



# Advocacy Primer

## Canadian Conference of the Arts

This *Advocacy Primer* is for anyone and everyone interested in *seeking to influence government policy, but not to govern*. This toolkit was reviewed in June 2007 to provide you with more useful advice on how to become a better advocate for the arts and culture in Canada. Aware of The Canadian Conference of the Arts' commitment to fostering informed debate and collective action within the arts and cultural community, and the creative industries in Canada, the CCA would like to encourage you to become familiar with the key elements of a successful advocacy strategy, and to take action now... tomorrow may be too late!

***In this toolkit you will find:***

### **5 EASY STEPS FOR A SUCCESSFUL ADVOCACY STRATEGY ..... 2**

- ❖ Be informed: *intelligence gathering is very important*
- ❖ Take action: *a single voice can make a difference*
- ❖ Join with others: *numbers are not everything, but they are important*
- ❖ Communicate and stay in touch: *mutual awareness and understanding is essential*
- ❖ Say thank you: *never let them forget you appreciate their support*

### **5 EFFECTIVE WAYS OF GETTING YOUR MESSAGE ACROSS ..... 4**

- ❖ Be brief: *an elected official's time is limited*
- ❖ Be strategic: *a well planned and developed strategy can go a long way*
- ❖ Be informed and informative: *content and presentation can brake or make your case*
- ❖ Be respectful: *civility is very important*
- ❖ Be appreciative: *let them know you value their time and effort*

### **MEETING WITH DECISION-MAKERS FACE-TO-FACE..... 7**

- ❖ Setting up the meeting
- ❖ The day of the meeting
- ❖ After the meeting
- ❖ Things to remember

### **WAYS TO GET THE MESSAGE OUT ..... 9**

- ❖ Newspaper stories
- ❖ Opinion pieces (op-eds) and letters to the Editor
- ❖ Radio and television (news, call-in shows)
- ❖ Use your website and email networks
- ❖ Attend town hall meetings or other forums where key-decision makers will appear
- ❖ Organize petitions and letter-writing campaigns
- ❖ Other

### **USEFUL LINKS ..... 11**



## 5 EASY STEPS FOR A SUCCESSFUL ADVOCACY STRATEGY

### 1. Be informed: *Intelligence gathering is very important*

- ❖ Ensure that you are up to date on the issues of interest to your organization. These include being aware of new policy proposals; proposed changes to, and introduction of, legislation; announcement of committee studies; political appointments; and formation of special commissions.
- ❖ A good source of information for these types of developments at the federal level in Canada is the Parliamentary website <http://www.parl.gc.ca/>. Being familiar with the resources offered by this site will allow you to better plan, develop, and carry out your advocacy campaigns.
- ❖ For most provinces, territories, and some municipalities there are equivalent sources of information.
- ❖ See also: **Useful Links**
- ❖ Know the name and number of the legislation, or the name of the committee study, that you are concerned about.
- ❖ Know the position of the other "key players" interested in the same issues. This will help you identify possible allies, and will allow you to be prepared to counter differing views.
- ❖ Understand how your issue fits into the other issues and priorities of the individual decision-makers or of the government, and be creative about how you present your case.
- ❖ Know who to address with your issues, who might be interested in them, and how to better approach them:
- ❖ Find out who your MP is, and who the Ministers and key bureaucrats connected with your issue/organization are.
- ❖ Keep a file of background information on them (their issues and areas of concern, interests, etc) to assist with any contact.



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***"The first rule of advocacy is: 'to whom are you advocating' and the second rule is 'what do they care about' not 'what do you care about'."***

*Robert Lynch, Americans for the Arts*

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### 2. Take action: *A single voice can make a difference*

- ❖ Make a commitment to do what you are able to do, no matter how small it may seem.
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- ❖ Timing can be everything; act regularly and promptly. Do not wait for someone else to take care of the issues.
  - ❖ Try to be proactive, instead of reactive. This will allow you to have more time to think about the best course of action, and to better prepare your case.
  - ❖ See also: **Ways to Get the Message Out**
- ❖ If possible, act on several fronts at the same time; decision-makers respond to public pressure:
  - ❖ Submit briefs, try to appear before the committees, book meetings with key players, and issue press releases.
  - ❖ Keep your members informed and invite them to take action through, for example, newsletters, bulletins, and your website.
  - ❖ Involve the community by, for example, holding public meetings, sending letters, and organizing events around your issues.
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# CCA Advocacy Primer

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## 3. Join with Others: *Numbers are not everything, but they are important*



- ❖ Find others to join you in delivering your message. In politics, repetition is the key.
- ❖ Make common cause with usual, as well as, unusual partners; do not just preach to the converted.
- ❖ Identify opponents on the issue(s), and try to make them allies.
- ❖ When you lobby, ensure you indicate the people you represent. Decision makers want to be reassured that the issues you are presenting affect a large constituency.
- ❖ Involve prominent non-artists. Well known members of your community (arts board members, local philanthropists) will lend credibility to the cause.

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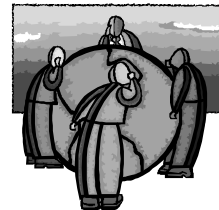
***“If you do not have public support that you can point to, call on, or mobilize it is exceptionally hard to be heard above the clamour of conflicting interest.”***

*Wendy Lill, former NDP Canadian Heritage critic*

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## 4. Communicate and stay in touch: *Mutual awareness and understanding is essential*

- ❖ Cultivate your relationship with key decision-makers if you want them to become your future champions, as well as with their staff, because they play a key role in ensuring your message gets to them.
- ❖ Put your MP and other key decision-makers on your mailing list, and ensure you are on his/hers. Knowing what each other cares about is essential to building a strong relationship.
- ❖ Ensure the office of your MP has some of your brochures. Let them be active in helping to promote you.
- ❖ Send a poster or photograph for their office. Visual reminders help reinforce their awareness of you - especially if the picture is of them at one of your events.
- ❖ Create visibility for your MP. Invite him/her to your activities. Explore creative options for exposure in the riding through your organization.
- ❖ Share your success stories. This will ensure your concerns are listened to when you have a problem.
- ❖ See also: *Meeting With Decision Makers*



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***“Advocacy is retail. It’s one-on-one. It isn’t making a good case, it’s making a personal connection.”*** Jim Kelly, 4Culture, Seattle

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## 5. Say thank you: *Never let them forget you appreciate their support*



- ❖ Say thank you frequently! If you do not have time to write a letter, make a call; if no time for a call, send an email.
- ❖ Openly credit your public funding sources: placards in the lobby, credit lines in programs and publications, press releases in newspapers. All of these are tools that take little time to create, but make an enormous impact.



## 5 EFFECTIVE WAYS OF GETTING YOUR MESSAGE ACROSS

### 1. Be brief: *A decision-maker's time is limited*

- ❖ You may get 15 minutes of a decision-maker's time, crammed into a busy schedule - make it count.
- ❖ Do not treat meetings as a one-shot opportunity. Re-visit issues on a regular basis instead of using your limited time to address all of your concerns without the appropriate depth.



- ❖ When appearing as a witness before a Committee, respect the time limit set for the opening statements, and be concise in your answers to the questions posed by the members.
- ❖ When sending a brief or submission, respect the requested page limit.

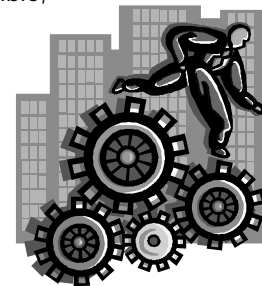
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***When advocating you need to use various arguments, "but use them with mastery, with insight, with elegance, and with care"***  
*Andrew Taylor, University of Wisconsin-Madison*

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### 2. Be strategic: *A well planned and developed strategy can go a long way*

- ❖ Know ahead of time where your issue fits into the government's agenda.
- ❖ Be aware of the "zeitgeist"; i.e. where is public opinion related to your issue, where political priorities are, and where support or opposition lies.
- ❖ Be able to accept compromises, and know when to "back off."
- ❖ Be sincere and passionate, without being overly emotional.
- ❖ Issues must be seen to be in the public interest in order to convince decision-makers.
- ❖ Establish as many connections as possible between you and the decision-maker.
- ❖ Do your homework and research information about the decision-maker's previous positions, voting records, and legislative and policy goals.
- ❖ Give clear examples of why your issue should be supported. These could include recent news pieces related to your issues, court decisions, international examples, current government reports, independent studies, and statistics.
- ❖ Be responsive to the suggestions of the decision-maker and, if possible, incorporate them in your advocacy strategy.
- ❖ Do not vilify your opponents, and do not assume the decision-maker knows both sides of the issue. In fact, indicating an understanding of the other side of the issue often helps to make your case.
- ❖ Always make your pitch clear, even if you feel uncomfortable about it.
- ❖ Ask the decision-maker for a particular decision or action. MPs and others expect it, and it will ensure that they consider your issue carefully.
- ❖ When appearing as witness before a Committee be aware of what has been said before and the line of questioning of the members by, for example, reading the minutes of past committee meetings. This will allow you to be better prepared for your presentation.





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## 3. Be informed and informative: *Content and presentation can make or break your case*

- ❖ Always be well prepared; know your facts.
- ❖ When meeting with decision-makers make sure you ask good questions. The information you gather could be crucial in deciding your next move. If s/he is unable to provide you with a satisfactory answer, ask her/him to get back to you with a response as soon as possible.
- ❖ Instead of addressing a long list of underdeveloped arguments, focus on your three main issues and provide adequate background on each of them.
- ❖ Bring a short document (1 or 2 pages) to your meeting that clearly outlines your position on the issue. If you do not have time to cover all of your key points, this document will provide the decision-maker with valuable information, and it will also serve as a record of your meeting.
- ❖ Become an information resource, and cultural liaison to decision-makers. Build the groundwork to ensure they call you first when needing to find out more about certain issues.
- ❖ Propose solutions that are feasible at the community level.

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***Arts advocates can gain a lot by “casting themselves as a regular, mainstream, citizen-oriented part of the public policy process.”***  
*Bill Ivey, Director of the Curb Center for Art, Enterprise, and Public Policy*

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## 4. Be respectful: *Civility is very important*

- ❖ Always maintain a good working relationship with decision-makers regardless of whether you do or do not come to an agreement.
- ❖ Be a good listener, giving the decision-maker a meaningful opportunity to state her/his position so that you can begin a dialogue. A good rule of thumb is to spend a third of the time addressing your issue(s), and the rest listening to her/his thoughts on it.
- ❖ If you have to get tough with a decision-maker, play her/him the courtesy of a heads up.



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***An effective arts advocate is accommodating, holds in check those feelings of entitlement and exceptionalism, and really listens to policy leaders with contrary views.*** *Bill Ivey, Director of the Curb Center*

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## 5. Be appreciative: *Being a decision-maker is not easy*

- ❖ Acknowledge past support, do not be demanding, and always say thank you!



## MEETING WITH DECISION-MAKERS FACE-TO-FACE

### 1. Setting up the meeting:

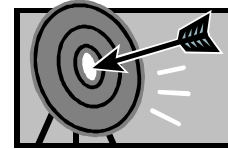


- ❖ Make an appointment: call the decision-maker's office, identify yourself and/or your organization, and state the purpose of the meeting.
- ❖ Be flexible in deciding the date and time of the meeting. If there is a need to re-schedule, be accommodating, and do not be discouraged.
- ❖ Keep in mind that their assistants are their key resource people; make a note of the assistant's name.
- ❖ Confirm the time and place of the meeting in a follow-up letter (sent by email, fax or by post, depending on time available), which could include:
  - Items you want to discuss and what you want to achieve; clearly state your purpose
  - A list of members of your group or organization (if applicable) who will be attending the meeting, and their positions
  - Some background information on your organization (if applicable).

### 2. The day of the meeting:

#### a. Your objective should be:

- ❖ To inform decision-makers about:
  - the goals, activities, and needs of yourself and/or your organization;
  - the needs of the arts and cultural community in Canada;
  - the importance of arts and culture.
- ❖ To identify how government could better support the arts and cultural sector.
- ❖ To develop a relationship so that your organization is considered a source of information about the issues in your community.
- ❖ To identify her/his position on your issues.
- ❖ To gather information as to what would be the best way to achieve your goals.
- ❖ To identify possible information gaps that you could fill to garner their support.



#### b. You should:

- ❖ Be on time.
- ❖ Provide the decision maker with an information package including a one-page summary of your main points.
- ❖ Introduce yourself and your organization.
- ❖ Explain your organization's mission, goals and objectives; describe those the organization serves.
- ❖ Introduce and explain the issues you wish to discuss. Remember to implement the **"5 Effectives ways of Getting Your Message Across."**
- ❖ Answer questions honestly. If you don't know the answer to a question, offer to get back to them with the information.
- ❖ Be a good listener.
- ❖ Ask good questions that will keep your agenda in focus.
- ❖ Take notes; if you go as a group, decide ahead of time who will be the official note taker.
- ❖ Plan a condensed version of your presentation in case the meeting time is shortened.
- ❖ Respect the time allocated for the meeting.

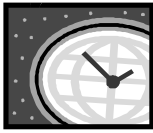




# CCA Advocacy Primer

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## 3. After the meeting:



- ❖ Have participants evaluate the meeting. Revise and expand notes taken during the meeting.
- ❖ Call and thank the assistant and ask for feedback.
- ❖ Set up a further meeting, if it is required, to follow-up on issues that arise from your first meeting.
- ❖ Write a thank you letter that highlights how the meeting was useful to you/your organization, and if applicable, any future course of action agreed upon.
- ❖ Write a bulletin (if applicable) announcing to your members the results of the meeting highlighting the message that you delivered.
- ❖ If the decision maker acts on the issues you requested, write a thank you letter that outlines how their action has affected you/your organization/your community. You may want to copy your letter to the "Letters to the Editor" section of your local newspaper because a public thank you ensures you would not be forgotten.

## 4. Things to remember:

- ❖ Make sure that the Board of Directors of your organization has agreed to the substance of the message you will pass on in meetings.
- ❖ Know the decision-maker before you meet her/him; research their background.
- ❖ Know their party affiliation and their position on arts and culture. Remember: they are all committed to the policies of their party.
- ❖ Take a building block approach. Build your argument piece by piece.
- ❖ Ensure you are up to speed on any current debate on these issues. Focus on possible solutions, and try to position issues both for the short term and for the long term.

### ❖ **Decision-makers Need:**

- To be well informed
- To be reliable contacts for information
- To be respected
- To understand your position before taking a stance



### ❖ **Decision-makers Do Not Need:**

- To be talked down to or belittled
- To have their time wasted
- To hear repetitive versions of the same argument
- To be part of an emotional display of anger

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***Always approach advocacy  
as a long term commitment!***

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## WAYS TO GET THE MESSAGE OUT

### 1. Newspaper stories

- ❖ Read your local newspaper(s) to find the name(s) of reporters most likely to be interested in the topic you want to suggest; call the reporter to discuss your idea. Be concise, specific, and factual.
- ❖ When writing about a national story include details about the local impact.
- ❖ Be sensitive to newspaper deadlines and style.
- ❖ Respond immediately to negative press on arts-related issues.
- ❖ Have written material available, which can be faxed or emailed, which describes what you want to convey.
- ❖ Do not overlook smaller papers and university presses; many are happy to print feature stories or articles which you have written yourself.



### 2. Opinion pieces (op-ed) and letters to the Editor

- ❖ These can be easier to get in print than you might think, especially if you can tie some current local cultural news into one of your main issues.
- ❖ Raise arts issues in a way that will be very visible to decision-makers and to the community.
- ❖ Send a copy of your printed editorial or letter to all the influential policy makers.
- ❖ For maximum impact, and to increase the likelihood of it getting printed, consider having an opinion piece authored by a well known community or cultural figure. This person does not necessarily have to write the article - it is common for such articles to be written by someone else - but you must have the individual's permission in advance.
- ❖ For letters, ensure they are brief (under 300 words), well-written, pithy, contain accurate information, and are non-defamatory.
- ❖ Even a letter or op-ed that does not get published is valuable, as it may be considered by the newspaper's editorial board when reviewing an issue.

### 3. Television and radio

- ❖ Find out the topics that various talk radio programs cover, and determine which programs would be most interested and open to a balanced discussion of the arts.
- ❖ Write down the call-in number and keep trying - it is not unusual for callers to wait "on hold" for 30 minutes or more for popular shows. When you get through, tell the producers your name, place, and issues you wish to present.
- ❖ One way to move up the line quicker is to offer an answer or explanation to a previous caller.
- ❖ Avoid jargon.
- ❖ Remain non-partisan - avoid making statements concerning the positions of, or your support for, specific political parties or candidates.
- ❖ Television coverage is more difficult - performances and exhibitions make good visuals, so use these to add to your appeal.
- ❖ When attempting to gain local TV coverage, it is important to be aware of, and expect, any potential "breaking news" stories to supersede coverage of your activity.
- ❖ Weekends are usually slow news days for most local stations and a potentially good time to solicit TV coverage.





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## 4. Use your website and email networks

- ❖ If you are a membership-based organization, ensure your members receive information on how to communicate with their candidates, either through direct material on your website or through links to other useful sites.
- ❖ Use your email networks/lists to send out concise bulletins on the advocacy issues your organization is involved with.

## 5. Attend town hall meetings or other forums where key-decision makers will appear:

- ❖ Publicly raise arts issues and ask the key people specific questions related to your issues. This will allow you to involve and educate other members of the community as well as the decision-makers.
- ❖ Remain non-partisan.
- ❖ Talk about success stories. Demonstrate how the arts improve quality of life in your community and/or show how federal programmes have made a difference locally.

## 6. Organize petitions and letter-writing campaigns

- ❖ Candidates are more likely to respond to initiatives which have been brought forward from the local level.
- ❖ Petitions that include signatures from a broad cross-section of your local population will carry weight.
- ❖ If a letter-writing campaign seems a more appropriate medium, then you should:
  - Draft the letter, providing an opportunity for people to customize it if they wish.
  - Ensure that your guidelines are explicit regarding what the key message is and what outcome you expect; you don't want to dilute the message through vague language.
  - Ensure it receives wide distribution.
  - Provide clear instructions regarding the destination of the letter, and the timeline for sending it.
  - Ask people to inform you of their action so you have an indication of how many letters are being sent, and from whom.
- ❖ When drafting the letter remember to:
  - Introduce yourself, and state your reason for writing in the first paragraph.
  - Keep them short, not more than one page.
  - Do not include bulky or lengthy supporting materials.
  - Leave no doubt what specific courses of action you are requesting.
  - Keep the tone courteous but firm.
  - Do proofread your written material, as a letter full of typos and grammatical mistakes tends to be ignored.
  - End by saying "thank you" and asking for a response in the immediate future.

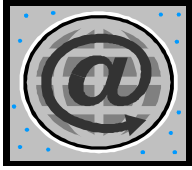
## 7. Other:

- ❖ Embark on public action by organizing media events or news conferences. This works particularly well if you are a big fish in a small pond, and it's a slow news day or week.
- ❖ Invite the decision-maker to your institution, or to attend an exhibition or performance.
- ❖ Create a public service announcement.
- ❖ Place print advertisement in newspapers and cultural newsletters.



# CCA Advocacy Primer

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## USEFUL LINKS

### **Government and Agency Sites**

Parliamentary website	<a href="http://www.parl.gc.ca">www.parl.gc.ca</a>
Introduction to Government of Canada website	<a href="http://www.canada.gc.ca">www.canada.gc.ca</a>
Department of Canadian Heritage	<a href="http://www.pch.gc.ca">www.pch.gc.ca</a>
Elections Canada	<a href="http://www.elections.ca">www.elections.ca</a>
Canada Council for the Arts	<a href="http://www.canadacouncil.ca">www.canadacouncil.ca</a>
Telefilm Canada	<a href="http://www.telefilm.gc.ca">www.telefilm.gc.ca</a>
National Film Board of Canada	<a href="http://www.nfb.ca">www.nfb.ca</a>
Copyright Board of Canada	<a href="http://www.cb-cda.gc.ca">www.cb-cda.gc.ca</a>
Canadian Radio-television and Telecommunications Commission	<a href="http://www.crtc.gc.ca">www.crtc.gc.ca</a>
Canadian Broadcasting Corporation	<a href="http://www.cbc.ca">www.cbc.ca</a>
Radio Canada	<a href="http://www.radio-canada.ca">www.radio-canada.ca</a>
Canadian Artists and Producers Professional Relations Tribunal	<a href="http://www.capprt-tcrpap.gc.ca">www.capprt-tcrpap.gc.ca</a>
Canadian Cultural Observatory	<a href="http://www.culturescope.ca">www.culturescope.ca</a>

### **Federal Political Parties**

Bloc Québécois	<a href="http://www.blocquebecois.org">www.blocquebecois.org</a>
Christian Heritage Party of Canada	<a href="http://www.chp.ca">www.chp.ca</a>
Communist Party of Canada (Marxist-Leninist)	<a href="http://www.cpcml.ca">www.cpcml.ca</a>
Conservative Party of Canada	<a href="http://www.conservative.ca">www.conservative.ca</a>
Green Party of Canada	<a href="http://www.green.ca">www.green.ca</a>
Liberal Party of Canada	<a href="http://www.liberal.ca">www.liberal.ca</a>
Marijuana Party of Canada	<a href="http://www.marijuanaparty.com">www.marijuanaparty.com</a>
New Democratic Party	<a href="http://www.ndp.ca">www.ndp.ca</a>

### **Useful Arts Service Organization (ASO) Contacts**

ACTRA	<a href="http://www.actra.ca">www.actra.ca</a>
American Federation of musicians of the U.S. and Canada	<a href="http://www.afm.org">www.afm.org</a>
ArtsSmarts	<a href="http://www.artsmarts.ca">www.artsmarts.ca</a>
Association des réalisateurs et réalisatrices du Québec	<a href="http://www.arrq.qc.ca">www.arrq.qc.ca</a>
Association québécoise de l'industrie du disque, du spectacles et de la vidéo	<a href="http://www.adisq.com">www.adisq.com</a>
Association des producteurs de films et de télévision du Québec	<a href="http://www.quebec.audiovisuel.com">www.quebec.audiovisuel.com</a>
Association nationale des éditeurs de livres	<a href="http://www.anel.org">www.anel.org</a>
Association of Canadian Publishers	<a href="http://www.publishers.ca">www.publishers.ca</a>
Association des théâtres francophones du Canada	<a href="http://www.atfc.ca">www.atfc.ca</a>
Canadian Association of Broadcasters	<a href="http://www.cab-acr.ca">www.cab-acr.ca</a>
Canadian Museums Association	<a href="http://www.museums.ca">www.museums.ca</a>
Canadian Arts Presenting Association	<a href="http://www.capacoa.ca">www.capacoa.ca</a>
Canadian Artists Representation Copyright Collective Inc	<a href="http://www.carfac.ca/collective">www.carfac.ca/collective</a>
Canadian Artists Representation	<a href="http://www.carfac.ca">www.carfac.ca</a>
Canadian Dance Assembly	<a href="http://www.dancecanada.net">www.dancecanada.net</a>
Canadian Magazine Publishing Association	<a href="http://www.cmpa.ca">www.cmpa.ca</a>
Canadian Independent Record Production Association	<a href="http://www.cirpa.ca">www.cirpa.ca</a>
Canadian Recording Industry Association	<a href="http://www.cria.ca">www.cria.ca</a>
Canadian Film and Television Production Association	<a href="http://www.cftpa.ca">www.cftpa.ca</a>
Canadian Actors' Equity Association	<a href="http://www.caea.com">www.caea.com</a>
Canadian Copyright Institute	<a href="http://www.web.net/~ccinst/">www.web.net/~ccinst/</a>
Canadian Conference of the Arts	<a href="http://www.ccarts.ca">www.ccarts.ca</a>



# CCA Advocacy Primer

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Cancopy	<a href="http://www.cancopy.com">www.cancopy.com</a>
Centre des auteurs dramatiques	<a href="http://www.cead.qu.ca">www.cead.qu.ca</a>
Coalition for Cultural Diversity	<a href="http://www.cdc-ccd.org">www.cdc-ccd.org</a>
Cultural Human Resources Council	<a href="http://www.culturalhrc.ca">www.culturalhrc.ca</a>
Directors Guild of Canada	<a href="http://www.dgc.ca">www.dgc.ca</a>
Fédération culturelle canadienne-française	<a href="http://www.zof.ca">www.zof.ca</a>
Heritage Canada	<a href="http://www.heritagecanada.org">www.heritagecanada.org</a>
Independent Media Arts Alliance	<a href="http://www.cam.org/~ifva">www.cam.org/~ifva</a>
International Network for Cultural Diversity	<a href="http://www.incd.net">www.incd.net</a>
Opera.ca	<a href="http://www.opera.ca">www.opera.ca</a>
Orchestras Canada	<a href="http://www.oc.ca">www.oc.ca</a>
Organization of Canadian Symphony Musicians	<a href="http://www.oscm-omosc.ca">www.oscm-omosc.ca</a>
Periodical Writers Association of Canada	<a href="http://www.pwac.ca">www.pwac.ca</a>
Playwrights Union of Canada	<a href="http://www.puc.ca">www.puc.ca</a>
Professional Association of Canadian Theatres	<a href="http://www.pact.ca">www.pact.ca</a>
Regroupement des artistes en arts visuels du Québec	<a href="http://www.raav.org">www.raav.org</a>
Regroupement des centres d'artistes autogérés du Québec	<a href="http://www.rcaaq.org">www.rcaaq.org</a>
Regroupement québécois de la danse	<a href="http://www.quebecdanse.org">www.quebecdanse.org</a>
Société des auteurs de radio, télévision et cinéma	<a href="http://www.sartec.qc.ca">www.sartec.qc.ca</a>
Société de droits d'auteur en arts visuels	<a href="http://www.raav.org/sodart">www.raav.org/sodart</a>
Société des auteurs et compositeurs dramatique	<a href="http://www.sacd.ca">www.sacd.ca</a>
Société du droit de reproduction des auteurs, compositeurs, et éditeurs au Canada	<a href="http://www.sodrac.com">www.sodrac.com</a>
Society of Composers, Authors and Music Publishers of Canada	<a href="http://www.socan.ca">www.socan.ca</a>
The Writers Union of Canada	<a href="http://www.writersunion.ca">www.writersunion.ca</a>
Union des Artistes	<a href="http://www.uniondesartistes.com">www.uniondesartistes.com</a>
Union des écrivaines et écrivains québécois	<a href="http://www.uneq.qc.ca">www.uneq.qc.ca</a>
Writers Guild of Canada	<a href="http://www.writersguildofcanada.com">www.writersguildofcanada.com</a>

## **Other useful sites**

Americans for the Arts	<a href="http://www.americansforthearts.org">www.americansforthearts.org</a>
Arts Council of England	<a href="http://www.artscouncil.org.uk">www.artscouncil.org.uk</a>
Arts News Canada	<a href="http://www.artsnews.ca">www.artsnews.ca</a>
Australia Council for the Arts	<a href="http://www.ozco.gov.au">www.ozco.gov.au</a>
Canadian Centre for Philanthropy	<a href="http://www.ccp.ca">www.ccp.ca</a>
Council for Business and the Arts in Canada	<a href="http://www.businessforarts.org">www.businessforarts.org</a>
Council of Canadians	<a href="http://www.canadians.org">www.canadians.org</a>
Hill Strategies Research Inc.	<a href="http://www.hillstrategies.com">www.hillstrategies.com</a>
Imagine Canada	<a href="http://www.imaginecanada.ca">www.imaginecanada.ca</a>
Le Mouvement pour les Arts et les Lettres	<a href="http://www.mal.qc.ca">www.mal.qc.ca</a>
National Campaign for the Arts (UK)	<a href="http://www.artscampaign.org.uk">www.artscampaign.org.uk</a>
National Endowment for the Arts (US)	<a href="http://www.arts.endow.gov">www.arts.endow.gov</a>

## **Sources:**

- o Canadian Conference of the Arts election strategies 1997 and 2000; American Arts Alliance; Voluntary Sector Roundtable; Americans for the Arts; Advanced Consulting, Washington DC; The Art and Science of Public Policy Advocacy, Gowlings Lafleur Henderson LLP 2002; Sean Moore, government relations consultant.
- o Some material has been adapted from "Making Advocacy a Habit," a Monograph published by Americans For The Arts, by Marete Wester, Executive Director, Alliance for Arts Education/New Jersey