



A Woman's Manual on Organizing an Election Campaign

- **Municipal Councils**
- **Education Boards**
- **Health Boards**
- **Regional Economic Development Boards**
- **Provincial & Federal Elections**

Prepared by:

Women's Mentoring Program Advisory Committee

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Patricia Hempstead, Newfoundland and Labrador Federation of Municipalities, Committee Chair
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Foreword

Why a Woman's Manual?

Women in Newfoundland and Labrador have been making enormous contributions to our schools, communities, province and country. We have given volunteer hours to grassroots organizations concerned with a multitude of economic and social issues. Yet we are not adequately or equally represented in the forefront of the political decisions which so profoundly affect the quality of our lives.

Whether you are a woman who believes that we need to increase our numbers in the political systems, or are a woman who believes that we have a unique perspective fostered by our culture and the experience of 'growing up female'--this manual is for you.

For the committee involved in the mentoring project it is really quite simple: women and men live in our communities, our children attend schools and we depend on our economic boards, municipal council, provincial and federal governments to make wise decisions. The work of making wise decisions requires the experience, analysis and input of men and women.

We invite you to use the material to assist yourself or another woman in the planning and preparation of a successful campaign.

We challenge women throughout our province to assist in the quest to have more of our wise capable women represented at all levels of government.

We strongly believe that, when women take their rightful place at the decision making table with men, our systems and decisions will be balanced and our lives enriched.

Every good wish for a successful campaign.

Joyce Hancock
Provincial Advisory Council on the Status of Women

SO YOU WANT TO GET ELECTED...?

INTRODUCTION

Every year, from St. John's to Kitchener, Yarmouth to Vancouver, excellent civic candidates lose elections because they don't understand the art of campaigning. The reverse is also true - some really rotten candidates win because they, or someone working for them, practise the art of campaigning flawlessly.

The purpose of this manual is to ensure that you will know enough about organizing a civic election campaign to be able to do it successfully.

This manual will attempt to provide you with the basic information you will need from the time you decide to run for office through to the exciting day of your victory.

Some topics covered in this manual are:

- Planning - the key to success
- Building a campaign team
- The many jobs that need doing
- Campaign strategies & how they work
- Election day and post election day plans

In planning this manual some basic assumptions have been made:

- 1) That you have all made your decision to run for **town council/school board/Regional Economic Development Boards, etc.** or that you are prepared to head up a campaign for some other woman to run in one of these areas.
- 2) That you have some basic organizational skills and experience as well as some natural liking for "being organized".

PLANNING - THE KEY TO SUCCESS

Right...you have decided to offer yourself as a candidate in the next election. Although it's six months or a year away from now, what can you do today to get you started toward success?

There are two ingredients at work when someone gets elected...

- ▶ the quality of the candidate themselves
- ▶ how well they are presented to the voters

Therefore in doing advance preparations to ensure success you have to prepare yourself as well as your campaign strategy.

1) Prepare yourself.

- Make a realistic self-appraisal in terms of your physical, emotional, intellectual and social attributes and get to work on any deficiencies.
- Get the support of your family and/or close friends - you're going to need them in the months ahead.
- Learn the issues - talk to people; set up a newspaper clippings file; find out what's going on; participate in public forums, briefing sessions.
- Analyse your motives for running. One of the very first questions that will be asked in public as well as in private was "why are you doing this?". Likewise, a frequently asked question since being elected has been "what made you decide to run?". You need to have a well thought out answer to this in order to be seen as a credible candidate. For some reason, this seems to be one of those questions women get asked a whole lot more often than men.
- Start to get yourself seen and heard in public.

2) Plan your campaign.

- Determine what your goal is and do some analysis of what it will take to achieve it. Are you bidding for 1 of 6 seats? Are you looking for the highest vote? Are you aiming to beat someone in particular? This decision will influence a number of decisions in the campaign.
- Decide on your campaign team structure and choose your manager or vice versa depending on your experience and her/his. We'll discuss this in more detail later.
- Draft job descriptions for each of the key positions on your campaign team and fill these positions as early as possible.

- Do up an Action Checklist which includes all of the things that will need doing which can be done in advance of the campaign itself (which will probably last 6-8 weeks).
- Keep a notebook with you at all times and reserve a section for volunteers. As you talk to your friends and it becomes known that you are planning to run, ask them if they would be willing to help. Mark down their names and anything specific that they volunteered for so you can get back to them during the campaign. To back this up you can set up a card file for your volunteers. This will be indispensable especially if you run a second time.
- Start to think about and draft your 8 week plan.

Remember, you are going to work very hard in the days ahead. Anything you can do in advance to help things run smoothly and to keep you free to campaign during those last few weeks will pay great dividends as election day draws closer.

Also, if you are like most first time candidates, you will have a number of people working for you who have never done this sort of thing before. Good planning on your part and a positive attitude will boost their confidence as well as your odds of success.

A FUNCTIONAL CAMPAIGN COMMITTEE

Committees can vary depending on the size of the constituency. Key questions you need to ask yourself in setting up your team are:

- How large should the team be
- What jobs need doing
- What kind of person would best fit each role
- Who has control

The Jobs/Roles

Manager

Duties	Who?
◆ Main Administrator	Strong organizer
◆ Ensures everything is planned	Thorough and has time
◆ Ensures things get done	Positive and friendly
◆ Helps find workers	Enthusiastic
◆ Assists with budget/Signing officer	Has stamina & unflappable

Financial Chair/Treasurer

Duties	Who?
◆ Identifies donors	Good contacts for donations
◆ Solicits contributions	Extroverted
◆ Sets up bank account	Comfortable with fundraising
◆ Handles receipts & bills	Basic financial management skills
◆ Prepares final records	

Media & Public Relations Director

Duties	Who?
◆ Prepares news releases	Flair for graphic design
◆ Drafts ads, TV & radio spots	Photography skills
◆ Designs all literature, etc.	Writing & marketing skills
◆ Organizes media events	Has good media contacts

Literature Distribution Director/Door to Door Organizer

Duties	Who?
◆ Determines amount of literature	High organizational ability
◆ Defines areas/districts	Knows a lot of people
◆ Solicits volunteers for areas & streets (if necessary)	Can get the best from people
◆ Prepares canvass list & trains volunteers	Gets things done Has fair amount of time

Signs Director

Duties	Who?
◆ Sets locations & gets permits	Reliable
◆ Gets a team to help construct	Not afraid of manual labour
◆ Erects & removes signs	Has or can get vehicle, tools
◆ Monitors need for repairs	

Election Day Co-Ordinator

Duties	Who?
◆ Lines up people to telephone	Can be available on Election Day
◆ Prepares a list of drivers	Prefers actively doing things
◆ Books victory hall & refreshments	Sociable
◆ Arranges and trains scrutineers	Experience as a scrutineer
◆ Gets necessary approvals	

Some Observations:

- The most important task is to select your core committee and you should do this first and contact them in person. Making that first phone call is the hardest part for some people.
- Who you choose for Manager is absolutely vital... probably the second most important person is the one who organizes your literature distribution & door-to-door... a very close third, especially if you are not financing the campaign yourself is your fundraiser.
- You may or may not need to have a campaign headquarters... there is an advantage to having one in a highly visible spot in the community but it takes a lot of money and people to operate.
- You will have to keep everyone's spirits up from time to time.
- You set the pace - people follow your example.
- Keep your main committee compact... 7-8 people, but encourage a lot of sub-committees. The more people you have involved in this way the better... they all have their circle of contacts who are likely to be influenced to vote for you because of that person's involvement.
- While the campaign manager runs the campaign, ultimate control rests with the candidate.

Finding Campaign Workers

There is no problem to find campaign workers if you are willing to ask people. Draw a large circle and write in the circle all of the relatives you can ask to help...draw a second circle, note in the second one all of your neighbours, draw a third circle, note in the third all of your friends, etc.

On average people can usually come up with 50-100 people using this method. If that's not enough, sit down with your committee and have them do their circle of contacts...then ask all your other workers to do the same if needed...Get the picture?

If all else fails, call someone on a street .. An unknown.

This is where your previous involvement in groups and organizations really pays off. People in communities really do want someone to represent them whom they feel is competent, will represent their best interests and is able to get things done. If you have served people well in other organizations, even if they don't know you personally, they are quite likely to agree to take on some small task to help you get elected.

In addition to this, there is really only a small portion of any community which is very much in tune with its political level; there are any number of people who would never consider themselves political...who have never worked on anyone's campaign...and more to the point have probably never been asked. Particularly if you are a new candidate, these people are your best source and they far outnumber the ones already committed to someone else.

Another thing to keep in mind is that people will often agree to work for more than one candidate. Especially in the situation where people have more than one vote, they will have no hesitation in making deliveries for one candidate and telephoning for another. After all, all that they are saying is that these are the people I want to see elected.

So don't cross anyone off your list prematurely... ask them and let them make their own decision.

ORGANIZING DETAILS

Campaigns are won or lost on the basis of how they are organized. A very well organized campaign can compensate for most other factors including not having a whole lot of money, and not being really well known to start with.

There are many ways to cut costs and still ensure that the voters become aware of your candidacy and learn enough about you to be willing to vote for you.

A budget of \$1 500 or \$15 000 can be used, depending on the amount that you have to spend. If you can't afford expensive advertising or glossy brochures, have your campaign committee spread the message by personal contacts backed up with modest traditional methods such as flyers and signs.

Your object could include knocking on every door in your community and giving the residents some information and personally ask them to vote for you. Having an individual who lives on a street make this contact for you is ideal. This is based on the assumption that if they know that individual and they say to the resident "M is pretty good, you should consider giving her a vote", the odds are, especially if you don't know any of the candidate very well, you'll go along with that.

A modest campaign can bring a very positive reaction from members in the community. People will respect the fact that you don't have any big business backing you with bags of money - no strings attached - just like the majority of them. Another aspect is that by doing things differently, ie., homemade signs, will make you stand out.

Now its fairly easy to get 7 000 flyers delivered through the post office. It's another matter to get 7 000 doors knocked on and a flyer put in someone's hand.

That's where organization comes in. You have to organize an election campaign with the same thoroughness as you organize anything else...you need to plan your work, then work your plan!

Identify your goal, set specific objectives to achieve it then identify everything you are going to need to do...when it needs to be done and who's going to do it, etc.

It has previously been mentioned about an 8-9 week plan. Basically this is a weekly "things to do" list for the 8-9 weeks leading up to election day. It gives you the security of knowing that you have planned for everything that needs to be done;. By having it there on paper and reviewing it at every meeting you are able to pick up glitches quickly and deal with them before they do irreversible damage.

There are key dates/events that need to be entered into your plan and these will then dictate when a hundred other things must be ready:

- Election day
- Nomination day
- Door to door starts
- Distribute literature
- Erect signs
- Telephone campaign starts
- Advertisements

You can take any one of these and, with a calendar, travel backwards to determine when everything will need doing. In doing this planning exercise you need to be meticulous about detail...never "assume" anything...don't stop checking until it is actually done...be prepared with cut-off dates...if something isn't completed take it back and get it done.

Having a balanced committee in terms of men and women is good, but women seem to have the most organizational experience from church groups, PTAs and parent's organizations and dozens of door to door campaigns for volunteer organizations. With this experience women seem to clearly grasp how the campaign has to work, and do what needs doing. If you know women who fit this description, get them on your committee!

The standard strategies you can use for campaigning are:

- Literature
- Paid advertising
- Signs/Posters
- Door to Door visits
- Public appearances
- Motorcades
- Fundraiser events

In deciding which of these to choose there are certain factors you will have to consider...

- Credibility - .re: amount and style
- Cost - paid advertising, professional design
- People power required
- Uniqueness - people like a bold new approach
- Nuisance factor
- Variety

Regardless of which strategies you choose, experience has shown that voters want to see the real person and not the standard election rhetoric.

They are sceptical if you appear to run too expensive a campaign - most people know that municipal politics pays little if anything therefore they tend to question what you hope to get out of it that you are willing to spend large amounts of money.

Nothing replaces personal contact and the more contacts the candidate can make the better. You are your own best advertisement! Door to door campaigning always provides the unexpected.

It helps to have a distinctive theme and look to your campaign so that even if people don't bother to read something, it registers with them who it's for.

Most people really will not spend much time trying to absorb information. It is better to focus on a few key points than to provide reams of material that people will relegate to the round filing basket in the kitchen without a glance.

Pictures attract people - they'll read a line or two under a picture - they'll be drawn to pictures of you in different situations - they feel they can get to know you by looking at a picture of you a lot faster than reading something about you.

Dare to be different - try to devise an approach that no one else has ever done before - as simple but outstanding as possible.

ELECTION DAY - GET YOUR VOTE OUT!

In the scramble for your first election day, try to put together a telephone committee and a group of drivers. Ask that the telephone people call as many people as they can stating that they are calling on your behalf and ask that if they need transportation, information on where to vote, etc.

Operate on the theory that although you don't know exactly who your supporters are, the odds are that you have a pretty good chance of getting one of their votes if they vote at all. If you have the money, a telephone information number can be used so that people can call to find out where they have to vote, if they need transportation. Also try to have scrutineers at every voting area.

Election day is a time to celebrate...if only the end of the campaign, and to thank your workers. Election night is the most exciting time of all. Try to have an "election central" where you can gather with your family and friends before the votes start coming in.

The tension as you wait for the first counts, the sick feeling as you lose a few polls; the indescribable joy as poll after poll comes in and you're ahead - you're topping the polls - you've done it - you've won! The media are there - you are surrounded by well-wishers - it's surely what they call a natural high!

At that point you are the person that everyone wants to talk to and be with. Whether it's at your house or at your headquarters or elsewhere; whether you like it or not, it's party time - so you'd better have brought in a few provisions. Take advantage of election night to thank your workers, and send a personal invitation to each person to the festivities. You could not ask for a better positive reinforcement for all the hard work people have done than to invite them to share the thrill of victory.

CONCLUSION

There are probably any number of other approaches or great ideas you can come up with for a successful campaign. There are certainly a lot more things that could be told, but everyone needs to find their own personal style.

Go For It! Draw from all of the political expertise you are able to gather but use it to make your own mark rather than copy what let's face it, is essentially a male model. You will find that the majority of people want to see women equally represented, and this can be an advantage for you. People enjoy a new approach to anything and as long as they have confidence in your ability to do the job they will be willing to give you a try.

HANDOUT MATERIALS

ORGANIZING

A MUNICIPAL ELECTION CAMPAIGN

CANDIDATE SELF-APPRAISAL CHECKLIST

STRONG	WEAK	
<input type="checkbox"/>	<input type="checkbox"/>	GOOD SPEAKING VOICE.
<input type="checkbox"/>	<input type="checkbox"/>	CAPACITY FOR LISTENING.
<input type="checkbox"/>	<input type="checkbox"/>	AVERAGE SOCIAL SKILLS.
<input type="checkbox"/>	<input type="checkbox"/>	REASONABLE MEMORY.
<input type="checkbox"/>	<input type="checkbox"/>	ABILITY TO THINK QUICKLY.
<input type="checkbox"/>	<input type="checkbox"/>	AWARENESS OF COMMUNITY ISSUE.
<input type="checkbox"/>	<input type="checkbox"/>	INVOLVEMENT IN COMMUNITY.
<input type="checkbox"/>	<input type="checkbox"/>	FLEXIBLE WORK SCHEDULE.
<input type="checkbox"/>	<input type="checkbox"/>	EMOTIONALLY, CAN DEAL WITH CONFLICT.
<input type="checkbox"/>	<input type="checkbox"/>	PUBLIC SPEAKING SKILLS.
<input type="checkbox"/>	<input type="checkbox"/>	PHYSICALLY FIT.
<input type="checkbox"/>	<input type="checkbox"/>	WELL ORGANIZED.
<input type="checkbox"/>	<input type="checkbox"/>	CAN COPE WITH STRESS.

YOUR PERSONAL DEVELOPMENT PLAN

Transfer any items you identify as weaknesses into the space provided below and identify the steps you will take to improve your skills in these areas.

Example

1. **Fitness** - Start walking 2 miles a day on different streets to become familiar with the City.
 - Join aerobics class/swim/sports, etc., this will also increase your contacts.

2. _____

3. _____

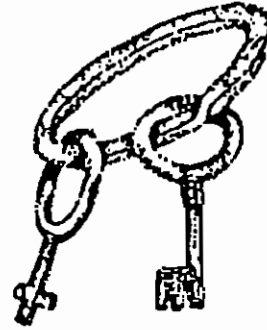
Helper	Phone	COMMENTS
Street		
City	Postal Code	
Spouse	Worker: Yes <input type="checkbox"/> No <input type="checkbox"/>	

Civic Election	Donation	Lawn Sign	Will Phone	Will Canvass	Will Scrutineer	Will Help with Signs	Other See Over	Comments
1985								
Work Actually Done								
1989								
Work Actually Done								
1993								
Work Actually Done								

EARLY PLANNING LIST

- BOOK ELECTION DAY PARTY SPACE.
- DRAFT YOUR TEAM STRUCTURE.
- DRAFT TERMS OF REFERENCE FOR KEY POSITIONS.
- SELECT/ENLIST COMMITTEE MEMBER AND BRIEF (FIRST MEETING).
- FORM SUB-COMMITTEES.
- DRAFT "VOLUNTEER CARDS".
- PREPARE INSTRUCTION SHEETS FOR CANVASSERS AND AREA DIRECTORS.
- DESIGN SIGNS/POSTERS, ETC.
- GET PRESS PHOTOS TAKEN.
- PREPARE PRESS STATEMENT.
- ORDERSIGNS/BUTTONS/STICKERS/POSTERS/POLL CARDS/THANK YOU CARDS.
- SELECT AREA DIRECTORS FOR CANVASSING/LITERATURE DISTRIBUTION.
- DETERMINE NUMBERS REQUIRED FOR PRINTED MATERIALS.
- SELECT PROMOTIONAL STRATEGIES.
- DRAFT BUDGET AND FUNDRAISING GUIDELINES.
- OBTAIN STREET MAPS, VOTER LISTS AND POLLING STATIONS.
- SET UP CAMPAIGN ACCOUNT AND INITIATE FUNDRAISING.
- DO ROUGH DRAFT OF CANVASS LITERATURE.
- DO ROUGH DRAFT OF NEWSPAPER/RADIO ADS.
- ORDER FIRST LITERATURE.
- OBTAIN NOMINATION PAPERS AND ARRANGE FOR SIGNATURES.
- OBTAIN MEDIA CONTACT LIST.
- PURCHASE RECEIPT BOOKS.
- PREPARE YOUR EIGHT WEEK PLAN.

how to run an election campaign



HOW TO SUCCEED AS A CAMPAIGN MANAGER

Your job is to manage campaign personnel. You must find strong chairpersons well suited to their specific assignments who can organize dependable work teams. You must find special work slots for creative people. Step in with energy and encouragement when a job lags. Stamina and a positive outlook are the two qualities you need most.

The campaign manager's position is a full-time job for the duration of the campaign.

RELATIONSHIP TO CANDIDATE

- Support candidate because of her background, intellect, and decision-making ability. Do not try to create a new personality.
- Disagree with the candidate if your opinions differ, but remember her will prevail.
- Keep trivia (phone calls, messages, certain people) away from the candidate. Be a clearing house for memos and advice.
- Appear with the candidate in public and be able to be a witness to what she has said. You are the silent partner.
- Make a pact with the candidate that you are in the campaign for the right reasons and that you will see it through, win or lose.
- As a resource for the candidate, familiarize yourself with local issues.
- Listen to the citizens' concerns and their impressions of your candidate. Report feedback immediately so the candidate may strengthen weaknesses in her campaign.

RELATIONSHIP TO CENTRAL COMMITTEE

- Be an administrator. What you say goes – but nicely.
- Keep everyone well informed about the campaign but do not necessarily disclose all strategy details. Rumours spread rapidly through a campaign organization.
- Anticipate chairpersons' needs and problems.
- Remember that a problem is often an opportunity in disguise.
- Generate a positive ambience around the candidate.

SPECIFIC DUTIES

- Recruit chairpersons; give them specific tasks

and dates for completion.

- Plan temporary budget and arrange for deposit payment.
- Help the candidate to prepare an initial press announcement and offer assistance.
- Develop a master mailing list.
- Arrange for photographs of the candidate.
- Assist the candidate to develop a platform.
- Help the candidate write a solicitation letter.
- Arrange kick-off rally.
- Help raise funds.
- Oversee the advertising campaign.
- Monitor the effectiveness of "meet-the-candidate" sessions.
- Organize a poll workers' rally (appoint a chairperson).
- Organize the victory party (appoint a chairperson).

HOW TO PLAN AND COST THE CAMPAIGN STRATEGY

STRATEGY COMMITTEE

- Candidate
- Campaign Manager
- Official Agent
- Observers
- Central Committee Chairpersons (as needed)

KINDS OF CAMPAIGNS

Positive: (Here are the problems; I can help solve them)

- Isolate specific issues
- Find ways to improve the situation
- Speak to issues only
- Work with all kinds of people
- Listen to all sides before making decisions
- Respond to public input

Negative: (What is wrong; who is wrong)

- Point out misspent money

- Investigate scandals
- Report crises
- Declare candidacy early to discourage vote-splitting.
- Know who the other candidates are.
- Hear other candidates or line up observers.
- Identify issues and develop a position on each issue early in the campaign. Use a research committee to find answers and then create news with the issues already researched.
- Find out who is supporting other candidates and the source of their financial backing.
- Arrange for your own supporters to ask questions of opponents or of your candidate in public appearances.
- Ensure that your candidate is highly visible at all times.
- Set out the event calendar to maximize peaking period.
- Solicit endorsement "letters to the editor" from your candidate's supporters.
- Organize the person-to-person campaign.
- Set up a telephone campaign with director of organization for election day in order to get your supporters out to vote.
- Send postcards to all voters identifying your candidate and informing them of the location of their polling place.

DEFENSIVE STRATEGY

- Line up people who will attend opponents' coffee parties.
- Plan perceptive and challenging questions to be asked of other candidates at public appearances.
- Ask your supporters to question the opponents' platforms in "letters to the editor" and talk shows.

DETERMINING THE COST

The strategy committee prepares the campaign budget, the finance chairperson and her committee raise the revenue, and the treasurer spends the money as set out in the budget.

In provincial/federal elections, the official maximum budget is determined by the number of voters in your constituency.

SAMPLE BUDGET FOR CAMPAIGN

Filing fee for candidate

Administration

rental of office space
 telephone/lights/heat/water
 equipment rental
 stationery/office supplies
 staffing
 petty cash

Mailings

solicitation letter (printing/stationery/postage)
 flyers (printing/postage)
 pre-election "You vote at" postcard

Advertising and promotion

photographs
 newspaper ads
 radio/TV
 buttons/stickers
 canvass brochure(s)
 signs/posters

Other

meeting place (training sessions/rallies/special events)
 "meet the candidate" session (name tags/sign up forms, etc.)
 travel expenses
 election follow-up (supporters' party/removal of signs/appreciation letters)

SUGGESTED EVENT CALENDAR

Count sixteen weeks back from election day.

WEEKS 16-8

This is the preparation period. First obtain copies of the Elections Act, voters' lists, maps of the constituency and any election manuals available. During this time the candidate's photographs are taken, slogans or symbols to be used in the campaign are developed, signs designed and ordered or construction planned, buttons ordered. Watch and plan for revision of voters' lists and advance polling.

- Campaign organized and planned
- Chairpersons begin work
- Issues are researched
- Strategy committee begins meeting
- Early financing from committee members and friends

WEEK 8

- Establish official headquarters
- Call a press conference
- Distribute participation cards (see sample in "How to become a candidate.")

WEEK 7

- Kick-off rally
- Solicitation letters mailed
- Announce news release
- Arrange luncheons and breakfasts
- Strategy committee meets
- Meet media chiefs
- Prepare election day key

WEEK 6

- News release on issues
- Strategy committee meets

- Personal follow-up on solicitation letters
- Meet the candidate sessions begin
- Luncheons and breakfasts

WEEK 5

- News release
- Buttons and bumper stickers appear
- Strategy committee meets
- Continuing follow-up on solicitation letters
- Meet the candidate sessions
- Luncheons and breakfasts
- Plan dates for mailings and literature drops

WEEK 4

- News release
- Strategy committee meets
- Continuing follow-up for fund raising
- Poll workers' rally
- All candidates' meetings begin
- Lawn signs could begin to appear
- Billboards appear

WEEK 3

- New developments on issues for news releases
- Strategy committee meets
- Re-contact people who promised contribution but have not sent it
- All candidates' meetings
- Candidate canvasses in "swing-vote" districts (determine best time)
- Newspaper ads could begin
- House-to-house canvass begins

PEAK WEEKS

WEEK 2

- New developments on issues for news release
- Strategy committee meets
- All candidates' meetings
- Constituency workers house-to-house canvass continues
- Literature drop
- Candidate canvasses
- Radio/TV spots
- Newspaper ads
- Pick up all necessary credentials from returning officer

WEEK 1

- News release
- Strategy committee meets
- Postcard campaign
- Name a scrutineer for every poll
- Constituency workers house-to-house canvass continues
- Candidate's energies must be directed to most productive activities
- Radio/TV spots
- Endorsement ads

ELECTION DAY

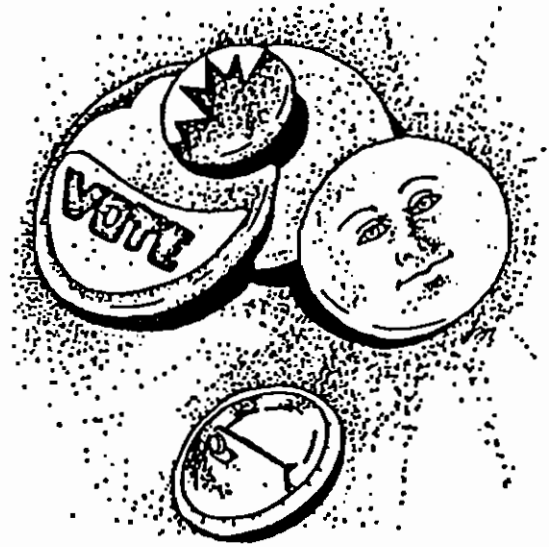
- Make sure all your workers vote
- Co-ordinate telephone campaign to known

supporters to offer transportation and sitting service.

- Arrange transportation to polls

POST ELECTION

- Victory Party
- Send thank you letters
- Dismantle the organization — keep all records for the next election



HOW TO PROMOTE THE CANDIDATE

RESEARCH CHAIRPERSON

- Form a committee to help with the research
- Request schedules of other candidates in your party
- Attend strategy committee meetings to learn issues to be researched
- Read general literature about issues plus minutes, reports and platform of official body to acquire facts and figures to support the candidate's stand
- Help write position papers and press releases
- Form a committee to help with the research

ADVERTISING AND PROMOTION CHAIRPERSON

- Confer with the strategy committee and the sign chairperson to decide priorities and set up a budget. Develop a communications plan, which includes the slogan, the design and execution of paid and free media activities and the design of flyers, bumper stickers, buttons, posters, signs etc.
- Research past campaign literature of your party as well as the opposition
- Arrange for bumper stickers and campaign buttons
- Write constituency flyers and have these approved by the strategy committee. Send them to the secretary for duplication. Tabulate the number of flyers needed. Prepare constituency flyers to equal two-thirds of the registered voters (only one flyer is distributed to each household).

- Confer with the candidate about press releases; find writers and check with research person
- Know that the candidate keeps the original of all press releases and initials all copies before release.
- Arrange for endorsement tapes for radio and television. Endorsers should be representative of all facets of the community.

MEETING CHAIRPERSON

- Co-ordinate the candidate's activities to maximize use of candidate's time
- Check with event calendar and set up dates for meet your candidate sessions
- Arrange for sponsors and locations
- Participation cards will include names of some volunteers
- Develop sign-up sheet or card similar to participation card to enlist support

Name:
Address:
Telephone:

Financial
 Work at polls
 Lawn Sign
 Sign Crew
 Name on endorsement
 Give rides to poll
 Write postcards
 Telephone crew
 Give time to Headquarters
 Provide clerical support
 Door-to-door campaign
 Typing
 Run duplicating machine

- Prepare instructions for sponsors. Include suggestions about room arrangement (candidate should be visible to all), name tags, introductions, and refreshments (before or after presentation). Deliver instructions to sponsors in advance. Flyers may be used as invitations.
- Help sponsors to draw up guest list. See that all declared supporters in the vicinity are invited. Phone volunteer chairperson for additional names if necessary.
- Remind sponsors to have the guests phoned prior to the event.
- Keep a list of people who have attended.

SIGN CHAIRPERSON

- The impact of the sign campaign will be achieved by simple content and frequency
- Check legal limits of signs at municipal level
- Order commercial and lawn signs or start committee working if signs are to be done non-professionally
- Call owners of commercial properties and residences in strategic locations for permission to post signs. Check with previous campaign

- managers for list of names of owners of vacant lots and older buildings. It is important to the campaign to demonstrate gathering strength, so all signs are not to be placed at once. Suggested order is commercial properties first, then homes on prominent streets, and the remainder as fillers on other streets. Check participation cards for additional locations.
- In rural areas signs should be placed at important intersections as well as all major roads, and should be placed on the right-hand side facing traffic.
- Check the local laws concerning the use of utility poles and trees, for poster/sign use.
- Remember to remove signs and posts as part of election sign-off.

HOW TO DEVELOP THE CAMPAIGN ORGANIZATION

FINANCIAL CHAIRPERSON

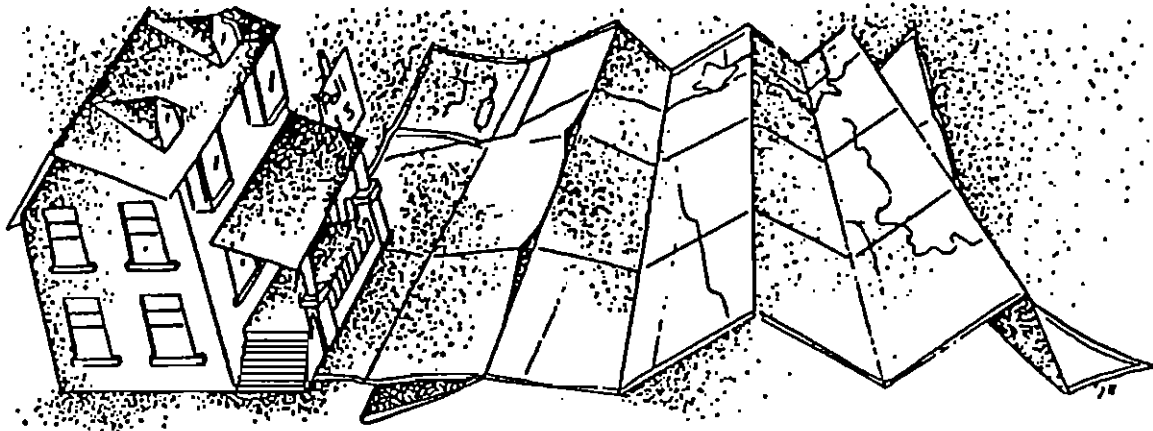
- Help the candidate establish a maximum individual or corporate donation
- Contact key people on master mailing list for financial support (personal contact is best)
- Set up lunch or brunch dates with potential supporters, especially business people and elected officials
- Compile names of people who indicate financial support on participation cards. Organize a committee to visit the people on the list.
- Check with the treasurer for the list of contributors and amount contributed. Contact again people who have not followed through with their promised support.
- Consider other forms of fund raising if more funds needed.
- In federal campaigns remind donors of tax credit benefits

TREASURER

- Establish a policy to encourage checks rather than cash. Prepare official receipt forms.
- Open a bank account (Citizens for Mary Smith) with a co-signer. The treasurer is responsible for deposits and withdrawals in this account.
- Enter the names of contributors and the amounts given in account ledger. Give lists of contributors and amounts to financial chairperson and campaign manager at agreed upon intervals.
- Become familiar with the budget.
- Pay bills for budgeted items submitted or okayed by central committee members. Record these in ledger.
- Balance the books and close the account after the election.
- Give a complete financial statement to the candidate so that she can report campaign expenditures as required by law.

OFFICE MANAGER

- Secure a suitable office location, install phones, arrange for lights and water, keys, office furniture, stationery and coffee supplies,



Insurance to cover fire, theft and public liability.

- Check for available volunteers and decide how many you will need and what their duties will be; for example, staffing HQ, mailings, telephone canvass, surveys, election day.
- Call city hall or the school district office or constituency returning officer to obtain constituency lists, maps, number of registered voters, and number of polls there will be for the election.
- Set up a filing system
- Assist in locating enumerators for the local returning officer
- Set up a petty cash fund
- Develop charts for everything

- campaign organization
- workers
- poll maps and marked canvass lists
- location of polling stations
- communications production
- sign locations
- related telephone numbers
- special groups with contact person

- Know the candidate's schedule
- Monitor distribution of campaign material
- Monitor the canvass to see how it's going and to ensure election day readiness
- Check revision of voters lists and prepare for advance poll
- Make sure signs are up and keep a record. Have the sign committee check from time to time to see that they are still up.
- For election day:

- Prepare an election day key listing street names and their polling stations
- Prepare instruction sheets, arrange for and brief inside poll scrutineers.
- Provide copies of marked voters lists, maps
- Secure agents' forms for canvassers and scrutineers. Be sure these are signed by the candidate.
- Remind all workers to vote
- Organize and brief HQ telephone team
- Prepare poll by poll "vote count" chart to record election returns by candidates on election night.

- Assist after the election with thank yous, storage of files and vacating premises.
- Compile a file for the candidate of campaign

material as a record for the next election.

SECRETARY

- Organize a clerical committee. Be responsible for supplying secretarial support in conjunction with the volunteer chairperson.
- Have rubber stamps made to read "Citizens for Mary Smith", with the address of campaign headquarters.
- Keep a file of the candidate's pictures.
- Type the solicitation letters and participation card in final form for the printer.
- Buy envelopes and stamps for solicitation letters. Include stamped return envelope with each to be returned to the finance chairperson.

VOLUNTEER CHAIRPERSON

- Compile a list of people and what they will do from participation cards and give copies to the appropriate chairpersons.
- Recruit additional workers if necessary.
- Re-assign workers who have completed their original task.
- Organize card file containing names of workers and what they are willing to do.

DIRECTOR OF ORGANIZATION

- Request copies of constituency lists, maps, number of registered voters and poll listing, through office manager at headquarters who will have these on hand.
- Estimate number of dwellings to visit (about three-fifths of the number of registered voters).
- Establish the dates for canvassing start and finish with the strategy committee.
- Check previous election returns (available from the returning officer) to identify "swing-vote" areas.
- Define the number of areas within the constituency.
- In consultation with campaign manager and candidate, select area chairperson preferably someone who lives in the district.
- Assist area chairperson to select poll captains or co-captains who live in the poll and are well informed about the candidate. Give them names of possible workers in their area. Their task is to co-ordinate the poll areas assigned to them.
- Set up training session for poll captains and

canvassers to cover canvassing and election day procedures, information on revision of voters' lists, advance polls, proxy voting.

- Keep a list of canvassers' names.
- Get the voters' lists from the returning office. Lists are ready about four weeks before election. At least two lists are needed - one to cut up and the other to act as a master list for reference.
- Organize a committee to help you mark off each poll on a map of the area. In cities, make walking routes of fifty or more dwellings. (It takes approximately four hours to call on fifty houses). Number each route. In rural districts, the voter density will determine the most effective canvass strategy.
- Distribute canvassing instructions, appropriate lists, maps and campaign literature to poll captain.
- Supervise campaign mailings to voters.
- Following the election call, hold regular weekly meetings with area chairpersons to maintain enthusiasm and to monitor progress. Ensure election day readiness on the part of workers.
- Provide supervision for election day poll activity.
- Analyze the results after the election to see how the candidate did in each poll.

TRANSPORTATION CHAIRPERSON

- Receive the names of drivers from the volunteer chairperson and the names of people who need rides from the poll captain.
- Organize and assign cars.
- Provide rides to polls.

HELPFUL HINTS FOR THE POLL CAPTAIN

- Canvassers should concentrate on polls with the heaviest voter turnout in past elections if the entire district cannot be canvassed.
- The candidate should canvass in "swing-vote" areas. Other family members make effective assistants.
- The best times to canvass are evenings and weekends. A daytime campaign aimed at the homemaker can also be effective.
- Have the poll workers submit marked lists to their poll captain. On election day organize teams to check with the outside worker at polling places to see who has not yet voted. The telephone crew then calls these voters to remind them to vote and to offer sitters and/or rides.

Instructions for Poll Captains

FOR THE CANVASS

The main duty of the poll captain is to ensure thorough canvassing of the poll. In some instances, special canvass teams may be needed.

- Select reliable poll residents who are willing to canvass (walk door-to-door) on the candidate's behalf.
- Send a list of canvassers to the area chairperson by (date).....
- Record the constituency list given to each poll worker.
- Prepare and distribute instructions, (see sample) appropriate lists, maps, and campaign literature to the canvassers.
- Call the canvassers on deadline date to see if they have completed their canvass. Remind them to phone potential supporters on election day.
- Call the area chairperson when the routes are completed or if last minute help is needed to finish the canvassing of your poll.

FOR ELECTION DAY

- On election day it is the poll captain who ensures that all supporters found during the campaign get out to vote. Every vote for your candidate should get into the ballot box. A single vote can make the difference.
- Be sure your poll is staffed both inside and outside and that all agents have official candidate's agents' papers to enter the poll.
 - Co-ordinate telephone blitz of your poll to offer assistance, such as transportation, sitter services.
 - Check marked voters' list for your supporters organize a visit to voters' homes to offer drive to poll.
 - Remember, after 4 o'clock the rush begins, so be sure your supporters get out to vote. Keep up the pressure until the last minute.
 - Be inside the poll when it closes and stay for the count. Check the tally, then phone headquarters.
 - Gather your helpers and attend the victory party.
 - Supply headquarters with the names and addresses of all helpers for thank you letters.

Instructions for Canvassers

The purpose of the door-to-door campaigning is to make the voter aware of the candidate and to get an indication from the voter of his/her preference. The best time to walk is during a week-end, or between 6:30 p.m. and 9 p.m. All canvassing must be completed by (date)

- Check your route on the poll map.
- Bring instructions, voters' lists, flyers, clipboard, paper, pen, buttons, bumper stickers with you when you walk your route.
- Call at all listed addresses in apartment buildings. Save your strength by starting at the top.
- Talk to residents. If you cannot answer a question, promise to find out and relay information. Do not discuss other candidates.
- If you encounter hostility, excuse yourself, smile and leave immediately.

- If a resident appears likely to vote for your candidate, try to get some commitment such as accepting a campaign button, etc. If he/she needs a ride to the poll, call the transportation chairperson (name) at (telephone number) to arrange this.
- Compile a list of supporters on the route and contact them on election day to remind them to vote.
- If no one is at home when you call, mark the address on your route list and return later. If a return visit is not possible or still no one is home, write a note on a flyer asking for a vote for your candidate. Leave the flyer where it can be seen easily.
- If you cannot walk your route, call the poll captain (telephone number)
- Be prepared to offer assistance on revision to voters' lists and advance poll as required.

DEFINITIONS

Peaking period — The point in the campaign at which the candidate enjoys maximum recognition.

Official agent — The person in provincial and federal elections who is the only legal signatory for the expenditure of campaign funds. All contributions to the campaign should be received by the official agent. The official agent is appointed by the party through their local association.

Filing fee — The deposit in legal tender or certified cheque which is required to ensure bona fide candidacy and payable at the time the nomination paper is filed.

Election day key — An alphabetical street guide by poll. Translates the street address into polling districts and is used primarily in urban constituencies.

Swing-vote district — Specific polls which represent fluctuation in voting percentages; for example, apartment blocks which reflect relatively high turnover rates.



MATERIAL IN THIS SECTION ADAPTED FROM

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