid. Does the local CWP group have an account? Can a personal bank account be used?

12) As a follow-up, the Event Chair should circulate a brief memo to CWP's Canadian Steering Committee members highlighting **lessons learned** – what worked well and what did not. In this way the Schools can progressively improve over time.



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SAMPLE AGENDA

Canadian Women Parliamentarians - Canadian Region Campaign School – April 6 and April 13, 2019

Hotel Promenade, Wachima, Manitoba

Day 1 – Saturday April 6th

07:00 – 07:50	Feelwell Room	Continental Breakfast Sponsor: Jones & Bond Law	
07:50 – 08:00	Feelwell Room	Welcome from CWP	Darla Jacobs, MLA
08:00 – 08:50	Feelwell Room	Module #1 – Women in Politics	Joyce Saxon, MP
09:00 – 09:50	Feelwell Room	Module #2 – The Decision	Mayor Alyson Moon
10:00 – 10:50	Feelwell Room	Module #3 – The Legalities	Kathy Jones, QC <i>Jones & Bond Law</i>
11:00 – 11:50	Feelwell Room	Module #4 – The Money	Joanne Mann, CFRE
12:00 noon	Adjacent Room	Networking Luncheon Sponsor: Friendly Credit Union	
13:00 – 13:50	Feelwell Room	Module #5 – The Image	Angela Morgan, <i>Looking Glass Inc.</i>
14:00 – 14:50	Feelwell Room	Module #6 – The Message	Maria Flores <i>East Wind Digital</i>
15:00 – 15:50	Feelwell Room	Module #7 – Communication	Angela Morgan and Maria Flores
16:00 – 17:00	Adjacent Room	Networking Reception Sponsor: East Wind Digital	

*Special thanks to our Donors: The Province of Manitoba, WCCS Local 953, The City of Wachima
And to the Hotel Promenade for donating the morning and afternoon coffee/tea refreshment service*



Canadian Women Parliamentarians - Canadian Region
Campaign School – April 6 and April 13, 2019

Hotel Promenade, Wachima, Manitoba

Day 2 – Saturday April 13th

07:00 – 07:50	Feelwell Room	Continental Breakfast Sponsor: Buster Industries Ltd.	
08:00 – 08:50	Feelwell Room	Module #8 – The Nomination	Donna Schmatz
09:00 – 09:50	Feelwell Room	Module #9 – The People	Hon. Jacquelin Warren
10:00 – 10:50	Feelwell Room	Module #10 – The Plan	Suzanne Lartner, MLA
11:00 – 11:50	Feelwell Room	Module #11 – Logistics	Laura Wychenko
12:00 noon	Adjacent Room	Networking Luncheon Sponsor: Familiar Home Centre	
13:00 – 13:50	Feelwell Room	Module #12 – Voter Contact	Shelley Crow <i>In Touch Tech</i>
14:00 – 14:50	Feelwell Room	Module #13 – E-Day/ GOTV	Jackie Ing
15:00 – 15:50	Feelwell Room	Module #14 – That’s A Wrap	Sarah Freiburg, MP
16:00 – 16:10	Feelwell Room	Closing Remarks from CWP	Darla Jacobs, MLA
16:10 – 17:00	Adjacent Room	Networking Reception Sponsor: Wachima Chamber of Commerce	

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SHE SHOULD **RUN**