

# LOCAL ADVOCACY TOOLKIT



[Welcome to the OC Local Advocacy Toolkit](#)

[Lesson 1: The Basics](#)

[Lesson 2: Ways to Engage](#)

[Lesson 3: Making Your Case](#)

[Lesson 4: On Social Media](#)

[Lesson 5: In Person](#)

[Resources](#)

## Welcome to the OC Local Advocacy Toolkit

Advocacy is essential for the long-term health and vibrancy of Canadian orchestras. Whether you are seeking funding, building community connections, or ensuring your musicians and members are part of important conversations, strategic advocacy activity ensures that decision-makers see your orchestra as relevant, resilient, and impactful.

Decisions made at the municipal level about funding, cultural priorities, zoning, infrastructure, and more, can directly shape your ability to share your music with your community. By developing strong relationships with local decision-makers, you can help ensure that your orchestra's voice is part of the conversation from the start.

## Why OC created this toolkit

As the saying goes, all politics is local. In other words, while the examples here focus on local advocacy, the principles can be scaled up to provincial or federal contexts. The tools and exercises in this resource are designed to help orchestras of all sizes advocate in meaningful, effective ways. Our goal is to equip your orchestra with practical, adaptable strategies to:

- Tell compelling stories about your impact;
- Build relationships with decision-makers;
- Connect your work to community and government priorities;
- Play an active role in shaping policies and decisions that affect your musicians, members, and the sector as a whole.

By using this toolkit, you're taking a step toward building a stronger future, not only for your orchestra, but for the communities you serve. The more our orchestras are present in civic conversations, the more we can demonstrate the essential role live orchestral music plays in Canada's cultural life.

Click through the sections below to navigate the toolkit:

1. THE BASICS
2. WAYS TO ENGAGE
3. MAKING YOUR CASE
4. ON SOCIAL MEDIA
5. IN PERSON
6. EXERCISES & RESOURCES

# Lesson 1: The Basics

## *7 quick-start strategies to build local relationships and long-term support*

Before tackling specific campaigns or approaching decision-makers with requests, it is essential to understand the local landscape, build relationships, and establish long-term credibility. These seven strategies provide a practical starting point for orienting your organization within the municipal system, strengthening your network, and positioning your work in ways that resonate with both staff and elected officials.

Explore the collapsible tips below to dive into each strategy and consider how you can begin applying them in your local context.

### 1. Know the Players

Before you start, it's useful to understand who sets and who administers arts and culture policy development and funding in your municipality.

Some municipalities have established arms length funding bodies to distribute grants and organize arts-related advocacy and events; others undertake more of this work in-house or in partnership with community organizations.

Municipal staff generally play a significant role in running programs, leading consultations, overseeing progress towards goals articulated in a Municipal Cultural Plan (if your municipality has one), working with advisory committees, integrating arts and culture programming with other city departments and drafting policy and budget options for Council review and approval. They can be good sources of information and insight to you.

Members of Council are typically involved in reviewing and approving policy and voting on budgets, all with an eye to what will serve their constituents best.

If your community has an arms-length arts funding body, you'll probably already be familiar with their funding programs - but it's useful to get to know their staff, boards, strategic plans, and advocacy work, too.

### 2. Build Real Relationships

Effective advocacy starts with strong relationships.

- Relationships are about two-way communication. They lead to buy-in, goodwill, and reliable allies. They allow room for course correction, and give you time to catch up when needed.
- Campaigns are for one-off situations – capital projects, responses to or requests for major policy shifts, or emergencies. Campaigns work best when they’re built on existing relationships.

You’ll often make the same case to different people – so create messages and tools you can reuse.

Start by mapping your network. Who on your board or team knows someone on Council? What past connections do you have? Use your team’s networks – professional and personal.

Make a point of reaching out to new Councillors. They’re often more open to new partnerships.

Get to know key staff. Make sure they know your organization’s work and understand your impact.

### 3. Think Long-Term

Respect boundaries. Relationships aren’t about pressure – they’re about trust, time, and listening.

Understand the ecosystem around Council. City staff and municipal bureaucrats may not have voting power, but they play an important role in shaping policy and crafting recommendations for Council approval, then overseeing how the policies that have been approved actually play out. They often have deep knowledge and long institutional memory. Earning their trust can help you navigate transitions between Councils and keep momentum over time.

If a Council decision is required, map out a timeline that works backward from the date this decision will take place. What steps need to happen before then?

- How many Council votes do you need to win support?
- Who are your past and present allies on Council?
- Who do you still need to persuade?

#### 4. Leverage Partnerships

Sometimes it makes sense to go it alone. Other times, collective action makes a bigger impact. Consider when to work with others – and who the right partners might be.

Ask yourself:

- Will your request benefit just your organization, or your sector, or the wider community?
- Are you aligned with others who share your goals?
- Can you share the workload with other motivated groups and individuals?

Build relationships with local umbrella organizations and arms-length agencies. Check in with them and align and amplify where it makes sense. You're part of a larger ecosystem. Advocacy works best when it reflects that.

Good allies might include:

- Other arts and culture organizations
- Local business leaders
- Influential community members, such as former elected officials or board members

#### 5. Plan Win-Win Campaigns

Start by defining a clear, focused ask.

- What exactly are you requesting?
- What will it achieve, and how will that benefit the broader community?
- How much funding do you need, and who else supports your request?

Make it easy for Council to say yes. Provide materials they can use – memorable statistics, clear stories, pocket-sized facts, and visuals they can show to constituents.

Give them public moments to shine. Can a Councillor speak at an event, appear in a photo, or participate in a performance?

Think beyond your organization. What else can you support that's in the public interest – even if it's unrelated to you?

## 6. Understand What Matters to Decision-makers

Every Councillor has their own priorities. Learn what they care about – and connect your message to that.

Look at:

- The municipality's strategic plan, as well as its plans for arts, culture, tourism and economic development
- Pre-budget consultations
- Council agendas and public statements

Find out:

- Why each Councillor ran for office
- What motivates them
- Who their constituents are

Help Councillors build their public profile. Can you offer platforms, partnerships, or visibility that support their goals?

Show your support for their initiatives by sharing their good news stories or reposting their content on social media. Public recognition builds trust.

## 7. Build Community Together

Frame your work in terms of community impact, not internal needs.

Adapt your language based on what matters most to each Councillor. Depending on their priorities, highlight how your orchestra contributes to:

- Local jobs and economic development
- Quality of life and civic pride
- Education and youth programming
- Social cohesion and accessibility
- Tourism and downtown vibrancy

Remember: it's not about what your orchestra needs – it's about how your orchestra helps the community thrive.

## Lesson 2: Ways to Engage

### *6 tactics to build visibility, credibility, and connection with your municipality*

Advocacy isn't limited to formal meetings or budget cycles; it is a continuous practice rooted in presence, participation, and authentic connection. These six approaches show how orchestras can integrate municipal engagement into their annual rhythm, invite elected officials into their world, and contribute meaningfully to civic life.

Click through the collapsible tactics below to identify actionable steps you can begin implementing throughout the year.

#### 1. Get to Know Council

Attend a Council meeting. See how they operate – formally and informally.

- What's the tone in the room?
- Do Councillors collaborate or clash?
- What issues dominate discussion?
- Are they comparing themselves to neighbouring municipalities?

Understanding the dynamic helps you better tailor your approach.

Join your local culture or tourism coalition. These networks often have existing relationships and shared goals and can amplify your voice.

In smaller towns, engage in "grocery aisle politics". Informal conversations often drive formal decisions. Relationships matter as much as motions.

#### 2. Make Advocacy Part of Your Annual Rhythm

Add a yearly presentation to Council to your regular calendar. This is your chance to:

- Share successes and milestones
- Communicate goals for the year ahead

- Present impact indicators that matter – to you and to Council

Meet with municipal staff at least once a year. Focus on the outcomes of any municipal investment, especially if you've received funding. Face-to-face check-ins build trust and transparency. If you receive funding from other levels of government, let them know - and, if appropriate, emphasize the connection between municipal support and your ability to make a strong case to other levels of government!

Respond to public consultations. Your input as a cultural stakeholder matters – whether it's about the budget, city planning, or community well-being.

Add municipal leaders and staff to your media release list, to increase their awareness of your activities.

### 3. Invite Council Into Your World

Invite Councillors to your season launch and key events throughout the year. When you do:

- Choose dates that are realistic – consider (and avoid) peak Council calendar times
- When you invite councillors to attend, point out who else will be attending (which schools, partner organizations, corporate sponsors, other VIPs, etc.)
- Develop a hosting plan. Consider assigning board members to engage with councillors - sitting with them, introducing them to key people, taking them backstage, etc.

Host events that tie in to Councillor visibility and community engagement.

- Consider photo ops, selfie ops, and event elements that perform well on social media
- Will young people be present at the event (always an effective draw)? Add pizza.

Offer elected officials speaking opportunities at public functions – and chances to meet with donors, funders, and your board.

### 4. Create Shared Moments in Public Spaces

Look for opportunities to perform at or near City Hall. It's a high-visibility location and sends a clear message about your role in civic life.

Invite elected officials (municipal, provincial, and federal) to speak at special events or ceremonies. Let them connect their priorities to your work.



Set up 1-on-1 meetings with Councillors, MPPs, and MPs. These personal connections deepen trust and understanding.

Facilitate artist-councillor conversations – informal, participatory dialogues about the kind of city or community you’re collectively building.

## 5. Collaborate on Broader Cultural Goals

If your municipality has a cultural plan, familiarize yourself with it. If you have a local arts council, work with them to convene partners to study, shape or renew the cultural plan. Your orchestra can be a leading voice in advocating for long-term investment in arts and culture.

Coordinate with other organizations for a municipally-recognized, music-themed week or month. A collective push draws more attention – and more participation.

## 6. Stay Social and Visible

Use your social media platforms to build goodwill.

- Share or repost content from your municipality’s social channels
- Celebrate Council milestones, public works, or community initiatives
- Tag Councillors when relevant – amplify their connection to the arts

Advocacy isn’t always about the ask. Sometimes, it’s about showing up – and showing that you’re paying attention.

## Lesson 3: Making Your Case

### *4 approaches to resonate with the people you're trying to reach*

The strongest arguments are shaped not just by what you're asking for, but by who you're asking. The content and tone of your message should shift depending on the decision-maker and the context.

Before presenting your case, ask:

- What will resonate with them?
- How can we connect our work to their stated priorities?
- How does our organization help them reach their goals?

Prepare to make your case using a mix of perspectives and arguments. Some people are moved by data; others respond better to anecdotes, an inspiring expression of values, or community outcomes. Try different angles early on – if they want more of one kind of argument, they'll let you know. You can either change direction on the spot during a meeting (if you feel comfortable doing so) or follow up after the meeting.

Here are four different angles your argument might take:

#### 1. The Economic Argument

- Share how many local jobs the orchestra supports. If helpful, break that down into full-time equivalents (FTEs), and distinguish between artistic and administrative roles.
- Provide your orchestra's annual revenue and expense figures. Highlight how much is spent locally.
- Clarify where your funding comes from: which levels of government, what proportion, and any notable private or community support. If your orchestra helps to bring dollars into the community (for instance, from provincial or federal governments, from external sponsors and donors, or by attracting tourists), convey this.
- Offer broader context if possible – such as the economic impact of the arts in your city, province, or across Canada. (Orchestras Canada can help connect you with data and context.)

- Emphasize how your orchestra contributes to local vitality: attracting musicians, cultural workers, and other professionals who support a strong, diverse economy.

## 2. The Education Argument

- Talk about your youth programs, including your youth orchestra (if applicable): participation levels, programming, and any work being done around access or diversity.
- Share how you show up in local schools: performances, workshops, mentorships, residencies.
- Mention family-friendly programming, casual or outreach concerts, and accessible pricing options.
- Connect your work to research about the positive impact of music and arts education.

## 3. The Community Argument

- Let them know how many people benefit from your programming each year, including, where possible, a geographic breakdown of your audience.
- Highlight your participation in civic events, festivals, and community celebrations.
- Show how your orchestra supports or partners with other cultural and social service organizations to strengthen the local ecosystem.
- If you offer education programs, or perform at hospitals or long-term care facilities, let them know! It's always helpful to demonstrate the ways in which your orchestra delivers on its charitable mission to reach more people in your community.

## 4. The Comparison Argument

- Point out where your municipality is excelling or falling behind, and explain why it is important.

- Compare your city's per capita arts spending with other municipalities.
- Reference how neighbouring or similar-sized communities invest in arts and culture.
- Look at access to spaces, infrastructure, and resources elsewhere.

## Lesson 4: On Social Media

### *10 tips to build platforms that strengthen relationships, build visibility, and tell your story*

Social media can serve as a powerful extension of your advocacy efforts. Beyond promoting your concerts and events, your online presence helps build relationships, signal your public value, and keep your organization visible to municipal leaders and community stakeholders. By approaching social platforms strategically through consistent branding, positive storytelling, and thoughtful engagement, you can strengthen credibility and expand your reach.

Explore the collapsible tips below for ten practical ways to use your social channels to amplify your impact and deepen connections with your municipality.

#### 1. Set your socials up for advocacy

Your social media channels are part of your advocacy toolkit. They're not just for concert and event promotion; they're a way to connect with decision-makers, tell your story, and reinforce your public value.

Be an asset for your community. To build a strong following, focus on giving more than asking. Advocate for the needs and desires of audiences and artists through what you share and amplify.

Start with the basics:

- Add your mission statement to your bio or description.
- Include a link to your website and/or Linktree.
- Encourage people to comment, like, and share. Engagement helps expand your reach.
- Follow the people and organizations you want to connect with, including your Councillors and other civic leaders.

#### 2. Hook 'em

Think of your page as a handshake. First impressions count.

- Use a compelling cover image.

- If your logo is your profile picture, test how it displays on mobile. If the text is hard to read on a mobile device, consider other options.
- The top-performing content starts with a clear, engaging first line. Hook the reader early.

### 3. Stick to your brand

Your tone on social media should reflect the same values and voice you use elsewhere.

- Keep your tone consistent across platforms.
- Treat social as part of your broader communications strategy, not a standalone activity.
- Involve your team. Social media works best as a shared effort.

### 4. Post early (or, in some cases, late) and often

Post regularly to stay visible. A good target is 2–3 posts per week.

- Share photos and short videos from events.
- Use behind-the-scenes content, process moments, or setup shots.
- Respond to comments and messages—especially from community members and civic leaders.
- Experiment with timing. Tools like Meta’s Insights can show when your audience is most active.

### 5. Keep it positive

Focus on good news, milestones, and community impact.

- Share stories about what your orchestra brings to your city.
- Show appreciation for funders, audiences, volunteers, and civic partners.

- Stay non-partisan: as a registered charity, you can engage in advocacy (but not in party politics).
- Be generous, clear, and kind in your tone (especially when tensions are high).

## 6. Share impact, data, and sector insights

Your platform can help elevate not just your work, but the broader cultural sector.

- Share updates, reports, and infographics from trusted sources like: Orchestras Canada, Hill Strategies Research, your provincial arts council, Canada Council for the Arts, Business/Arts, Mass Culture, the Metcalf Foundation, Imagine Canada, United Way, etc.
- Consider forwarding select reports or stats to Councilors, MPPs, or MPs by email.
- Post simple, insightful data points:  
*"This year, 30% of Calgarians heard the orchestra live - and we're thrilled."*

## 7. Use (but don't abuse) hashtags

Hashtags can help spread your message... if used sparingly.

- Stick to 2–3 relevant hashtags per post.
- Use ones tied to your location, campaign, or community.
- Avoid clutter and stay focused.

## 8. Show, don't tell

Photos perform best—especially on mobile.

- If the post is about an event, show the crowd.
- If it's about a performance, show the musicians.
- If it's about a meeting, show the people—selfies work.

- Always get consent before posting images, especially of youth or public figures.

Tip: Vertical photos display larger on phone screens.

Tag people in photos to increase reach—and don't be shy about tagging elected officials. Most are happy to be seen connecting with the community.

Video can be powerful, but more complex. Make sure you have the required permissions, good-quality footage, and a clear reason for the investment.

## 9. Amplify your reach

Help others help you.

- Mention @orchestrascanada on Facebook, Instagram, Bluesky, or LinkedIn—we'll boost your posts when we can.
- Tag your partners, Councillors (using their official accounts), and anyone featured in your content.
- Share posts in local community groups when relevant (e.g., "Spotted in...", "Neighbourhood Noticeboards").
- Re-share your own posts after a few days to catch different audiences.

## 10. Start somewhere

You don't have to be perfect; just start. Social media is an extension of your storytelling. Share your voice, celebrate your work, and invite others into your story. You'll get better with practice.



## Lesson 5: In Person

### *Quick tips and 3 steps to make the most of face-to-face time*

In-person meetings remain one of the most effective ways to build trust, communicate impact, and advance your goals, provided you prepare well, stay focused, and follow through. The tips and steps below offer a clear roadmap for what to do before, during, and after a meeting so you can show up confidently, stay aligned with your objectives, and strengthen long-term relationships.

#### Quick Tips

- Be warm and friendly throughout
- Stay on point
- Thou shalt not read the script
- Listen. Tune into body language.
- Ask for something. Offer something.
- Connect your ask with local priorities.
- Connect your ask with something that matters to the person you're meeting with.
- Storytelling can be tremendously helpful. But keep it tight.
- Stick to the duration you'd agreed upon. Don't expect to stretch.
- Ask if you can take a selfie and share it to social media.
- Follow-up with support staff.
- Invest for the long term: it's rare to get the answer you are looking for as a result of a single meeting.

#### Before the Meeting

- Be clear on what you're asking for. (Funding? Support? A vote? A policy change?)

- Practice making your “ask” in 30 seconds.
- Have a short elevator pitch ready about your organization and impact. (See “Worksheet” section to develop your elevator pitch.)
- Confirm the meeting details: Who’s attending? Where? How long?

#### During the Meeting

- Stick to your key messages.
- Take a breath; it’s a conversation, not a performance.
- Really listen.
- Respond thoughtfully to questions. If you don’t have answers, say so (and offer to find them).
- Confirm any next steps or follow-ups.
- Leave time for questions and dialogue.

#### After the Meeting

- Send a thank you note or email.
- Forward any promised documents or follow-up to Councillors (and/or staff, if applicable).
- Keep both Councillors and their staff in the loop. Updates matter.
- Invite them to upcoming events (and be a gracious host).
- Avoid putting them in a tricky spot at public events.
- Create a welcoming, non-partisan space.
- Keep the conversation going. Don’t hesitate to stay in touch or ask questions later on.

## Tell Your Story

Now it's your turn. The most effective advocacy comes from clarity - clarity about who you are, what you need, and how your work connects to the broader goals of your municipality. Preparation is what makes this feel natural in the moment. By taking time to write things down, you and your team can sharpen your mission, vision, values, and goals, and build a shared language you can return to across meetings, presentations, and campaigns.

The two exercises below are designed to help you articulate your story, frame your challenges, and generate a concise, compelling pitch. They can be completed directly on this webpage, and once you're done, you can email your responses to yourself or your team by clicking the button at the bottom. Use these prompts to experiment, refine, and practice. The more grounded you are in your own narrative, the more confidently and authentically you can advocate for your work and your community.

### Writing Prompts

Use this guide to help shape a compelling narrative about your organization, its challenges, and the support you need. Whether you're preparing a presentation, a grant report, or a funding pitch to Council, this framework helps align your story with local priorities.

#### Step 1: Talk About Yourself

##### Your Organization

*What is your mission?*  
*How long have you been active in the community?*  
*What's the scale and range of your programming?*  
*How are you funded (public, private, earned revenue, etc.)?*

### Challenge

*What issue or challenge are you currently facing?*  
*How is it affecting your organization, your team, your audiences, or your ability to deliver programs?*

### Choice(s)

*What choice(s) have you had to make/are you wrestling with because of the challenge(s) you're facing?*  
*How could these choices affect your ability to fulfill your mission?*

#### Outcome

*What has happened so far as a result of the situation?*  
*What have you learned?*  
*What might you do differently next time?*

#### Ask

*What exactly are you requesting from the municipality? (Time? Money? Visibility? A vote?)*

*How much do you need, by when, and for how long?*

*If you receive this support, what will change, and for whom?*

*Are other partners or governments involved in your broader request? How does the municipal ask fit into the overall picture?*

## Step 2: Give Context

### Community Context

*Are others in your community facing a similar challenge?*

*Who are the key stakeholders and partners?*

*How many people are affected, and where in the community are they located?*

*What are their demographics (age groups, income levels, neighbourhoods)?*

*What broader impact is the issue having?*

### Urgency

*What could happen if this issue isn't addressed?*  
*What's at risk for your organization, your community, or the city?*  
*What can we do now to prevent negative outcomes?*

#### Alignment with Government Priorities

*How does your issue connect with municipal priorities?*  
*Is it mentioned in your municipality's cultural policy, strategic plan, or another civic framework?*  
*How can you tie your ask to what Council already says it values?*

#### Pitch Generator

Once you have fleshed out your story and connected it to advocacy priorities, pull it all together into one short, compelling paragraph: your core advocacy message.

Use this section to create a brief narrative you can deliver in 30-60 seconds: at a meeting, in a presentation, or when submitting a written brief. Aim for clarity, connection, and a specific ask.

Your pitch should include:

- Who you are
- What the challenge is
- Who is affected
- What you are asking for
- How this aligns with local priorities
- What will change if your ask is granted

Example format:

"We're [organization name], a [brief description of what you do] serving [who you serve] in [municipality/region]. Due to [the challenge], we're facing [consequence]. Without action, [potential outcome]. We are asking [name of government body] to [clear ask], which would allow us to [intended impact]. This aligns directly with [specific municipal priority], and would benefit not just us, but [community-level impact]."



# Resources

## General Resources

### *Apathy is Boring*

An organization that uses art and technology to educate youth about democracy. They envision a Canada where youth are active decision-makers at all levels of the democratic process.

[www.apathyisboring.com](http://www.apathyisboring.com)

### *Canadian Arts Coalition*

The Canadian Arts Coalition is a non-partisan advocacy movement of associations, arts organizations and artists. Their most recent major campaign, ArtsVote 2025, included a range of tools and templates (social media decks, a home election kit, social media profile frames, etc.) that can inspire you and be used as a starting point for other advocacy efforts.

<https://canadianartscoalition.com/artsvote-resources/>

### *Creative Cities Network (CCNC)*

CCNC is a national association dedicated to strengthening municipal cultural policy, planning and practice through knowledge sharing, research and professional development. Their online library includes publications that can be helpful in making the case for the arts from various perspectives (i.e.: arts and positive

change in communities, building community identity and pride, culture as an economic engine, personal and social development and youth, etc.)

<https://www.creativecity.ca/library/publications/>

### *Federation of Canadian Municipalities*

The FCM's library contains reports, toolkits, recommendations and other resources designed to help stakeholders address challenges in their community.

<https://fcm.ca/en/resources>

### *Les arts et la ville*

Le réseau Les Arts et la Ville représente l'alliance du monde municipal et de la culture. Il rassemble et outille les communautés des francophonies canadiennes afin qu'elles utilisent la culture pour développer durablement leurs milieux de vie et renforcer le tissu social. L'organisme offre des formations et a publié une série de ressources (guide pour une transition socioécologique par les arts et la culture, guide d'élaboration d'une politique culturelle municipale, études de cas de projets exemplaires, etc.) qui peuvent aider à étoffer un argumentaire dans le cadre de vos efforts de représentation.

<https://arts-ville.org/publications/>

### *Mass Culture*

Mass Culture harnesses data and evaluative thinking to demonstrate the true impact of the arts sector. Their website contains information about current research and the Artifex resource library, essentially a searchable database to help make the case for the arts from a range of perspectives.

<https://criticaldigitalmethods.ca/artifex/database/>

### *Municipal World*

Acts as a resource for municipalities, providing tools, templates and learning opportunities for municipal staff and locally elected officials. Also provides stories (articles, profiles and podcasts) on a range of priority issues for municipalities, including tourism and advocacy.

<https://www.municipalworld.com/>

### *March of Dimes Canada*

March of Dimes Canada is a national charity committed to championing equity, empowering ability and creating change for the more than eight million people with disabilities across the country. Their Political Advocacy Toolkit includes a number of templates and resources that may be of use to you (letter templates, follow-up email templates, public consultation response template, advocacy story worksheet, etc.)

<https://www.marchofdimes.ca/en-ca/aboutus/govtreations/political-advocacy-toolkit/Pages/templates-resources.aspx>

### *Nonprofit Tech for Good*

Helpful ideas on how to best use social media for advocacy.

[www.nptechforgood.com](http://www.nptechforgood.com)

## Region-Specific Resources

### *Alberta Municipalities*

While this resource has 'Alberta' in the name, it can be applied by anyone. Representing municipalities where over 85% of Albertans live, Alberta Municipalities share information, ideas and solutions with elected and administrative leaders to address municipal issues. Their website includes a substantial advocacy toolkit that provides tools and templates to help stakeholders make their case in support of municipal priorities.

<https://www.abmunis.ca/advocacy-resources>

### *Culture Capitale-nationale et Chaudière-Appalaches*

CCNCA regroupe, réunit et représente des individus et des organismes qui oeuvrent en culture afin de favoriser le développement des territoires de la Capitale-Nationale et de Chaudière-Appalaches. Le site web de l'organisme compile plusieurs mémoires et rapports et qui peuvent être pertinents pour les élus et administrateurs municipaux, travailleurs culturels, chercheurs, etc.

<https://www.culture-quebec.qc.ca/outils-et-references/>

### *Culture Montréal*

Culture Montréal est un regroupement indépendant et non partisan qui rassemble tout citoyen reconnaissant le rôle fondamental de la culture dans l'essor de la métropole. L'organisme a mené une série d'études, et publié plusieurs rapports de recherche sur des thématiques qui peuvent appuyer les campagnes visant à bonifier l'investissement municipal en culture (p.ex. : développement durable et transition écologique, politiques publiques d'appui à la philanthropie culturelle, le financement du secteur des arts et de la créativité numériques, etc.)

<https://culturemontreal.ca/publications/?type=etudes-et-rapports>

## Other Resources

Aaker, J. & Smith, A. (2010). *The Dragonfly Effect: Quick, Effective, and Powerful Ways to Use Social Media to Drive Social Change*. San Fransisco, CA: Jossey-Bass.

IFACCA, Good Practice Guide on Arts Advocacy, 2014 :  
<https://docs.google.com/document/d/1z4vAZ3NQgYwF9naKBCiMYzJ0smTBIKTHCFfKUypt4Xs/edit?tab=t.0>

Sussman, A. (2007). *The Art of the Possible: A Handbook for Political Activism*. Toronto, ON: McLelland & Stewart Ltd.

Unicef Advocacy Toolkit <https://www.unicef.org/wca/media/6451/file/UNICEF-KRC3-KRC4-Toolkit.pdf>