

ORGANIZE TO WIN!

A POLITICAL GUIDEBOOK FOR WOMEN



NEWFOUNDLAND AND LABRADOR





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Editors: Jhoanna Gonzales Miners, Diane Macgregor
Graphic designer: Kathy Kaulbach, Touchstone Design
Author: Debi Forsyth-Smith

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FOREWARD

The goal of this manual is to help equip women of Newfoundland and Labrador interested in running in an election to prepare their campaign.

- We invite you to use the material to assist you or another woman in the planning and preparation of a successful campaign;
- We invite you to challenge and encourage women throughout our province in the pursuit to have more of our wise and capable women represented at all levels of government;
- We invite you to start the conversation about women in politics, the barriers and the opportunities; and
- We invite you to visit our website at www.pacsw.ca and our twitter at @PACSWNL for information on PACSW and what is happening within the province around women and women's issues.



INTRODUCTION

Advancing women in leadership is a key component in addressing women's equality. The United Nations note that policy begins to adequately reflect women's concerns when 30 per cent of the government body is female, this is a minimum requirement. Women continue to be under-represented in senior leadership and decision making positions within governments and corporations, and represent the minority on agencies, boards and commissions. Although the percentage of Newfoundland and Labrador women elected to political office remains lower than their male counterparts, women are participating and achieving success in politics.

For example, in the October 11, 2011 General Election there was a full slate of 48 candidates for each of the three provincially registered political parties. Additionally, there were three candidates nominated that were not affiliated with a political party. In total there were 147 nominated candidates, 35 (24%) were female and 112 (76%) were male. The General Election returned 37 Progressive Conservative, 6 Liberal and 5 New Democratic party members to the House of Assembly. Returned members included 17 per cent female (8) and 83 per cent male (40) members. Of the 16 Cabinet Ministers 25 per cent (4) were female and 75 per cent (12) were male members, this included the first elected female premier for the province.

Society benefits when women have a seat at governance and decision-making tables. Life impacts women differently and having their experience heard creates better policies and wiser governments. Furthermore, having women visible in politics helps to create role models for future generations of women. The more that young women and girls see women in leadership positions, the more it becomes something that appears "normal," and the more women we can expect to see making decisions in the future. Although women make up more than 50 per cent of the population, they hold less than a quarter of seats in elected office. We hope that this guidebook will get more women in this province interested in running in an election or supporting a woman interested in running.



HIGHLIGHTING YOUR STRENGTHS

Women have been socialized to underestimate their abilities and strengths and have been conditioned to dismiss many of their skills as being irrelevant to the traditional “male” role of political activity. Research has found that women’s confidence levels and political ambitions are lower than their male counterparts, even though they have many skills, expertise, and experiences. It is important to overcome this conditioning and to provide an honest inventory of what you may bring to the public arena. Don’t underestimate what you have to offer.

The decision to enter public life is a highly personal one, based very much on your personal circumstances. Do not dismiss the importance of your current job, your family, your finances, and your personal life. You must also reflect on the support you currently have from family, friends, the community, and, when applicable, the political party you wish to represent. Weigh these against your interest, ability, and commitment to contribute to public life.

Very often this assessment can be made easier with the help of a trusted confidante or mentor, or a candid friend who can be objective. Seek, too, the advice of current and former politicians, especially female leaders. Many are very willing to give advice and direction to potential newcomers. In many cases this mentoring crosses political party lines—political women are likely to share their experience with other interested women regardless of their individual political persuasion.



THINGS TO CONSIDER:

- You must be ready to make the commitment. Do not let anyone, or any political party, talk you into seeking office if you are not ready to make the commitment or if you feel you are not ready. Be aware that political parties have been known to encourage women to seek election in unwinnable ridings just to increase the number of female candidates they have on the ballot.
- You must promote your values and goals to electors. This is key to a successful campaign. To that end, you must be prepared to aggressively and publicly outline your assets and downplay your shortcomings.
- You must have a good media campaign that reflects your objectives as well as your image. If you are not yet comfortable with publicity, consider professional media training. Maximize your reach by including both traditional and digital media in your plan. And be open to changing your image or “branding,” especially when engaged in party politics.
- You must have a plan to deal with any embarrassing issues that may come to light. Most people will have something from their past that they would rather forget about. But in public life, such things don’t stay forgotten. Develop a strategy to deal with such issues in an honest and open way that balances your privacy, the public’s right to know, and your opportunity to succeed in an election. Seek the advice of a trusted mentor on the more personal and difficult issues.

Use the following self-appraisal exercise to help assess your strengths. Adapt it to fit the type of political involvement you are considering and your personal situation. Ask your friends and family for their ideas. Once complete, share the results with your mentor to ensure you have not overlooked experience, skill, and competencies that you already have.



SELF-ASSESSMENT EXERCISE

Many women tend to downplay their skills and experience. Does this apply to you? If you have assessed yourself poorly in this exercise, ask someone to check your results. Keep in mind that skills you may be lacking can be learned. Make a plan to ready yourself for future opportunities.

Assess yourself on a scale of 1 to 5, with 1 signifying an area that needs improvement and 5 an area of personal strength.

	Needs Improvement			Personal Strength	
	1	2	3	4	5

Patience Level

Reporters and constituents may ask you inappropriate questions. You may be asked the same question many times. Can you remain calm when dealing with people whom you find annoying or frustrating?

	Needs Improvement			Personal Strength	
	1	2	3	4	5

Leadership Skills

Do you like working with people? Do people trust you and confide in you? Are you able to listen empathetically to someone else's problems or concerns? Are you able to delegate responsibility effectively? Are you able to openly demonstrate your appreciation for the hard work and loyalty of your supporters? Do you have access to individuals and groups who would work for your campaign?

	Needs Improvement			Personal Strength	
	1	2	3	4	5

Public Speaking

Can you speak easily and comfortably in front of diverse groups and to the media? Are you articulate? Are you able to communicate potentially complex ideas in a way that everyone can understand? Does it take you a long time to practice a speech before you feel comfortable, or do you need only to read it once or twice to ensure you remember the salient points? Are you able to handle unanticipated questions effectively?

	Needs Improvement			Personal Strength	
	1	2	3	4	5

Stress Management Skills

Can you set priorities and follow them? Can you deal with the highs and lows during your campaign with a fairly even temperament? How well can you handle competing demands for your time? Are you able to do many different tasks at once, or are you easily overwhelmed by disorganization and confusion? Would you be able to keep your campaign running smoothly?



Stamina and Endurance Needs Improvement Personal Strength
1 2 3 4 5

Are you able to work long hours under stressful conditions? Can you pace yourself? Are you able to travel well and schedule your activities so you don't burn out? Are you able to stop and say no before you become completely exhausted? Do you have the physical stamina for door-to-door canvassing during elections campaigns?

Impact on Personal Life Needs Improvement Personal Strength
1 2 3 4 5

Does your family support the idea of your getting involved in politics? Can you modify or take a leave from your work and volunteer commitments? Do you have family and friends who can take over your family commitments during the campaign? Do you have a network of friends you can trust and who can provide moral support? Could you, when necessary, put the needs of your constituents ahead of your own, especially with regards to your time?

Political Know-how Needs Improvement Personal Strength
1 2 3 4 5

Do you know how government works? Do you have adequate knowledge and understanding of the issues? Do you know where you stand on these issues? If you are involved in party politics, do you know the stance of your party? Do you know how to engage in the political world, such as when to say what, how much to say, and to whom? Do you know what resources are available to help you become more informed?

Experience Needs Improvement Personal Strength
1 2 3 4 5

Have you served on any agencies, boards, or commissions? Have you served on volunteer committees in your community? If you are involved in partisan politics, were you active in the party before seeking the nomination? Have you ever been actively involved in working for another candidate's campaign?



WHY POLITICS? WHY ME?

Research shows that male and female candidates perform equally well during campaigns. Yet women remain under-represented mostly because fewer women put their names on the ballot. Researchers tell us that men continue to experience more freedom, comfort, and confidence to run for office.

Researchers also tell us that women are less likely to perceive a “fair political environment” and that this makes women less likely than men to pursue political involvement. Historically, politics have been male-dominated. Societal gender expectations, even today, seem to exclude women from the political arena.

Challenging and changing these perceptions are critical. Many female politicians recognize that one of the best ways to change the existing political culture is from within. Women must stand for office if we want to influence our governments and mentor change within systems and culture.

So you are thinking about answering the call: Congratulations! That in itself is a big step. The following information will help you think carefully about the many facets of your decision to enter politics.

THINK ABOUT FINANCES

Contrary to popular belief, most people get involved in politics to contribute to society, not for personal gain. Compensation for municipal, provincial, and federal office is far below remuneration in the public and private sectors for positions with similar responsibilities, hours of work, travel, and so forth. As a matter of fact, in some municipalities and school boards, representatives are offered only a stipend or honorarium for the work they do. Before considering a political career, be sure to investigate compensation by checking with the appropriate office.



THINK ABOUT POTENTIAL CONFLICTS OF INTEREST

Be aware that rules of disclosure under conflict of interest guidelines apply to political life at the provincial and federal levels and within some municipalities. These you must thoroughly understand and follow. For example under the *Municipalities Act 1999* Section 207 Conflict of Interest states: a councillor shall not vote on or speak to a matter before the council or a committee of the council where:

- a) the councillor has a monetary interest in the matter distinct from an interest arising from his or her functions as a councillor;
- b) the councillor has a monetary interest directly or indirectly in the matter;
- c) a relative of the councillor has a monetary interest in the matter; or
- d) the councillor is an officer, employee or agent of an incorporated or unincorporated company, or other association of persons, that has a monetary interest in the matter.

THINK ABOUT YOUR PERSONAL LIFE

Consider how your decision to serve would affect your family and personal life. What sacrifices will you have to make? How do they measure up against what you hope to achieve?

THINK ABOUT WHAT YOU CAN OFFER

Do you think your community needs more senior centres, teen centres, parks, schools, or other amenities? Do you have concerns about violence against women, health care, the environment, education, or unemployment? Do you have ideas about how to address your concerns? Are you satisfied with the current representatives in your area?

Most people have definite, but broad, ideas about the way things should be done and how government should respond. Becoming a candidate requires that you more finely hone and define your ideas and develop a political agenda. What is your agenda? If partisan politics apply in your situation, which political party and platform best aligns with your thinking and priorities? Are you for keeping things the same? Reforming some particular facet of society? Bringing about broad social change? Know your own mind and how you hope to contribute to the public debate and political arena.

THINK ABOUT WHAT YOU KNOW

The public and the media will expect you to be knowledgeable on a variety of issues. They will assess and judge you based on your awareness of and responses to the issues affecting your community. Review what the key headlines are in the news regionally, provincially and nationally, if you are not sure about certain issues research them or talk to someone that is knowledgeable about that topic. Create draft questions that you think you may be asked and how you would answer them.



THINK ABOUT WHAT YOU STAND FOR

It will be important to remain focused on three or four issues that you care deeply about to make you memorable to your voters, as their top candidate. Usually, these issues will comprise your platform and will set you apart from your opponents. Ensure your issues are consistent and compatible with your agenda—and the agenda of the political party you represent if you are running in partisan politics.

THINK ABOUT HOW YOU WILL MAKE YOURSELF KNOWN

Voters will support the candidate who most consistently and clearly articulates their own views, and can sustain confidence from voters. Take every opportunity to repeat your views on the issues and, when all else fails, repeat them again. Allow your voters to get to know you and what you stand for.



LEARNING THE LANDSCAPE

You're thinking about running for public office because you have the interest, knowledge and skills needed for the job. You have a lot to offer. There will be a lot to learn over the next little while as you prepare your campaign, and here are some things to think about.

For example, you may already know the benefits and shortcomings of the public education system, for example, but you will not know everything about all the issues to which you will be required to respond. While you may not be able to anticipate every question, you can become aware of the issues important to your community before and during the campaign.

UNDERSTAND JURISDICTIONAL RESPONSIBILITIES

One thing you must get clear early on in your political journey is jurisdictional responsibilities. For example, education is a provincial issue while defence spending and foreign affairs are federal. Remember, though, that voters may not know jurisdictional boundaries. You need to be prepared to answer even if it means referring them to the elected representative or to a website or organization.

RESEARCH CURRENT ISSUES

You can use various strategies to increase your knowledge about and engagement in current issues. For example, you can monitor print and digital media on any particular issue. Engaging with different communities and stakeholders on an issue is an excellent way to both increase your knowledge and broaden your network in the community as you continue on the campaign trail.

The importance of a mentor and "spheres of influence" become crucial to raising your awareness of the issues. Spheres of influence are people within the community with a level of knowledge or expertise that you can identify and learn from. They can educate you on a particular issue so that you can define your own position and build your position into your platform, or influence the platform and policy statements in your political party.

You must subscribe to or follow local news outlets, such as your local community, provincial, and national papers. This includes following electronic news outlets for breaking news, including websites and social media. Whatever level of elected office you choose, keep informed and current on issues nationally, provincially, and in your local community. You never know what issue may become relevant to voters in your area. Scan the headlines, collect relevant articles, and make sure a member of your team is tracking how current issues affect the local community and electorate. It may also be beneficial to track your electoral opponents, particularly what they say on public record through various media outlets and their social media accounts.



Public meetings are also a critical source for information. If you can't attend them all, send a representative and gather all relevant materials, reports, briefs, and presentations. Take notes for future reference. Again, go to the "spheres of influence" in the community who have rallied around a particular issue and learn first-hand about their concerns and ideas. You will gain not only awareness of the issue, but also the trust of those who see you responding to their concerns by attending their meetings and listening to their viewpoint. Remember that the moment you have declared as the candidate, you are campaigning wherever you go, all of the time.

The Internet is a useful resource for gathering information, as is your local library. Appendix 3 lists websites that can offer further information, like Community Accounts (<http://nl.communityaccounts.ca/>). If you are involved in partisan politics, your caucus offices and party websites and contacts are also primary sources of information for developing your platform further. Appendix 1 has the information for political parties in Newfoundland and Labrador.

A recommended approach is to gather information from all sides of the issue, including where your opponents stand. This will give you an edge whenever you speak to the media, talk with your constituents, or craft a response to other candidates.



JURISDICTION AND DUTIES

The level of politics you choose to enter will have to do with your interests and the public policy areas you want to influence. Reflect on the priority issues you've identified to determine what level of government has jurisdiction over the areas you are most concerned about.

Political involvement at the municipal level usually requires less of your time (although not always) and little requirement to travel outside your area. However, it usually provides no remuneration except a daily allowance for councillors for attending meetings or a yearly honorarium for mayors and wardens. Since municipal amalgamation, some mayors and councillors in Newfoundland and Labrador receive salary and travel expenses.

Provincial-level political involvement requires Members of the House of Assembly (MHAs) to be in St. John's during the periods the House is sitting—usually a fall and spring session, each two to four months long. This may mean driving to and from St. John's while the House is sitting or having alternative living arrangements if driving is not an option.

At the federal level, Members of Parliament (MPs) spend part of the year in Ottawa, usually Mondays through Thursdays when Parliament is sitting. You would need to maintain two residences and two offices, one in Ottawa and one in your riding.

MUNICIPAL

There are three types of local government in Newfoundland and Labrador; cities and towns, which provide a wide range of municipal services, and local service districts, which have more limited mandates. The cities of St. John's, Mount Pearl and Corner Brook each have their own enabling act. Towns and local service districts take their powers from the *Municipalities Act, 1999*.

Cities and towns have jurisdiction (although not exclusively) over issues such as fire services, urban land use, waste disposal, water and sewer, public transit, street maintenance, local economic development, and recreation. Funding for these activities come largely but not exclusively from taxation powers delegated to the cities. Local service districts charge fees for specific services including water and sewer, waste collection, fire protection and street lighting. The Province of Newfoundland and Labrador's Department of Municipal and Intergovernmental Affairs is responsible for the laws under which municipalities operate. You can find more information on the relationship between local government and the province on the department's website: <http://www.miga.gov.nl.ca/index.html>

Partisan politics is not usually a factor in municipal politics. The legislative bodies are generally small, involving a mayor, and a varying number of councillors, depending on the size of the community. Some municipalities, though, have expanded geographically and increased their numbers due to amalgamation.



The main duty of municipal councillors is to attend council and committee meetings where decisions are made for the municipality. Some councils meet weekly, bi-weekly, or once a month, aside from committee meetings. Council members receive a daily allowance for attendance, unless they receive set salaries. Mayors are responsible for presiding over council meetings and acting as spokespersons for the council. Honoraria or salaries for mayors vary considerably from municipality to municipality.

Councillors also act as advocates for their constituents and communities, answering their questions and addressing their needs with regards to municipal-related services.

PROVINCIAL

The provincial government has jurisdiction over education, health care, housing, highways, resource management, energy, environment, labour, economic development, tourism, employment rights (such as parental leave and employment equity), social services, day care, status of women, culture, and human rights.

Duties of Members of the House of Assembly (MHAs) vary considerably depending on whether their political party forms the government, the official opposition, or the third party. If the MHA is part of the governing party, their responsibilities also increase if they are given a Cabinet portfolio, which gives them the responsibility to govern and make decisions on provincial departments. MHAs not part of the government often carry critic responsibilities that shadow the Cabinet portfolios and hold the Ministers to account in the House.

Spending time in the Public Galleries when the House is sitting can be an effective way of learning the role each member plays. The House of Assembly Chamber is located on the main floor of the Confederation Building (East Block) on Prince Philip Drive, St. John's. Before entering the galleries, visitors must walk through a metal detector at the 3rd floor entrance. In some areas, cable television channels carry the proceedings of the House when in session, or the four days (Mondays, Tuesdays, Wednesdays, and Thursdays) when Question Period is scheduled. You may also watch the Assembly when it is in session online at http://www.assembly.nl.ca/business/Webcast/webcast_live.htm

MHAs also must act as ombudspersons and advocates for the needs of their constituents and community. This is often done through each MHA's Constituency Office.

FEDERAL

The federal government has jurisdiction over foreign affairs, national defence, aboriginal affairs, regional development, status of women, energy, environment, fiscal and monetary policy, justice, public safety, including criminal law, immigration, and the administration of pensions and social security, employment insurance, and federal transfers to the provinces.



Members of Parliament attend the House of Commons when the House is sitting, where they debate and develop legislation to govern matters privy to the federal jurisdiction. With the House being in Ottawa, most MPs have a residence there and travel to and from their constituency depending on the schedule of Parliament.

Similar to MHAs, duties of MPs vary depending on whether their political party forms the government, the official opposition, or the third party. If the MP is part of the governing party, their responsibilities also increase if they are given a Cabinet portfolio, which gives them the responsibility to govern and make decisions on federal departments. MPs not part of the government often carry critic responsibilities that shadow the Cabinet portfolios, and hold the Ministers to account at the House.

Likewise, MPs also act as ombudspersons and advocates for the needs of their constituents and communities. This is often done through each MP's Constituency Office.

INTER-JURISDICTIONAL ISSUES

Be aware that some areas—such as education, housing, social services, economic development, health care, and even immigration—involve all levels of government. Be sure you are knowledgeable on the interconnectedness of policy, programming, and funding in these areas at the three levels, as this can become very confusing. It is important to know who has the legislative and financial jurisdiction over what issues.

Oftentimes, these inter-jurisdictional areas frustrate constituents who simply want answers to their concerns, whatever level of government you represent. For this reason it is important to develop positive relationships with colleagues at all levels of government so that you can easily make referrals, and can potentially resolve issues that much easier.



QUALIFYING AS A CANDIDATE

The following table summarizes the eligibility requirements for candidates at the three levels of office. Please check the appropriate election act and amendments to ensure that the information is current at the time you are running.

	Municipal	Provincial	Federal
Minimum age on polling day	18	18	18
Citizenship	Canadian	Canadian	Canadian
Residency in electoral district	Yes, 30 days in municipality	No, see act	No, see act
Other requirements	Yes, see the <i>Municipal Elections Act</i>	See act	Yes, see act
Deposit	varies by city and town	\$200	\$1,000
Number of nomination signatures	At least 2 qualified voters	At least 10 qualified electors	100 or 50, see act
Appointment of official agent	Optional	Required	Required
Statement of party affiliation & confirmation	Not required	Required if applicable	Required
Nomination day	From the 28 th to the 21 st day before polling day	Appointed by the proclamation of the Lieutenant-Governor	Monday, 21 days before polling day
Usual polling day	Last Tuesday in September	2 nd Tuesday in October	Monday
Campaign period	Approximately 4 weeks	See act	36 days minimum
Usual Time between elections	4 years	4 years	4 years
Limits to campaign spending	None	See act	See act



COMMUNITY ACTIVISM

Many women do not feel they are in a position to dedicate the time and effort required to seek office in the formal municipal, provincial, or federal arenas. Many others feel they require exposure to and experience with public service on a different scale before considering other options. Still others opt to delay their political aspirations to a point in life when family and career considerations are less demanding. Whatever the reason, many options are available to women who wish to contribute to their community without running for political office.

Community activism is not a requirement before running in an election however it is a great way to get involved and it helps you gain skills and experience that would aid in preparing yourself for a political career. Community activism allows you to gain skills and build networks within your community in areas that particularly interest you. Community organizations and local chapters of volunteer organizations are good places to start. Schools in your area will have school advisory councils that seek members to represent parents and the wider community.

At the municipal level, there are many citizen committees, task forces, and advisory groups that serve around particular issues.

The federal government also has a number of boards and agencies that require the participation of citizens with expertise in a variety of areas called Government in Council Appointments. Participation at the federal level may require travel to Ottawa or other areas of the country depending on the nature of the work of the board or agency. To apply, you can check out this website: www.appointments-nominations.gc.ca.



PARTISAN POLITICS

If you are considering political participation in either provincial or federal elections, you probably have a sense of which political party most fits your own views on the role and approach of government on various issues. Your past voting decisions were probably made by assessing both the candidates and the parties they represented. If you do not know each party platform, you may check out each party's websites, or call party or caucus offices and ask for their literature. Speak to or e-mail a researcher or information officer for detailed information. (See Appendix 1 for contact information)

Political parties welcome volunteers in a variety of roles, during elections or not. You can learn more about what may be available by contacting either the party offices or the caucus offices. You can also reach out to riding associations, especially the one in your community.

Volunteering is one of the best ways to become familiar with the party structure, platform, and various components of a campaign as each party conducts their own election-readiness workshops. There are also many opportunities to be a part of your riding association's executive committee, and even be a member of the nomination committee to give you insights of the process before you decide to put your name forward.

Some political parties maintain active women's organizations that support their female members and encourage other women who may be interested in politics. Some women's organizations within the political party system provide funding and other supports to women entering politics at the provincial and federal levels. More information on how to access this funding appears in Appendix 1.



SECURING A NOMINATION

Securing a party nomination for a provincial or federal campaign may be more difficult for women than winning an actual election. Internal party politics, which may include barriers, discrimination, and the still prevalent “old boys club” culture, make it difficult for women to gain party support at the local level. At times, political parties have encouraged women candidates to run in unwinnable ridings for the sake of increasing the number of female candidates in that particular election.

Research suggests that men are more likely to secure nominations than women. However, obstacles within party structures are gradually being eliminated. Formal and informal policies are being devised to increase the number of women working within party organizations and running as electoral candidates. It is important for parties themselves to take the steps to ensure equity within their organizations, as outside measures rarely prove effective. While securing the party nomination is often the hardest step in succeeding to elected office, women who prevail in a contested nomination often win the election.

If you have not already done so, officially join the party of your choice as a member. This is crucial and required before seeking party nomination. In addition, as a party member, you can introduce debate and pass resolutions for party policy, thus bringing forward issues of interest to you and to those you seek to represent. This can affect what your party will do to encourage more women to run for office.

Unless you intend to run without any political affiliation, you must go through a party’s nomination process. The membership of a recognized party constituency officially nominates a person to represent the party in an election. Sometimes, one individual is asked to run and secures the nomination by acclamation; at other times, two or more people run and must compete with each other to become a party representative. At the constituency level in most parties, a search committee is struck to encourage prospective candidates to seek nominations.

Every political party has a leader, both in provincial and federal politics. A leadership campaign is run the same way as an election campaign, except the voters are their respective party members rather than the general public in constituencies. Depending on the results of the general elections, the winning political leader becomes the premier or prime minister of the incoming government.

Aside from a candidate’s perceived chances of winning an election, party service may be one of the more important factors that influence the selection of candidates in closely contested ridings for nomination, especially for party leadership.



RUNNING AS AN INDEPENDENT

Running without political affiliation is almost unknown in provincial or federal politics, although it is growing in popularity as people distance themselves from party structures. However, winning an election as an independent at the provincial and federal level would be both very difficult and very expensive. You would have no party funds or resources behind you. It is more common for an elected representative to leave a party while in office and sit as an independent, but they are rarely re-elected.

The reverse is true for municipal politics. Overt party affiliation would not usually provide an advantage. As well, there are no party funds for candidates at this level.

Those who are uncomfortable with having formal affiliation with a political party often choose to pursue municipal office where partisanship does not have the role or influence they have at other levels of government. However, many elected at the municipal level move on to provincial or federal politics later in their careers. Political parties monitor municipal politicians with a view to encouraging them to seek provincial and federal nominations.



PUTTING YOUR TEAM TOGETHER

The earlier you know you want to run for office, the better. Six months to a year is good lead time. Ideally, you should have your campaign team in place about six months before the election.

Identifying the right people to fill key positions on your campaign team may be the most critical element of your election-readiness. You need people who are committed, dedicated, trustworthy, hard-working, and able to volunteer a great deal of time during the campaign period. Candidates who are sought out by a particular party and asked to run may find there is a campaign team already available. In some campaigns, party workers from other provinces are brought in to assist local constituencies.

Try to get individuals from various community groups and organizations to work on your team to ensure that you have a broad and diverse representation within your constituency. Don't limit your campaign team to just neighbours. Diversify your team to enhance your support base and improve your understanding of the various perspectives on issues. Broad support is critical.

The following are some positions and responsibilities you should consider when building a campaign team, if you want to mount an effective elections campaign. Of course, the number of individuals filling these positions will vary depending on the size of your campaign and the level of government for which you are seeking office. The more people you have volunteering for your elections campaign, the more voters you can reach and identify to vote for you. More volunteers will also ease the workload and pressure, both for you as the candidate and the rest of your campaign team. Expanding your team will also reduce the risk of having one individual responsible for everything, which can jeopardize your campaign if they are unavailable when needed.

OFFICIAL AGENT

At the provincial and federal levels, you must name an official agent when you register your name as a candidate. This person is responsible for keeping track of expenses and contributions, and for submitting the records to the Chief Electoral Officer at the appropriate time. Choose someone who is well-organized with bookkeeping or accounting background.

CAMPAIGN MANAGER

Oversees all the other individuals on the campaign team and ensures that the course of the campaign runs as smoothly as possible. This individual directs the candidate's daily activities and should be someone with some political experience. The campaign manager is also often the conduit to the party and the riding association. Be sure to choose someone you respect and get along with, who can give you both praise and criticism, is trustworthy, and has good organizational and people skills.



FINANCE COORDINATOR/FUNDRAISER

Responsible for the bookkeeping and, depending on the size of your campaign, may conduct fundraising. This person should have connections, in particular with potential funding sources and should be meticulous in keeping records. This person will need to work closely with the Official Agent and be aware of all rules associated with campaign expenses. It is often suggested that fundraising activities should be completed even before an elections campaign is called.

VOLUNTEER COORDINATOR

Recruits, manages, and looks after volunteers in your elections campaigns. This person assigns volunteers to different tasks in the campaign and trains them, and often looks after the scheduling. In most cases, this person also recruits drivers with vehicles that can volunteer during Election Day. In campaigns without a separate Canvassing Coordinator, this person also assigns volunteers as canvassers who either canvasses the electorate by phone or door-to-door.

CANVASSING COORDINATOR

Finds people and assigns them to canvass households in the polling district, either door- to-door or by telephone. Strategically plan where to canvass and when. This person may also develop the canvassing script with the communications team. The main goal of canvassing is to identify your voters and get them to cast their ballot. Canvassers also identify where campaign signs can be placed and whether supporters are willing to volunteer. Canvassers share information about advance polling opportunities and ask whether supportive voters need a ride—either to an advance poll or on Election Day. The coordinator collects all this information and consults with the campaign team about updating databases with the collected information and planning follow up actions.

CAMPAIGN HEADQUARTERS OFFICE MANAGER

Looks after the campaign headquarters, including replenishing the office supplies. Often welcomes guests and volunteers, answers the main phone line, and retrieves messages. Depending on the structure of your campaign, they may maintain the database or voter lists for your campaign, which are important in identifying your supporters and getting the vote out.

COMMUNICATIONS COORDINATOR

Arranges for appointments for media interviews and prepares news releases in conjunction with the candidate, campaign manager, and researcher. Also schedules and designs all advertising and article submissions for newspapers, radio, and television. This person also handles all digital advertising, such as the campaign's website, and monitors and supports the candidate's social media accounts.



SIGNS COORDINATOR

Supervises the ordering and installation of posters, lawn signs, billboards, etc., and organizes the clean-up crew to remove campaign material (required within a certain time period) after the election.

RESEARCHER/INFORMATION OFFICER

Locates material necessary to inform the candidate about particular issues and may help to write background material for speeches, public forums and debates, news releases, and pamphlets. Also monitors newspaper stories relative to the campaign and issues. This person often works with the different databases during the campaigns, to help identify the vote, and supporters such as volunteers and those requesting signs.

POLL COORDINATOR

Responsible for finding a poll captain for each electoral or polling district and scrutineers for polling day—the volunteers who watch the counting of the ballots on Election Day. They also call in final numbers to the campaign headquarters, as they become available, for an unofficial tally of votes on Election Day.

ELECTION DAY COORDINATOR

Organizes the scrutineers' schedules on Election Day, organizes drivers and day care for voters who need them, posts polling results in the campaign headquarters as they become available, and organizes the post-election party for the evening of polling day.

The composition of your campaign team will depend on what works for you in your area and in your circumstances, especially with your team. While the functions described above are needed, multiple functions may be handled by the same person. Every party has a campaign team guidebook for candidates that will provide more detail about what is involved in each campaign team position.

Volunteers are increasingly difficult to find for political campaigns, and, in some cases, workers are paid a stipend or salary for their contribution. Whether you can afford to pay your workers depends on the health of your campaign finances.



RUNNING A CAMPAIGN

CANVASSING

One of the most important activities for any candidate in any election at any level is the door-to-door canvass. The one-on-one connection to the voter is critical to lend the personal touch to your platform and views. While many constituencies or ridings are large geographically, you should make every effort to visit each household at least once. A second visit is desirable, particularly in areas with large numbers of undecided voters. You will need a team of well-spoken representatives to join you for the canvass. Ideally your team will be trained with a canvassing script and will be familiar with who you are as a candidate and your main messages and platform. Your team should be able to identify supporters who will vote for you on Election Day.

The candidate and volunteers should never go door-to-door alone. Be mindful of safety considerations, including house pets such as dogs. Be mindful as well that some voters may intend to keep you there for a long time, in order to delay you from getting to other households if they support your opponent.

As for timing, don't canvass early in the morning, after 9 pm, or at mealtimes, as you don't want to irritate the voters whose support you are seeking.

The whole purpose of the canvass is to share your views and allow voters to ask questions about your plans for the community and your stand on various issues. Take pamphlets with you that summarize who you are and where you stand. If no one is home, leave literature in the mailbox or on the door latch so voters know that you took the time to visit their area.

Keep a written record of homes you and your team have visited. Track whether the voters in those homes will support you or your opponent, or remain undecided. The door-to-door canvass is also your opportunity to ask if the voter will display a lawn sign on your behalf.

Note that while some campaigns include phone-based canvassing, elected candidates have continuously attributed their success to their door-to-door canvassing.



KNOWING THE OPPONENTS

It is important to know the strengths and weaknesses of your electoral opponents and to be aware of their positions on the concerns of voters, particularly where they differ and where they agree with your beliefs and values. There may be few ideological differences between candidates, especially in cases of party nomination, when it is even more important to clearly formulate for the party membership what it is that makes you a different and viable choice.

Gather information about other candidates from media reports, public meetings, materials published by candidates, and their social media accounts. Make sure a member of your campaign team or a supporter is able to attend each public event, ask questions, and report back to you or your campaign manager about what the other candidates have to say.

Do not go to any public meetings or debates without as many supporters as you can muster. Their role is two-fold: to ask difficult and challenging questions of your competition and to ask you questions that give you an opportunity to outline your views and share your message as the winning candidate.

AS A CANDIDATE YOU WILL BE THE NEWS

Next to the door-to-door canvass and understanding the views of your opponents, it is critical that you appreciate that as a candidate you will be news. As soon as you announce your candidacy, the media and the public will want to know what you have to say about the issues central to the campaign. You must be prepared in advance of your announcement to respond to any manner of question concerning the local issues, your party's platform, and the broader issues facing the community, province, or country. Make sure you are comfortable responding to the issues before you announce your candidacy. Once again, a trusted mentor, someone with experience in politics, can be a good sounding board and provide feedback on how you respond under pressure. Media training is also advisable. Media training will help you effectively deliver your message and effectively present yourself in front of the media, through techniques such as hand gestures and voice projection.

As you are about to announce your candidacy, prepare a biography that outlines your background, career history, general goals, and any personal information (family) you wish to share. A standard résumé is also important to have on hand. These are items that you can give to the media or members of the public looking to learn more about you and your views. It will also eliminate the need for you to repeat your story over and over again and risk leaving out important factors about your qualifications. For incumbents, be prepared to share and, at times, defend your record as a public official. For new candidates, you will want to highlight why you are the winning choice and what you can bring to the table as an elected official.



If the media asks you a question you find objectionable or too personal, do not feel obligated to answer it. Handling the media is a skill you need to develop as both a candidate and a politician. If you are asked questions about issues and you don't have an answer, say so. Don't try to pretend you know the facts when you don't. Most reporters and voters will respect a candidate who is honest and up front about what they do and do not know. Make a commitment to find the answer and get back to them at a later time. Then do the research and get back to them as promised. Do not make promises to the media or the public you are not prepared to keep.

THE MEDIA

The relationship between the media and the candidate is an interdependent one. The media cannot do a story without a candidate and the candidate needs the media to get her message out and reach a wider audience. While a candidate must always be aware of what is being shared to the media and be mindful of how the media spins or presents what's shared to them, as a candidate, you must develop positive and professional relationships with all members of the media to ensure that your position on the issues is articulated fairly and accurately throughout the campaign.

Updated media lists are maintained by each party before an election with names, addresses, telephone numbers, and e-mail. This includes local, provincial, and national media outlets in all its forms, including print, electronic, radio, and television. However, it is important to compile your own media list to include reporters, columnists, and commentators that are specific to your constituency or riding so that you can be sure that press releases and other notices get to specific individuals rather than ending up in the general newsroom file where it can be easily overlooked or forgotten.

Keep in mind that the party leaders will dominate most of the election coverage locally, provincially, and federally, and you will have to be on good terms with reporters, commentators, and columnists who, along with their editors, will determine what and how much to write about you and your local campaign. Interacting with local reporters on social media is one way to reach and garner interest from the local media and beyond. However, just like traditional media, you must be aware of your social media content to ensure you are managing your messages strategically to your benefit as a candidate.

It will become fairly obvious early on which reporters are supportive of you or the issues you focus on. These relationships should be cultivated and maintained in a professional and cordial manner. Always respond to a media request even if you don't intend to grant an interview. It is not only professional, but it could be helpful later on when you want coverage on a particular issue and are having difficulty conveying your message.



Do not assume that the reporter who interviews you or asks you questions is knowledgeable on the issue or trying to deliberately trip you up. While this may be the case, reporters tend to be generalists and not experts on every issue. They likely have had little time to do research or gather background material in advance of the assignment, so anything you can provide by way of background is helpful and makes the job of getting the story that much easier. This will also allow for a relationship of trust to build, and both reporter and candidate can benefit. It is helpful to know in advance what issue the reporter is calling about. Have your research officer provide you with as much information as possible before you speak to the reporter, including what your opponents may be saying about that same issue. But most importantly, as a candidate, you need to know your message and stick with it during any media interview. Be consistent and strategic with your messaging.

THE NEWS RELEASE, THE PRESS CONFERENCE

Most of the time, the media will be pursuing the candidate for reaction to an issue or event that may have an impact on the campaign. There will, however, be times when the candidate has something to say on an issue and wants coverage. There are two fundamental techniques for this purpose: the news release and the press conference.

Neither one of these should be entered into lightly or superficially, and never issue a release or conduct a press conference unless you have something important, new, or highly relevant to say. Overuse of the news release and press conference is the quickest way to dampen media interest in the campaign and tends to reflect poorly on the credibility of the candidate.

Whenever possible, keep press releases to a one page, double spaced, with just enough information to pique the interest of reporters. Too much detail in a release may cause the reporter not to bother to contact you for direct comment. Worse still, the release may end up in the newsroom garbage because reporters simply do not have time to read pages and pages of information. (See sample release in Appendix 2.)

A news conference must be reserved for major announcements. This may include the announcement of your candidacy or major developments that have a direct impact on the community. Like too many press releases, too many news conferences tend to erode the credibility of the candidate. When calling a news conference, you are asking reporters to come and listen to what you have to say, to take pictures or video, and to go away with a story fit to print or air. For this reason the news conference must be used sparingly. A press advisory should be sent in advance to let news outlets know when and where the news conference will be held and provide a general idea about its content.

The location of the press conference should take into consideration equipment and space requirements of the media. A microphone that all media can plug into makes their job easier. If you expect television reporters, consider the space requirements for a video camera and tripod.



News conferences that can be held outdoors make more interesting visuals for television and lighting does not need to be set up.

At a press conference the candidate should read a brief, clear, and concise statement and then open the floor to questions from the media. If the candidate has other participants in the news conference, their statements should also be kept brief and vetted by the campaign team for accuracy and compatibility. Often times, especially in provincial and federal campaigns, a visit in your local area by the party leader garner media interests. So build an event with a press conference around that opportunity.

During the question and answer period, keep your answers brief and to the point. Stay on track with your key messages, and present yourself as a confident, competent, and relatable candidate. Some reporters may wish to do a more in-depth interview and that should be arranged for after the news conference as a one-on-one session. Again, the rule applies that if you do not know the answer, don't "wing" it. Promise to respond at a later time. Always follow up on phone calls or responses to the media, either directly or through your communications team.



ESTIMATING THE COST OF RUNNING

Research has found that women experience more difficulties in raising funds for their political campaigns. Women also generally have less disposable income to make the initial investment in their campaigns, and may have less access to financial supporters by virtue of more limited social networks.

Municipal level campaigns can be run on a limited budget with the exception of mayoralty and amalgamated municipality campaigns. Unlike provincial and federal elections, there are no party campaign funds for candidates and fundraising is left almost entirely up to the individual and her campaign team. Also, municipal campaign donations are not tax-deductible like provincial and federal donations are, which can be a disincentive to financial contributors. The *Municipal Elections Act* includes rules on the nomination and voting processes. Some cities and towns have made regulations governing campaigns and spending and should also be consulted.

Provincial and federal elections can be very expensive and, necessarily, must include an organization and management strategy that calls for greater spending. If you have already been nominated to represent a particular party in an election, you will have the financial and resource backing of your party organization. The amounts available will depend on the party and the riding association where you will be the candidate, because funds are usually raised by the local party association in preparation for an upcoming election. Make sure you are clear at the outset what your personal financial responsibility will be, and the campaigning limits and associated rules for both your nomination and elections campaign. As for your team, set a goal to fundraise as much as possible before the election writ begins so that you can focus on campaigning instead of raising funds during that time.

One of the best ways to determine how much money you need to run a successful campaign is to look at the returns for the last election at the level of government that interests you, and to check the appropriate elections act and the associated spending limits. Included in these returns are lists of candidates' expenses broken down into broad categories, such as personal expenses, office rental, travelling expenses, goods supplied, and advertising. Check your specific riding. Although expenses will vary from riding to riding, party to party, and individual to individual, you will get a general sense of how much it will cost to be competitive.

On the following page is a worksheet that you can use to estimate the amount of money it would take to run a campaign in your area at the appropriate level of government. You will need to determine which expenses are necessary, which would be beneficial if you have enough money, and which would be nice to have if you have the resources in your campaign.

Obtain realistic estimates—don't guess. Call (or have the appropriate member of your campaign team call) or search online for current prices from the photographer, the printers, the media agencies such as newspapers, the office supply store, phone company, and so on. Look for opportunities for bulk purchasing and competitive pricing.



In federal and provincial elections, candidates who secure more than 15 per cent of the votes in their polling district are reimbursed a certain amount from public funds, such as the Provincial Consolidated Fund. This is called an election rebate from the provincial or federal government. The rebate amount is based on the number of people in the riding and the number of candidates who receive more than 15 per cent of the votes. To estimate this amount, find your riding in the “election expenses of candidates” section in the returns for the latest election. If you are eligible for a \$20,000 reimbursement, but you only spent \$10,000 on your campaign, you will receive only what you actually spent. Do not count on this money until after you have received more than 15 per cent of the vote. Many candidates are disappointed to find they are ineligible for the rebate, particularly in elections with many candidates.



Table: 2	Worksheet		
	Estimating Your Campaign Budget		
	<i>You can include any or all the components in this campaign budget worksheet as appropriate to the size and style of your campaign.</i>		
	Number & Size	Coast Estimate	Total
Professional photo of candidate			
Posters (graphic design and print)			
Lawn signs			
Newspaper ads			
Website			
Mail out #1 (For example, candidate biography, platform and key messages)			
Mail out(s) (For example, identify content and what neighbourhoods to distribute them)			
Postage (mail outs x # households x cost of postage)			



	Number & Size	Coast Estimate	Total
Campaign Headquarters rental			
Office furniture rental or purchase			
Office supplies			
Telephone/ cell phone, Internet, TV/cable			
Utilities (water, heat, electricity)			
Other expenses (food for volunteers, caregiving)			
Transportation (e.g. gas for door-to-door canvassing)			
News conference/ other town hall event			
Thank you advertising			
Other staff/ consulting fees			
Travel expenses (when appropriate)			



IDENTIFYING FUNDING SOURCES AND FUNDRAISING

Candidates usually have three sources of campaign funds: party contributions, individual contributions, and their own personal investment. If you are the party's nominated candidate, you will have the support and the experience of the party organization and its fundraising committees, as well as access to funds that may have accumulated since the last election from your particular riding association.

Depending on the level of government, different rules apply. In municipal politics, companies and organizations may donate to candidates. But in provincial and federal elections, only Canadian citizens can donate within limits related to both contribution amounts and residence requirements. Make sure you understand the rules that apply to your situation.

Also, depending on the level of government and the party organization, different methods of fundraising may be traditional in your area. Yard sales, auctions, bake sales, car washes, and dinners all remain effective ways of raising money. They also serve as a way to introduce yourself and team to the community. In these cases, the money does not necessarily come from people who support you as a candidate. People pay for a service or an item, and you get the money for your campaign.

Other fundraising strategies depend to a larger extent on direct solicitation from individual supporters through phone calls or emails. Your riding association may host fundraising events from your support base, such as workshops or dinners. Your flyers, emails, and other campaign materials should always include an opportunity for supporters to provide donations to your campaign and the address where cheques may be sent or where a donation can be made on a secure website. Note that donations to federal and provincial candidates are eligible for income tax breaks (and subject to donation limits). Only individual Canadian citizens can donate in federal and provincial election campaigns. Donations to municipal candidates may come from either an individual or a corporation, are not tax refundable, and are not subject to donation limits.



EVERY BEST WISH...

We firmly believe that women in Newfoundland and Labrador have much to offer in public life. Whether it is skill, ability, education, life experience, or commitment, women are needed to balance public discussion and decisions made by our elected chambers. Substantive representation of all Newfoundlanders and Labradorians is not only good for democracy, but also good for public policy and governance.

While we recognize that there may be many obstacles, barriers, and challenges to this career choice, we believe that only the full and equal participation of women in political leadership will bring about both equality and equity in our communities. It is our hope that Newfoundland and Labrador women in all their diversity would consider public service and engage in our province's political process. We wish you all good luck as you run for office, today and in the future.



APPENDIX 1: CONTACT INFORMATION

For information on provincial, and federal parties and funds they have available for women, contact

The Liberal Party of Newfoundland and Labrador

860 Topsail Road

Mount Pearl, NL A1N 3J7

Phone: (709) 754-1813

Fax: (709) 726-7164

E-mail: info@nlliberals.ca

Website: <https://nlliberals.ca/>

Ask about the Judy LaMarch Fund (federal)

The New Democratic Party of Newfoundland and Labrador

P.O. Box 5275

St. John's, NL A1C 5W1

Phone: (709) 739-6387

E-mail: info@nl.ndp.ca

Website: <http://nlndp.ca/>

Ask about the Agnes MacPhail Fund (federal)

The Progressive Conservative Party of Newfoundland and Labrador

20 Hallett Crescent P.O. Box 8551

St. John's, NL A1B 3P2

Phone: (709) 753-6043

Fax: (709) 753-6059

Website: <http://www.pcparty.nl.ca/>

Ask about the Ellen Fairclough Fund (federal)

For information on provincial remuneration for MHAs, contact

Office of the Speaker

Main Floor, East Block, P.O. Box 8700

St. John's, NL A1B 4J6

Phone: (709) 729-3404

Email: SpeakerHOA@gov.nl.ca

Website: <http://www.assembly.nl.ca/members/speaker.htm>

For information on disclosure and conflict of interest, contact

Commissioner of Legislative Standards

39 Hallett Crescent

St. John's, NL A1B 4C4

Phone: (709) 729-0714

Fax: (709) 729-0679

Website: <http://www.gov.nf.ca/conflictcommissioner/>



For information on provincial agencies, boards, and commissions, contact

Department of Finance

Main Floor, East Block, Confederation Building, P.O. Box 8700

St. John's, NL A1B 4J6

Phone: (709) 729-3775

Fax: (709) 729-2232

Email: financeminister@gov.nl.ca

Website: <http://www.fin.gov.nl.ca/fin/department/index.html>

For information on provincial agencies, boards, and commissions, contact

Department of Finance

Pension and Group Insurance Administration Division

Human Resource Secretariat, Confederation Building, East Block, Main Floor,

P.O. Box 8700

St. John's, NL A1B 4J6

Phone: (709) 729-3931

Fax: (709) 729-6790

E-mail: pensions@gov.nl.ca

Website: http://www.fin.gov.nl.ca/fin/department/branches/divisions/pensions_adminstration.html

For information on school boards, contact

Newfoundland and Labrador School Boards Association

Eastern School District Conference Centre

40 Strawberry Marsh Road

St. John's, NL A1B 2V5

Phone: (709) 722-7171

Fax: (709) 722-8214

Website: <http://www.schoolboardsnl.ca/>

For information on municipal remuneration for councillors, mayors, and wardens, contact

Municipalities Newfoundland and Labrador

460 Torbay Road.

St. John's, NL A1A 5J3

Phone: (709) 753-6820

Fax: (709) 738-0071

Toll Free: 1-800-440-6536

E-mail: info@municipalnl.ca

Website: <http://www.municipalnl.ca/>



For information on federal boards, commissions, or agencies, contact your local MP or Senator

Parliament of Canada

Information Service

Ottawa, Ontario K1A 0A9

Toll-free (Canada): 1-866-599-4999

Phone: (613) 992-4793

TTY: (613) 995-2266

Website: <http://www.parl.gc.ca/>

Government in Council Appointments

Privy Council Office

GIC Appointments

59 Sparks St, 1st Floor

Ottawa, ON K1A 0A3

Fax: (613) 957-5006

Website: <http://www.appointments.gc.ca/>



APPENDIX 2: SAMPLE PRESS RELEASE

News Release

Smith Announces Run for Party Nomination

February 4, 2015 Humber East

Jane Smith, 24-year resident of Humber East, has today announced her intention to seek the _____ Party nomination for the provincial constituency of Humber East.

In announcing her bid today, Ms. Smith said, “The people of Humber East have given me a lot over the years and I want to give back in a way that will make a difference by representing them in the Newfoundland and Labrador Assembly.”

Smith is a teacher at Corner Brook Regional High and has spent many years volunteering at the local women’s centre, as a volunteer fire fighter, and as a United Way fund-raiser. This is her first bid for provincial office.

“Politics interests me because change interests me, and I think the people of Humber East want change in representation and in the way politics is done,” she said. “I believe, with my experience and skills, I have a valuable contribution to make,” she added.

Her primary concerns are the education system, health care, and employment in the Humber East area.

A native of Newfoundland and Labrador, Jane Smith moved to Humber East in 1991 to begin her career as a teacher. She is a single parent who is raising two children: Jason 17, and Melissa, 15.

For more information, or Ms. Smith’s biography and resume, contact the Committee to Elect Jane Smith at _____.

Contact:

(Name of person handling media enquiries)

(Name of party)

(Phone number)

(E-Mail address)

(Website address)



APPENDIX 3: SUGGESTED RESOURCES

Aboriginal Affairs and Northern Development Canada

www.aadnc-aandc.gc.ca/eng/1100100022181/1100100022182

A Canadian federal department that administers and provides resources and information about Aboriginal Affairs in Canada. Their website provides information on holding Band Council Elections. Interested individuals can contact their Band Governance Officer in Community Development.

ACE Electoral Knowledge Network

aceproject.org

A portal to the world of elections. The ACE network promotes credible and transparent electoral processes with emphasis on sustainability, professionalism, and trust in the electoral process. ACE offers a wide range of services related to electoral knowledge, assistance, and capacity development. The ACE website is an online knowledge repository that provides comprehensive information and customised advice on electoral processes.

Assembly of First Nations (AFN)

www.afn.ca/index.php/en

A national advocacy organization representing First Nation citizens in Canada. The AFN National Executive is made up of the National Chief, 10 Regional Chiefs, and the chairs of the Elders, Women's, and Youth councils. Regional Chiefs are elected every three years by Chiefs in their regions. Chiefs, who are elected by the citizens and members of their respective communities, elect the National Chief every three years.

Canadian Election Study

ces-ec.arts.ubc.ca/english-section/home/

A Canadian study offering elections data and publications online. Its main objective is to explain what makes people decide to vote (or not to vote), and, if they do, what makes them decide to support a given party or candidate, and why parties gain or lose ground from one election to another.

Canadian Women Voters Congress

womenvoters.ca

A non-partisan, grass-roots organization, dedicated to encouraging all Canadian women to become strong, effective voices at all levels of government.

Egale Canada

egale.ca

A national lesbian, gay, bisexual, and trans (LGBT) human rights organization: advancing equality, diversity, education and justice.



Election Almanac

www.electionalmanac.com/ea/#

A non-partisan website that provides complete coverage of federal, provincial, and territorial elections in Canada. It is not sponsored by any political party or entity.

Elections Canada

www.elections.ca

The non-partisan agency responsible for conducting federal elections and referendums in Canada. This site has a searchable map of electoral boundaries for federal ridings, links to federal election law and legislation, such as the Canada Elections Act, and other information about the electoral process in Canada.

Elections Data

www.sfu.ca/~aheard/elections

A collection of material posted by Andrew Heard, a professor in Simon Fraser University's Political Science Department.

Elections Newfoundland and Labrador (ENL)

www.elections.gov.nl.ca/elections/

ENL is a non-partisan office of the House of Assembly and is responsible for the delivery of elections, by-elections and plebiscites. The Chief Electoral Office is responsible for exercising general direction and supervision over the administrative conduct of elections and for enforcing fairness, impartiality and compliance with the *Elections Act, 1991*

Equal Voice: Promoting the Election of Women in Canada

www.equalvoice.ca

A Canadian group that describes itself as “a multi-partisan non-profit organization devoted to the still-bold idea that more women must be elected to every level of government in Canada”. Equal Voice has a Newfoundland and Labrador chapter.

Federal Parliament website, Library of Parliament: Women – Federal Political Representation

www.parl.gc.ca/Parlinfo/compilations/parliament/womenRepresentation.aspx

A government website that provides current statistics on women in federal politics from 1867 to present.



Federation of Canadian Municipalities

www.fcm.ca/home/programs/women-in-local-government.htm

The national voice of municipal government since 1901. Members include Canada's largest cities, small urban and rural communities, and 20 provincial and territorial municipal associations. Municipal leaders from all parts of Canada assemble annually to establish FCM policy on key issues. Since 2005, FCM's Standing Committee on Increasing Women's Participation in Municipal Government has undertaken a number of initiatives, activities and programs to encourage women who are considering running for municipal office. The newest element of this campaign is the Head Start for Young women program. Through this program women municipal politicians and groups of young women come together to identify and address the barriers to young women's participation in local government.

iKNOW politics

iknowpolitics.org/en

An online workspace designed to serve the needs of elected officials, candidates, political party leaders and members, researchers, students and other practitioners interested in advancing women in politics. Its full name is the International Knowledge Network of Women in Politics.

Inter-Parliamentary Union – Women in Politics

www.ipu.org/iss-e/women.htm

An international organization striving to encourage the political participation of women as elected representatives, on an international basis, by raising awareness of issues, barriers and opportunities women face in running for elected office. The website contains international statistics about women's representation in parliaments around the world.

International Women's Democracy Center

www.iwdc.org

A center established in 1995 to strengthen women's global leadership through training, education, networking, and research with a focus on increasing the participation of women leaders in politics, policy, and decision making within their own governments.

Municipalities Newfoundland and Labrador

www.municipalnl.ca/

Municipalities Newfoundland & Labrador (MNL) was formed in 1951 to represent the interests of the growing number of municipal councils in the province.

National Democratic Institute: Women's Political Participation

www.ndi.org/womens-political-participation

A non-profit, nonpartisan organization working to support and strengthen democratic institutions worldwide through citizen participation and openness and accountability in government. They offer programming and online resources to increase the equitable participation of women in politics and government as essential to building and sustaining democracy.



Provincial Advisory Council on the Status of Women

www.pacsw.ca/

The Provincial Advisory Council on the Status of Women (PACSW) was established in 1980 by the Provincial Government and received legislative standing with the introduction of the Status of Women Council Act. It was created to advise Government on issues affecting the status of women and to raise awareness of women's issues within the general public.

Running Start: Bringing Young Women to Politics

runningstartonline.org

An American organization that educates young women, including high school girls, about the importance of leadership and engaging in politics to give them the skills towards political engagement.

She Should Run

www.sheshouldrun.org

An American organization that is dedicated to dramatically increasing the number of women in public leadership by eliminating and overcoming barriers to success. They offer programs and online resources to women interested in politics.

Status of Women Canada

www.swc-cfc.gc.ca/index-eng.html

The Canadian federal department that provides publications, statistics, and resources for women in politics.

The International Institute for Democracy and Electoral Assistance

www.idea.int/gender

An intergovernmental organization that supports sustainable democracy worldwide.

A key concern of International IDEA is the representation of women and other under-represented groups. On their website, go to the Area of Expertise and then Democracy and Gender.

UN Women: Women's Leadership and Political Participation

www.unwomen.org/en/what-we-do/leadership-and-political-participation

The global entity for gender equality and the empowerment of women, created by the United Nations General Assembly. It provides training for women political candidates to help build their capacities and offers voter and civic education and sensitization campaigns on gender equality.



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APPENDIX 5: CHRONOLOGY OF POLITICAL GAINS AND ACHIEVEMENTS

1832	Newfoundland received Representative Government consisting of an appointed Legislative Council and an elected House of Assembly.
1884	The federal government introduced the Married Women's Property Act, recognizing the rights of married women to hold property.
1917	<p>Nurses were given the federal vote under the Military Voters Act.</p> <p>Premier Murray killed the provincial Suffrage Bill, saying, "the enhancement of such a measure at the present time would serve no useful purpose."</p> <p>Women were granted eligibility for appointment to school boards in incorporated towns.</p> <p>The Barristers and Solicitors Act was passed, permitting women to study and practice law on the same terms as men.</p>
1918	<p>Most women were granted the right to vote in federal elections across Canada.</p> <p>Asian and Native women were denied suffrage until 1948 and 1960 respectively.</p>
1921	<p>Agnes Macphail became the first female Canadian Member of Parliament, a member of the Progressive Party of Canada. She had won the United Farmers of Ontario federal nomination over 10 men.</p> <p>Women could be elected to legislative offices federally and in most provinces.</p>
1925	The NL legislature passed legislation giving the vote to women.
1928	Following the petition for Emily Murphy, Nellie McClung Louise McKinney, Irene Parlby, and Henrietta Muir Edwards, the Supreme Court of Canada decided that women were not persons under the terms of the British North America Act and therefore could not be appointed to the Senate.
1929	<p>After the famous "Person's Case" was heard before the British Privy Council (at that time the court of appeal for the Supreme Court of Canada), Canadian women were granted full political freedom.</p> <p>In NL, first woman, Lady Helena Squires, elected to the House of Assembly.</p>
1930	Cairine Wilson, from Ontario, became the first woman appointed to the Senate.
1935	Martha Black became the second woman elected to Parliament—14 years after Agnes Macphail's first win in 1921.



1949	<p>The first government of NL sworn in with Joseph R. Smallwood as Premier on April 1.</p> <p>The first NL provincial election was held on May 27 and was won by the Liberal Party led by Premier Joseph Smallwood.</p>
1957	<p>Ellen Fairclough became the first woman to be appointed to a federal Cabinet position, when she became Secretary of State.</p> <p>Blanche Drover elected as mayor of Clarenville and became Newfoundland's first female municipal councillor and mayor. She polled the highest number of voters cast among the candidates.</p>
1969	<p>Rachel Marshall of Millbrook was the first woman to be a band chief on a Canadian Indian Reserve.</p>
1970	<p>The Report of the Royal Commission on the Status of Women in Canada was tabled.</p>
1971	<p>Canada Labour Code Amendments included protection from discrimination based on sex and marital status.</p>
1972	<p>Senator Muriel McQueen Fergusson, the first female Speaker of the Senate and the first female Speaker in Canada's Parliament.</p>
1974	<p>Dorothy Wyatt elected the first female mayor of St. John's.</p>
1979	<p>The first women were appointed to the provincial cabinet, Hazel Newhook and Lynn Verge.</p>
1980	<p>New Democrat Alexa McDonough became Canada's first female party leader.</p>
1983	<p>Margaret Cameron was appointed Newfoundland's first female Supreme Court Justice.</p>
1984	<p>This year was a breakthrough for women at the federal level—27 women sat in the House of Commons, the highest number in history, and 6 of them were appointed to Cabinet.</p> <p>For the first time in a western democracy, federal leaders of the three parties agreed to participate in a televised debate on issues of concern to women.</p> <p>Jeanne Sauvé became the first woman Governor General of Canada. Progressive Conservative Cora Etter was elected at the provincial level.</p> <p>Daurene Lewis of Annapolis Royal became Canada's first Black woman mayor.</p>



1986	Ethel Cochrane was appointed Newfoundland's first female Senator.
1988	Ethel Blondin-Andrew is the first aboriginal woman elected to the House of Commons.
1989	Marie Dechman became the first woman Deputy Speaker of the House. Audrey McLaughlin became leader of the federal New Democratic Party—the first woman to lead a national political party in Canada.
1991	Rita Johnston became Leader of British Columbia's Social Credit Party and the first female provincial premier of Canada.
1993	Kim Campbell became the first woman Prime Minister of Canada. Catherine Callbeck of Prince Edward Island became the first elected woman provincial premier of Canada. Jean Augustine was elected to Parliament, representing the Ontario's Etobicoke-Lakeshore riding, becoming the first African Canadian woman to sit in Canada's House of Commons. In 2002 she was appointed to Cabinet as Secretary of State for Multiculturalism and Status of Women.
2003	House of Commons has 63 women, which is about 20 per cent of the total of 301 seats in the Commons. Charlene Johnson was the youngest female to get elected to Government of Newfoundland and Labrador.
2006	The number of women in the House of Commons edges up to 65—21.1 per cent.
2008	Leona Aglukkaq became the first Inuk to be sworn into the Federal Cabinet, as the Minister of Health.
2011	Kathy Dunderdale was the first elected women premier of NL. Thirty-five female candidates ran in the Newfoundland and Labrador provincial election; eight were elected and four became cabinet ministers. Six female candidates ran for Newfoundland and Labrador in the federal election; one was elected.
2014	Anastasia Qupee elected as Innu Nation Grand Chief.



NOTES

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15 Hallett Crescent, Suite 103
St. John's, NL
A1B 4C4
Tel: 709- 753-7270
Toll-Free: 1-877-753-7270
Fax: 709-753-2606
Email: info@pacsw.ca
Web: www.pacsw.ca
Twitter: @PACSWNL



St. John's, NL
Email: nl@equalvoice.ca
Web:
http://www.equalvoice.ca/new_lab.cfm
Twitter: @EqualVoiceNL