

PASO-OPSA Advocacy Toolkit

USEFUL LINKS

Provincial Organizations

Provincial Government and Agency Sites

- Government of Ontario <https://www.ontario.ca/>
- Ontario Ministry of Tourism, Culture and Sport <http://www.mtc.gov.on.ca/>
- Ontario Arts Council <http://www.arts.on.ca/>
- Ontario Trillium Foundation <http://www.otf.ca>

Provincial Political Parties

- Elections Ontario <http://www.elections.on.ca/>
- Conservative Party of Ontario <http://www.ontariopc.com/>
- Green Party of Ontario <https://gpo.ca/>
- Liberal Party of Ontario <http://www.ontarioliberal.ca/>
- New Democratic Party of Ontario <http://www.ontariondp.ca/>

Organizations

Cultural Pluralism in the Arts Movement of Ontario

Reports and Resources

<https://cpamo.org/reports-and-resources/>

This online resource operates as a database for all reports and resources released by CPAMO regarding arts advocacy initiatives - particularly in regards to promoting pluralism

Ontario Arts Council

Vital Arts and Public Value: New Strategic Plan Document (2014)

<http://www.arts.on.ca/page525.aspx>

- Outlines the OAC's specific interest in increasing funding the Arts and their goals and intentions with grant programs

Research

<http://www.arts.on.ca/page50.aspx>

Check out OAC's research publications by topic:

- [OAC Grant Statistics](#)
- [Quick stats on the arts](#)
- [Artists](#)

- [Arts organizations](#)
- [Arts funding and support](#)
- [Arts participation and audiences](#)
- [Economic contribution of the arts](#)
- [Social impacts of the arts](#)

Federal Organizations

Government and Federal Agency Sites

- Find your local [Member of Parliament](#) quickly and easily using your postal code.
- Parliamentary website <http://www.parl.gc.ca/>
- Introduction to Government of Canada website <https://www.canada.ca/>
- Department of Canadian Heritage <http://www.pch.gc.ca/>
- Copyright Board of Canada <http://www.cb-cda.gc.ca/>
- Canada Council for the Arts <http://canadacouncil.ca/>

Federal Political Parties

- Elections Canada <http://www.elections.ca/>
- Bloc Québécois <http://www.blocquebecois.org/>
- Conservative Party of Canada <http://www.conservative.ca/>
- Green Party of Canada <https://www.greenparty.ca/en>
- Liberal Party of Canada <http://www.liberal.ca/>
- New Democratic Party <http://www.ndp.ca/>

Organizations

The Arts Advocate

<http://www.artsadvocate.com/>

Online timely digest on the politics and policies influencing the arts, heritage, and cultural industries in Ontario and Canada.

Business for the Arts

Business Support for the Arts Making the Case

<http://www.businessforthearts.org/wp-content/uploads/2015/04/Business-Support-for-the-Arts-%E2%80%93-Making-the-Case.pdf>

Studies and research continue to uphold the economic impact and social importance of the arts. In a McKinsey & Company report commissioned by Business for the Arts in 2008, some of the key findings included:

- The arts can have a significant economic impact on local communities
- Organizations can achieve one or more of their corporate social responsibility objectives by investing in the arts
- With the decline of arts education in schools, there is a greater demand for cultural activities in the community
- Arts education helps children develop higher level skills such as critical thinking and problem solving
- The arts can have a positive impact on the development of local communities and social networks
- Arts and culture help to engage new immigrants with social institutions
- Culture builds stronger communities
- The arts contribute to innovation within a community
- Arts and culture can foster economic inclusion
- Cities can leverage the arts as an important part of their revitalization programs

Several major cities have successfully included the arts and culture as part of their revitalization strategies. Such programs lead to many benefits for the cities including:

- Increased tourism and other indirect economic activity
- Improved quality of life and community engagement
- Regeneration of undervalued/underutilized urban real estate
- Relocation of business and residents from suburbs to downtown core

Canada Council for the Arts

<http://canadacouncil.ca/council/resources/arts-promotion/arts-promo-kit/part3>

Tips and Strategies

Provides resources for successfully making the case for the arts to politicians, journalists or government officials.

- [Why promote supporting the arts?](#)
- [Preparing a promotion strategy](#)
- [General tips for effective action](#)
- [If you are an artist...](#)
- [If you are an arts and cultural manager...](#)
- [If you are a board member in an arts organization...](#)
- [If you are a patron, volunteer or subscriber...](#)
- [Other online resources](#)

Canadian Arts Coalition

<http://www.canadianartscoalition.com/resources/canada-and-the-arts/>

Statistics:

- 87% of Canadians believe that the arts and culture help us express and define what it means to be Canadian. (Phoenix Strategic Perspectives, *The Arts and Heritage in Canada – Access and Availability* 2012)
- Canadians volunteered 97 million hours for arts and culture organizations in 2010. This is the equivalent to about 51,000 full-time, full-year jobs (Statistics Canada)
- Canadians believe that the presentation of performing arts brings energy and vitality to communities, improves quality of life and well-being of residents, makes communities more creative and fosters a stronger sense of pride and identity. (EKOS Research Associates, Survey of the General Public, *The Value of Presenting*, 2012.)

Making the Case for the Arts

<http://www.canadianartscoalition.com/resources/>

- The Arts provide meaning to life
- The Arts help foster creativity and innovation within children from a young age through various forms of arts education initiatives
- The Arts are instrumental in the evolving nature of Canada's diverse culture
- The Arts define and enhance our international presence

Canadian Conference for the Arts

The ABC's of Advocacy

<http://ccarts.ca/wp-content/uploads/2012/01/ABCs-of-advocacy-5jan2012.pdf> (2012)

- 5 Easy Steps for a Successful Advocacy Strategy
- 5 Effective Ways of Getting Your Message Across
- Meetings with Decision Makers
- Ways to Get the Message Out
- Useful Links (Link broken)

Canadian Institute of Diversity and Inclusion

What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion (2013)

- Document outlining the importance of measurability efforts in regards to non-for-profits' funding opportunities, sustainable development and advocacy success

CAPACOA

Arts Promotion Toolkit

<http://www.capacoa.ca/en/services/arts-promotion/toolkit>

- Read Advocacy Primer
- Be informed and prepared

- Develop and ongoing relationship with your Member of Parliament
- Know which decision makers you need to talk to
- Use your social networks
- Collaborate with others
- Other recommended links

Culture Policy Dialogue

<http://culturalpolicydialogue.ca/>

An online database that coordinates all published dialogues from various organizations, including; The Arts Advocate, Business for the Arts, Canada's Public Policy Forum, Soulpepper, and Toronto Arts Council. The site operates as a comprehensive index for discourse regarding cultural policy.

Hill Strategies Research Inc

<http://www.hillstrategies.com/category/arm-categories/other-topics/arts-advocacy>

- Various research reports pertaining to the field of arts advocacy; exploring a variety of sectors and initiatives

International and Foreign Organizations

Americans for the Arts

Americans for the Arts National Index, Roland Kushner and Randy Cohen (2012)

<http://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/national-arts-index-an-annual-measurement-of-the-vitality-of-the-arts-and-culture-in-the-united-2>

- **Aesthetics:** The arts create beauty and preserve it as part of culture
- **Creativity:** The arts encourage creativity, a critical skill in a dynamic world
- **Expression:** Artistic work lets us communicate our interests and visions
- **Identity:** Arts goods, services, and experiences help define our culture
- **Innovation:** The arts are sources of new ideas, futures, concepts, and connections
- **Preservation:** Arts and culture keep our collective memory intact
- **Prosperity:** The arts create millions of jobs and enhance economic health
- **Skills:** Arts aptitudes and techniques are needed in all sectors of society and work
- **Social Capital:** We enjoy the arts together, across races, generations, and places

Bolder Advocacy

Best practices to strengthen and prepare organizations for opposition tactics By Margi Clark (2015)

<http://bolderadvocacy.org/tag/advocacy-skills>

The report outlines five keys to ARMORing your organization:

- Assess the Threats
- Reduce Risks

Manage a Crisis Before it Happens
 Organize your Communications
 Refresh your Practice

ACT NOW! Three to Get Ready: Planning and Preparing for Advocacy by Sue Hoechstetter, with contribution from Mary McClure

<http://bolderadvocacy.org/act-now-1>

- This resource outlines 3 steps to advocacy planning:
 - Preparation
 - Agenda setting, and
 - Detailed planning

Performing Arts Alliance

<http://www.theperformingartsalliance.org/tool-kit/advocacy-basics>

Arts Advocacy Basics

- [Advocacy 101: Lobbying Demystified](#)
- [Get Involved: Individuals and Organizations](#)
- [Building a Case](#)
- [Research & Contact Policymakers](#)
- [Letters & Meetings](#)
- [Grassroots Advocacy](#)
- [Following Up](#)
- [Legalities & Regulations](#)

UNICEF

Advocacy Toolkit (2010)

http://www.unicef.org/evaluation/files/Advocacy_Toolkit.pdf

This document outlines specific steps for;

- Strengthening the Foundation for Advocacy
 1. Credibility
 2. Skills
 3. Intra-office coordination and leadership
 4. Capacity to generate and communicate relevant evidence
 5. Ability to assess risks
 6. Capacity to work with children and young people
 7. Long-term partnerships that can form a broad base for advocacy
 8. Sufficient resources

- Developing an Advocacy Strategy
- Monitoring and Evaluating Advocacy
- Managing Knowledge in Advocacy
- Managing Risks in Advocacy
- Building Relationships and Securing Partnerships
- Working with Children and Young People in Advocacy

United Nations: Sustainable Development

Advocacy Toolkit: Influencing the Post-2015 Development Agenda

<http://www.sustainabledevelopment2015.org/index.php/news/284-news-sdgs/1544-advocacy-toolkit-influencing-the-post-2015-development-agenda>

- Building the Foundations for Successful Advocacy
 - Understand the Agenda: Do your research and gather your evidence
 - Understand the Agenda from National to Global Level
 - Working In Partnership
 - Timeframes
- Steps to Develop Your Post-2015 Advocacy Strategy
 1. Select your post-2015 priorities
 2. Identify your target audience
 3. Develop your message(s)
 4. Choose your messenger(s)
 5. Identify opportunities and activities for delivering your messages
 6. Take stock and identify gaps
 7. Manage risks
 8. Monitor and evaluate progress and impact

RESOURCES

The Boston Foundation

How Boston and Other American Cities Support and Sustain the Arts: Funding for the Cultural Nonprofits in Boston and 10 Other Metropolitan Centers

https://www.tbf.org/~media/TBFOrg/Files/Reports/Arts%20Report_Jan%207%202016.pdf

A report that evaluates on a case by case basis the effectiveness of Boston and 10 other American cities arts service organizations' administration.

- How Do the Cities' Arts Ecosystems Compare in Breadth, Depth and Assets?
- How Does Boston's Funding Landscape Compare to Other Cities?
- Potential for Growth, Potential for Change
- Supporting Arts Ecosystems

OAAG

Models of Collective Arts Advocacy (2015)

https://drive.google.com/file/d/0B6N_GkE-5Ts_d3ZQYmhjNmNxWXc/view?usp=sharing

Document that provides an evaluation of seven organizations and their arts advocacy methodologies.

- Le Mouvement Pour Les Arts et Les Lettres (Le MAL)
- The Canadian Arts Coalition
- PASO-OPSA Ontario
- Visual Arts Alliance
- Beautiful City
- La Table Des Organismes Nationaux En Arts Et Culture (LA TONAC)
- Ottawa Cultural Alliance

The resource utilizes a case study approach to analyze and extrapolate best practice information from the data.

Ontario Arts Council

Making the Case for Arts Education

<http://www.arts.on.ca/asset6345.aspx>

A summary of research and trends in arts education, and how to use such information to strengthen arts education programs in your community.

PACT

Political Activity: Do's and Don'ts for Theatres (2015)

<http://pact.ca/pact/storage/medialibrary/PACT/Advocacy/General%20Advocacy/Political-activity-Do-s-and-Don-ts-for-Theatres.pdf>

This document explores harnessing political activity for charitable organizations.

The Status of the Artist Act

Federal Government of Canada:

<http://laws-lois.justice.gc.ca/eng/acts/S-19.6/>

This link contains the most recent amendments to the act (2014), as well as the exact proponents of the legislature.

Provincial Government of Ontario:

<https://www.ontario.ca/laws/statute/07s07>

This link relays Ontario's implementation of The Status of the Artist Act, as it was last amended in 2009.

UNESCO

<http://unesdoc.unesco.org/images/0011/001114/111428mo.pdf>

UNESCO's recommendations for the wider implementation of Belgrade's 1980 Status of the Artist legislature

Canadian Conference for the Arts

ABCs on The Status of the Artist (2008)

<http://ccarts.ca/wp-content/uploads/2011/11/Status-of-Artist-eng.pdf>

This document created by the Canadian Conference for the Arts examines the Status of the Artist act which looks to improve the socio-economic conditions of artists and creators. As this act is embedded within Ontario mandates regarding the Arts, this resource is useful when advancing advocacy initiatives that require direct references to legislation.

ACTRA Toronto:

Respect the Artist

<http://www.actratoronto.com/advocacy/respect-the-artist/>

This resource provides insight into how The Status of the Artist Act works within the context of Ontario legislation.

Respect the Artist Timeline

<http://www.actratoronto.com/sota/SOTATimeline.htm>

This document explores the history and timeline of the implementation of the Status of the Artist Act legislature.

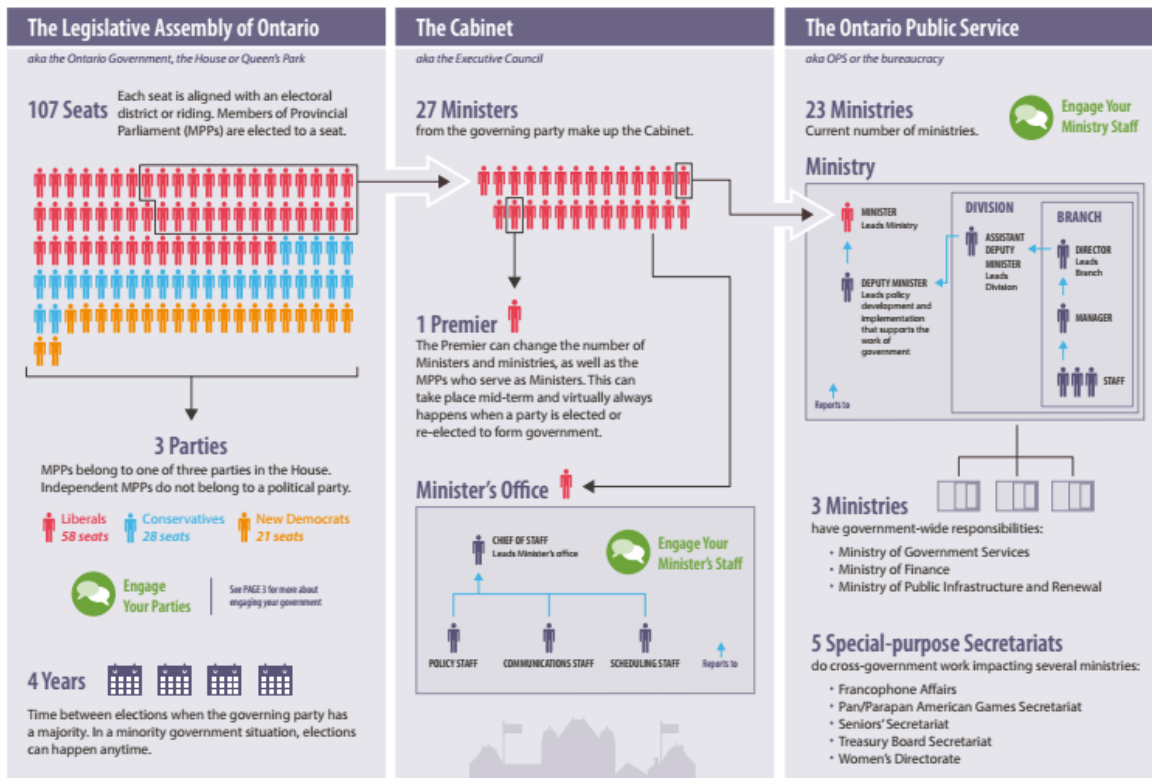
Articles from Ontario Nonprofit Network

1. Advocacy 101: Understanding and Engaging Your Government




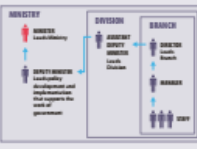
http://theonn.ca/wp-content/uploads/2014/05/WhoDoesWhatinGovt_2014-06-18.pdf

The Ontario Government: A Snapshot

As of September 2014



The Ontario Government: Who Does What

The Legislative Assembly of Ontario	The Cabinet	The Ontario Public Service
 <p>Debate and vote on legislation and regulation brought forward by the government or by private members from all parties.</p> <p>Represent their constituency and support residents in their ridings to access provincial government supports and information.  Engage Your MPPs</p> <p>Vote on the provincial budget.</p> <p>Attend question period where the opposition members hold the government to account by asking questions of the Premier and Cabinet members on government business or issues.</p> <p>May be on standing or special purpose legislative committees.</p>	 <p>Each Minister leads a ministry, or department of government and is accountable to the Legislative Assembly and the public.</p> <p>Cabinet members introduce legislation for consideration in the House.</p> <p>The Cabinet makes the major decisions about government policies and priorities, including provincial budgets.</p> <p>The decisions made in Cabinet provide direction for policy development and implementation in the Ontario Public Service.</p>	 <p>Non-partisan staff develop policy for Cabinet and implement Cabinet decisions and direction along with program design, implementation and evaluation.</p> <p>The Secretary of Cabinet, Ontario's chief public servant, supports the work of the Premier and Cabinet and is responsible for leading the implementation of government direction and initiatives.</p>


Engage Your Government

<p>What to Connect About</p> <ul style="list-style-type: none">  Share successes and impact  Share future direction of your organization or sector  Share unique approaches and innovations 	<p>Ways to Connect</p> <ul style="list-style-type: none">  Meet to talk about local issues, policy ideas, opportunities  Send publications, newsletters or press releases  Invite to events  Connect to each party's stakeholder relations team
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2. Examples of Advocacy Vis-a-Vis Elections

<http://theonnc.ca/wp-content/uploads/2014/05/ONN.EngagingInElections.pdf>

- Elections provide meaningful opportunities for the nonprofit sector to catch the attention of political candidates to share the size, scope and impact of nonprofits and charities on our communities across Ontario.

Tips:

- Keep it non partisan
- A well organized event sets a good impression of your organization
- Do research on attendees prior to the event to talk about pertinent issues and opportunities that include all parties

National Assembly of State Arts Agencies

Why Should Government Support The Arts? (2014)

https://drive.google.com/file/d/0B6N_GkE-5Ts_M1lyVlh3Wjh6Z3c/view?usp=sharing

- Does every state fund the arts?
- Why are the arts a good public sector investment?
- How can we afford to support the arts in hard times?
- What do states currently invest in the arts?

- Is support for the arts a partisan issue?
- Can't we just use federal funds?
- Why can't the private sector do this job?
- Don't arts funds mostly benefit the big cities?
- Why are the state arts agencies essential?
- Does state funding for the arts cause dependence on public dollars?
- What the Research says

UNICEF

Advocacy Toolkit (2010)

1. Defining Advocacy

Advocacy involves ...	particularly when it is geared to ...
awareness raising, communications and media work	enhance UNICEF's credibility and legitimacy as an advocate by promoting its public image and visibility; deliver persuasive, evidence-based and solution-oriented messages to the public, decision-makers, stakeholders and those who influence them.
communication for behaviour change	create an enabling environment for effective implementation of policy changes to protect the rights of children and women, as well as to allow their voices to be heard at the highest level
developing partnerships/ coalitions/ alliances	generate organizational support and momentum behind issues, connect messengers with decision-makers, and utilize diversity to achieve common advocacy goals
lobbying and negotiating	one-on-one discussions with decision-makers to influence them to change policy, practice or behaviour
campaigning	create and mobilize the public around the advocacy issue, change perceptions, and build support to influence decision-makers and stakeholders
research/ publications	illustrate the underlying causes and solutions to a problem, and draw recommendations which can be addressed by decision-makers and stakeholders
work with children and young people	facilitate the creation of a platform for children and young people's voices to be heard and acted-on by decision-makers and stakeholders
social mobilization	engage multiple levels of society, including those who are marginalized, as allies and partners in overcoming barriers to implementation of programmes to protect children and women
conferences/ events	bring together a variety of stakeholders and decision-makers to highlight the causes and identify the solutions to the issue, with follow-up that includes concrete and immediate action

2. Advocacy Prioritizing



TOOL 4. Choosing advocacy priorities

Criteria for prioritizing issues	Does it meet the criteria?	Comment
Importance of Issue		
Does it result in a real improvement in children's lives?		
Does it address underlying problems?		
Does it address the most vulnerable and excluded?		
Is the issue widely felt?		
Is the issue deeply felt?		
Is it a priority expressed by young people?		
Practical considerations		
Is it winnable?		
Is it easy to communicate and understand?		
Are there opportunities for children and young people to engage with the issue?		
Are there clear decision makers who can make the change happen?		
Does it have a clear time frame?		
Does addressing the issue build accountable leadership?		

TOOL 4. *cont.*

Criteria for prioritizing issues	Does it meet the criteria?	Comment
Are there opportunities/entry points to influence policies?		
Are there resources for advocating on the issue?		
Is the analysis of the issue grounded in solid evidence and expertise?		
Is there pre-existing momentum on addressing the issue?		
Can UNICEF add comparative value to addressing the issue?		
Are there partnership possibilities in advocating on the issue?		
Does it link local issues to global issues and macro-policy context?		
Organizational support		
Is it consistent with global priorities such as the CRC and the MDGs?		
Is there continuity with an existing long-term strategy?		
Are governments and/or policymakers keen for change on the issue?		
Is it consistent with UNICEF's mission and our medium-term strategic plan?		
In the case of country offices, is it consistent with the UNDAF, the Country Programme Document and the Country Programme Action Plan?		
In case of national committees, is it consistent with the Joint Strategic Plan?		
Does it help raise UNICEF's profile and strategic position?		
Is there synergy with fund-raising schemes?		

Academic Publications

Journal of Arts Management, Law and Society

Notes from *Leveraging the Power of Individuals for Arts Advocacy* by Julie Hawkins (2012)



Wiley Publications

Notes from: *Nonprofit Management 101* by Darian Rodriguez Heyman (2011)

Three Pillars to Advocacy



Developing an Advocacy Plan

4 questions

1. What is the problem or opportunity?
2. What do you want to have happen?
3. Who decides?
4. How do you influence them?

Maintaining Relationships

- Advocacy is a long term process, therefore it is pertinent to not only establish, but also retain the relationships you have with stakeholders
- Getting to know decision makers and opinion shapers long before you have an “ask” is crucial
- Tips for building and maintaining relationships;
 - Assume good intentions of officials even though at times you may disagree on how to pursue positive change, it is better to focus on the shared common value
 - Become a resource to public leaders
 - Utilize personal experiences to make apparent the real life impact of public policy
 - Be accurate and forthcoming; if you lose your credibility it is very hard to get it back
 - Never burn bridges

The Significance of Unity

- Nonprofits gain strength when they unite across their varied interests in numbers; coalitions are the hallmark of advocacy
- Coalitions have the ability to mobilize large groups to influence outcomes
- Collaboration of this sort involves;
 - Determining common goals
 - Creating structures for planning and execution (including clear definitions of responsibilities and roles)
 - Being willing to share risks and rewards
- Coalitions are built upon mutual trust, a shared understanding of needs, and an ability to compromise for the greater good

Media Communications

- Building relationships with media outlets can help meet numerous policy objectives
 - Positive media coverage can move your message to the general public, who may not know much about your issue or organization
 - News that features stories on your issue, framed in a favourable way, can shore up your position and increase your influence
 - Elected officials keep track of what is being said in the media in order to properly understand and represent their constituents and gauge public opinion

Information Channels

- The Parliament of Canada website provides information on initiatives at the federal level; including programs and legislation changes

- The Ontario provincial government website offers ample information regarding provincial programs that relate to the arts industries
- Awareness of legislature names and numbers aid in the coordination of efficient efforts
- Through the identification of government agencies, stakeholders and particular programs, a focused advocacy strategy can be generated and implemented

Lobbying and Advocacy

- Lobbying is just one type of advocacy, and only occurs when an organization specifically works to advance legislation at the local, provincial or federal level
- Other forms of non-lobbying advocacy include:
 - Educating the public or policymakers
 - Helping voters get information about the candidates
 - Bringing the residents of a community together to stand up for their rights

Planning for Advocacy

- To employ an effective advocacy plan it is important that advocacy play a central role in all the work your organization does
- Important considerations;
 - Are the organization's board and staff in agreement on policy goals?
 - Do you have established criteria for deciding on issues?
 - Does the advocacy appear in your organization's strategic plan and job descriptions?
 - Are you obtaining the necessary skills and training needed to perform this work effectively and legally?
 - Have you secured and designated the appropriate resources (people, time and, money) to carry out this work?

ADVOCACY TOOLS

Open Parliament

Find your MP

<https://openparliament.ca/>

This website helps organizations and individuals locate the important decision makers within their geographic location by utilizing a postal code search to find the designated MP.

Orchestras Canada

<http://orchestrascanada.org/about/advocacy/>

This link contains various templates for federal proposals and budgeting that are crucial for effective arts advocacy

CSO Effectiveness

http://wiki.cso-effectiveness.org/IMG/pdf/step_7_-_annex_2advocacy_plan_example.pdf

A planning document that aids in structuring and formulating advocacy strategies.