A WARRIOR'S BRIEFCASE

TOOLS FOR ENGAGING IN FEDERAL-LEVEL ADVOCACY

A GUIDING TOOL TO NAVIGATING CRGBA

THE EQUITY COMPASS

Native Women's Association of Canada

L'Association des femmes autochtones du Canada

ABOUT THE NATIVE WOMEN'S ASSOCIATION OF CANADA

The Native Women's Association of Canada (NWAC) is a national Indigenous organization representing political voices of First Nations, Inuit, and Métis Women, Girls, Two-Spirit, Transgender, and Gender-Diverse+ (WG2STGD+) People in Canada. Incorporated as a non-profit organization in 1974, NWAC works to advance the well-being and equality of Indigenous WG2STGD+ People through advocacy, education, research, and policy. NWAC is founded on the collective goal to enhance, promote, and foster social, economic, cultural, and political well-being of Indigenous WG2STGD+ People within their respective communities and across Canada.

For over 42 years, NWAC has been applying an intersectional, trauma-informed, culturally safe, gendered lens to policy, research, and advocacy supporting Indigenous WG2STGD+ People. As a result, NWAC has in-depth knowledge of intersectional factors that impact the lives, socioeconomic advancement, and overall physical, spiritual, and emotional wellness of Indigenous WG2STGD+ People. NWAC has established strong and lasting governance structures, decision-making processes, financial policies and procedures, and networks to help achieve its overall mission and goals. With years of established relationships built on reciprocity and trust, NWAC is well positioned to lead work in the field of culturally relevant, gender-based policy analysis, advocacy, and community-based research.

MISSION STATEMENT:

Advocate for, and inspire, Indigenous Women, Girls, 2SLGBTQQIA+ People, as well as for the families of Indigenous nations.

VISION STATEMENT:

NWAC envisions an inclusive world that understands and respects the diversity and uniqueness of all Indigenous Women, Girls, 2SLGBTQQIA+ People, and their families.

FUNDER ACKNOWLEDGEMENT:

This document was made possible thanks to funding from Crown-Indigenous Relations and Northern Affairs Canada.

DISCLAIMER:

This document is intended to empower Indigenous Women, Girls, Two-Spirit, Transgender, and Gender-Diverse+ (WG2STGD+) People to engage in federal-level advocacy and community activism. The content in this document is informational and does not constitute legal advice.

CONTENT WARNING:

Some of the content in this document may be distressing or triggering. Certain sections mention impacts of colonial trauma, including residential schools, Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ (MMIWG2SLGBTQQIA+), and violence against Indigenous and racialized people. We encourage you to be kind, gentle, and take care of yourself as you move through the content; centering your wellness, above all.

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WHAT IS CRGBA?

CRGBA (culturally relevant gender-based analysis) is a tool to assess how policies and programs impact people differently, according to differences in our identities and ways of living. **CRGBA is comprised of the following five key concepts: Distinctions-based, intersectional, gender-diverse, Indigenous Knowledge, and trauma-informed.** Each concept is briefly outlined as follows:

- **A distinctions-based approach** accounts for the distinct lived-experiences between First Nations, Inuit, and Metis—on- and off-reserve, urban, and/or non-status Indigenous Peoples.
- **Intersectionality** means everyone has different and unique intersecting aspects of their identity. These intersections of identity shape our experiences of privilege and/or oppression.
- Accounting for **gender diversity** requires the interrogation of colonial binaries of gender, along with reflecting on how current gender norms impact our lives and our work.
- **Indigenous Knowledge Systems** have long been excluded within federal policy and program development, thus CRGBA calls for ethical and equitable inclusion of Indigenous Knowledge Systems within any proposed policy intervention.
- Policies and programs must consider how trauma—including i**ntergenerational trauma**—has impacted Indigenous Ways of Living, embodying a strengths-based, person-centered, and non-judgmental approach.

To learn more about the CRGBA Framework, and how it has been applied across policy development and research, refer to our **previous publications**.

WHERE WE'VE COME FROM: THE EVOLUTION OF CULTURALLY RELEVANT GENDER-BASED ANALYSIS (CRGBA):

NWAC introduced the CRGBA Framework in 2007 as a response to gaps in the federal government's approach to gender-based policy analysis. CRGBA is an alternative approach to reduce harm by supporting policymakers from all backgrounds in thinking about policy in a different way. The CRGBA Framework helps policymakers consider different peoples' unique lived experiences when making policies and programs that impact communities, emphasizing a **gender-inclusive, intersectional, distinctions-based, and trauma-informed approach**.

CRGBA also draws attention to an urgent need to centre and reclaim Indigenous Ways of Knowing and understanding within policy interventions impacting Indigenous Peoples' lived experience.

Since 2007, NWAC has undergone significant work to evolve the CRGBA Framework, ensuring the approach reflects grassroots community members' perspectives and wise practices across policy, research, and advocacy.

WHERE WE ARE: RENAMING THE CRGBA FRAMEWORK:

NWAC received ongoing capacity-building funding from Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) to increase NWAC's internal capacity around the CRGBA Framework, and to ensure NWAC's research and policy projects are informed by a robust CRGBA lens. For the first year of the project, NWAC sought feedback on the CRGBA Framework from Indigenous WG2STGD+ grassroots community members, advocates, activists, policymakers, and researchers. Using this feedback, NWAC sought to revise the CRGBA Framework as necessary to ensure alignment with community perspectives, wise practices, and current evidence-base.

To this end, in March, June, and July 2022, NWAC held a series of virtual **Sharing Circles** with participants across the four directions. Sessions introduced participants to the current CRGBA Framework, briefly outlining the history behind the Framework, its rationale, current applications, and the five main concepts that comprise CRGBA. Broadly, participants agreed the CRGBA Framework is a promising tool, and were eager to learn more about the Framework's utility in advocacy, policy development, and research.

Participants emphasized the importance of fostering Indigenous self-determination, reclaiming and re-centering the roles and Knowledge of Indigenous WG2STGD+ People, and resisting colonial oppression. To foster this, participants emphasized a need to take back their own narratives through community-based advocacy and activism. Consequently, participants recognized the value in mobilizing the CRGBA Framework to achieve this, noting its utility as a tool for communicating with federal actors in a way that centres Indigenous perspectives and Ways of Knowing.

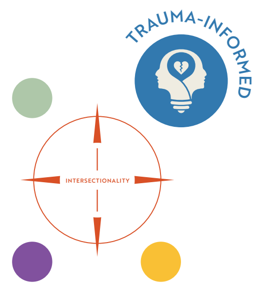
WHERE WE ARE GOING: INTRODUCING THE EQUITY COMPASS:

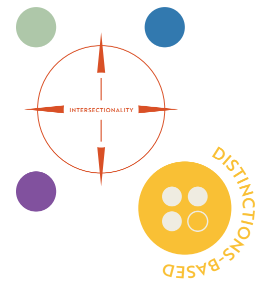
The most significant and consistent feedback received from participants pertained to the name of the Framework. As we learned from participants, the phrase 'Culturally-Relevant Gender Based Analysis' provoked a range of uncomfortable feelings. Some said when they first heard the phrase, they didn't understand what it meant despite holding significant knowledge about each individual concept. Others said they didn't find the name to be particularly accessible, or relevant, in describing what it actually does. Of particular concern to participants was the fact that the language of CRGBA appeared to impose a colonial gaze onto Indigenous lived experiences by employing language of "analysis." Doing so inadvertently reduced complex and distinct Indigenous experiences, Knowledge Systems, and Ways of Being in the world, into arbitrary colonial constructs.

This feedback had also been echoed throughout previous conversations with community members and external stakeholders, as well as through internal discussions with NWAC staff. The consensus was clear–even though the CRGBA Framework was, and continues to be, a useful tool for policy analysis, research, and advocacy, it needed to be reframed in a way that was reflective and accessible to community perspectives that shape and use it.

A GUIDING TOOL TO NAVIGATING CRGBA

THE EQUITY COMPASS





The Equity Compass is a renewed conceptualization of the CRGBA Framework. In previous publications, we have described CRGBA as an ongoing journey–the process encourages us to discover gaps and biases in our policies, programs, and research, while ensuring objectives are culturally grounded and relevant for the communities they pertain to. As reiterated in the past, CRGBA is not just a form of analysis–it is a way of thinking, of being, and of doing, ensuring thoughts and actions as policymakers, researchers, and advocates are aligned with perspectives of Indigenous communities we are responsible to.

Within the Equity Compass, five key concepts underpin CRGBA and are understood to be the five different directions one will take on their CRGBA journey. Not one direction is more important or impactful than the other–each direction requires an equitable level of attention and interrogation. In addition, each concept brings its own set of questions and considerations when applying that direction to policy, research, or advocacy. The journey is often not linear and may require doubling back as new information and feedback comes forward to inform your objectives. This new information might require you to follow a different direction momentarily, so you can better decide how to approach the issue. Additionally, as new information and feedback is offered, you might realize your entire objective may need to change, or questions you are seeking to answer might look different.

"Equity" refers to both the means and the outcome of the journey. CRGBA Framework requires you to approach all your advocacy, research, and policy development according to the five guiding principles of Indigenous research: Relationships, Respect, Responsibility, Relevance, and Reciprocity.[1] Equity is central to this process because it requires balance, power-sharing, and dismantling binary thinking. This concept extends beyond our relationships to each other, and includes our relationships and responsibilities with/to the land and all beings around us. As emphasized in the past, it is always better to learn, grow, and travel together.

The Equity Compass offers guidance on your CRGBA journey, and is a visual representation of how each concept, or direction, informs the other, while also shaping your journey. It is our hope that the Equity Compass will be useful for you and your community as you move forward in your advocacy journey.

1 Based on Kirkness, Verna J., and Barnhardt, Ray. "First Nations and Higher Education: The Four R's—Respect, Relevance, Reciprocity, Responsibility." *Journal of American Indian Education*, 30, no. 3. (1991): 1-15. **https://www.jstor.org/stable/24397980**.

PREVIOUS PUBLICATIONS:

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- NWAC. (2023). **Culturally Relevant Gender-Based Analysis (CRGBA) Sharing Circle Fact Sheet, 2023**.

- Duhamel, K., Trudell, A., & Blouin, C. **Evaluating GBA+ and CRGBA: A Literature Review.** Native Women's Association of Canada, 2021.

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SECTION 1:

CARING FOR YOURSELF

SECTION 1: CARING FOR YOURSELF

INTRODUCTION TO THE WARRIOR'S BRIEFCASE

BACKGROUND/RATIONALE:

NWAC became inspired to develop this document based on feedback from grassroots Indigenous WG2STGD+ People across the four directions. During **sharing circles**, Indigenous activists, advocates, researchers, policymakers, and community members emphasized a need for further training and resources on CRGBA. This included accessible resources on how to engage in advocacy at the federal level, and how to take effective care of oneself when doing so.

> "We need a little briefcase for navigating the federal government, with strategies for Indigenous women's self-care ... we need a little warrior briefcase for our women!"

Participant from the July 27, 2022, CRGBA Engagement Session.

Informed by incredible determination, strength, and resilience from community members who gave voice to this project, NWAC has created A Warrior's Briefcase: Tools for Engaging in Federal Level Advocacy, to empower Indigenous WG2STGD+ activists and advocates when navigating federal systems. This guide begins with practical guidance around prioritizing one's wellness and safety when engaging in advocacy and activism. This is followed by a high-level how-to guide when engaging with federal government, along with specific considerations regarding legislative processes, accessing federal-level funding, and understanding and resisting administrative burden. It document also offers guidance on community organizing, campaigning, and demonstrating.

WHO IS THIS GUIDE FOR?

This guide is for anyone involved in federal-level advocacy and/or grassroots activism within the Canadian context, with a specific emphasis placed on the perspectives of Indigenous and/or other voices who experience compounded intersections of marginalization or oppression. Our goal with this guide is to:

1. Build community and individual capacity to meaningfully engage with and be heard by federal actors, and,
2. To mobilize grassroots voices in state processes by arming communities with relevant knowledge, skills, and tools.

We hope this guide proves useful, regardless of where you are in your advocacy journey.

WELLNESS: AN ADVOCATE'S FIRST PRIORITY:

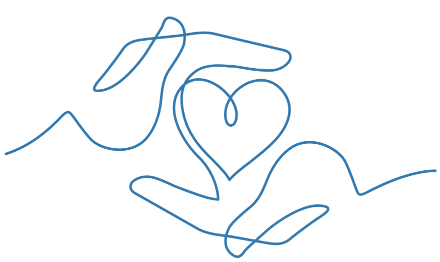
Colonial systems of power triumph by breaking our communities and, by extension, our own selves, down. It is imperative that prior to engaging in advocacy work, we establish a strong physical, emotional, mental, and spiritual foundation within ourselves to ensure we are centered and well for the duration of our advocacy journey.

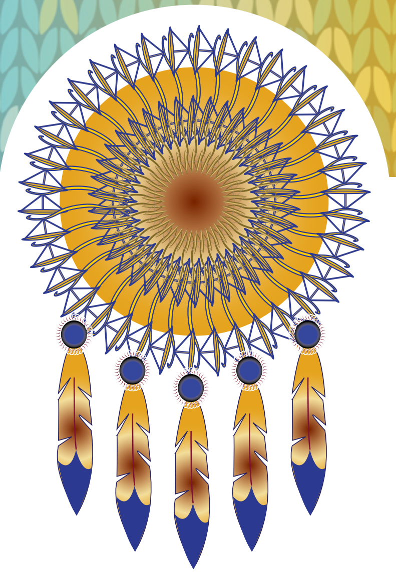
"The personal is political."[2]

Carol Hanisch.

Many of us come into this work because we've recognized there is an issue in our communities, environments, or lives, and we want to enact change to address this. Consequently, we may find ourselves engaging in advocacy around issues very personal to us, which may impact us in ways we didn't realize. As we've heard from many activists (including those within NWAC), we may not recognize the impact of our work on our own wellness until it is too late.

Therefore it is important for all of us to recognize how our advocacy and activism is shaped by our personal experiences, perspectives, and positionalities. By doing so, we can better identify and address potential emotional, spiritual, mental, and physical impacts associated with this work. After all, we can't pour from the proverbial 'empty cup.'





THE INTERSECTIONS OF POSITIONALITY, LIVED EXPERIENCE, AND ADVOCACY:

"Creator gave everyone gifts and roles to perform in our communities. We, Indigenous People, are speaking our truth."

Participant from the July 25, 2022, CRGBA Engagement Session.

We know it is often folks with lived experience of some (or multiple) levels of oppression who carry the brunt of this important work–indeed, who else is better positioned to give voice to these issues than those of us who deal with them, every single day? However, because of cumulative impacts of oppression, marginalization, and exposure to previous or current trauma, advocates and activists with lived experience of oppression, trauma, and violence are often at a higher risk of experiencing burnout and/or empathy-based stress.

2 Hanisch, C. *The Personal is Political*, 1969. https://webhome.cs.uvic.ca/~mserra/AttachedFiles/PersonalPolitical.pdf.

KEY CONCEPTS: INTERSECTIONALITY AND POSITIONALITY:

African American legal scholar, Kimberlé Crenshaw, coined the term, "intersectionality" in 1991.[3] Intersectionality means everyone has different and unique intersecting aspects of their identity, and these intersections of identity shape our experiences of privilege and/or oppression.

Positionality[4] refers to how different intersections of identity, personal values, views, and location in time and space influence how you understand and engage with the world–i.e.: different positions you occupy in your sociopolitical context. It is shaped by intersecting experiences of oppression and/or privilege, and can shift over time and according to context.

To illustrate the nuances of positionality in the context of advocacy work, consider the following advocate biographies and answer the corresponding questions:

3 Crenshaw, K. "Mapping the margins: Intersectionality, identity politics, and violence against women of color." *Stanford Law Review*, 25, no. 1. (1991): 1241-1300.

4 Luis Sánchez. "Positionality" In *Encyclopedia of Geography*, edited by Barney Warf. Thousand Oaks: Sage, 2010. **http://dx.doi.org/10.4135/9781412939591.n913.**

ALEX

Alex (they/he) is a 46-year-old, Two-Spirit, queer, Indigenous community advocate and outreach worker who lives in an urban, inner-city neighborhood in Treaty 6 Territory. Alex is a single parent of three children, and just purchased their own house for the first-time last year. Alex engages in paid work with a local community drop-in service, working directly with people with lived experience of intravenous drug use to inform health policy and research. Alex's work offers comprehensive benefits and good pay that supports Alex in meeting them and their family's needs.

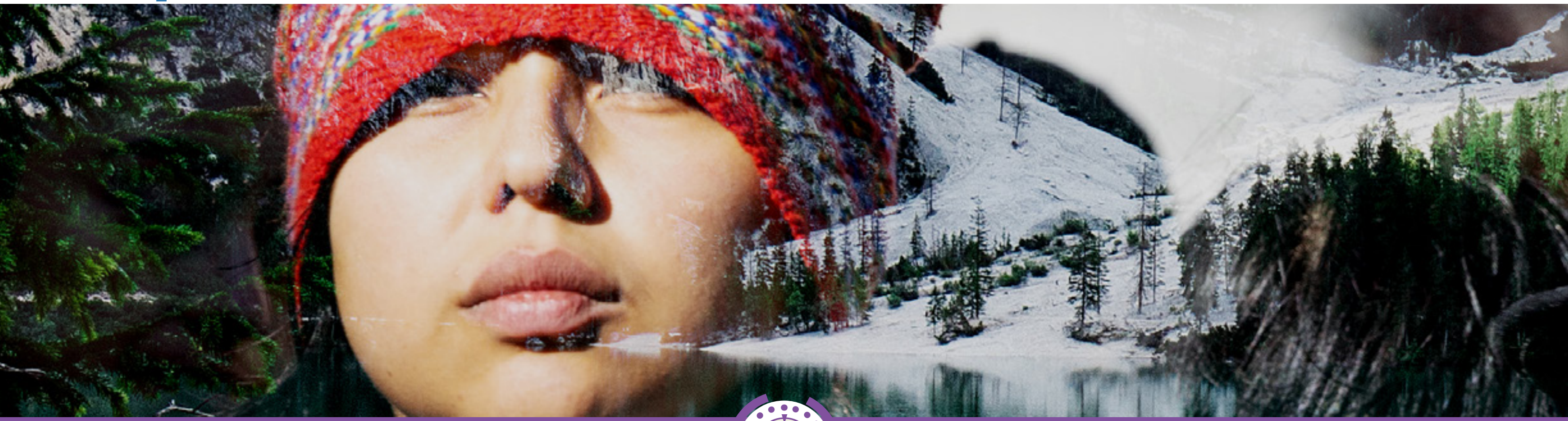
Alex has been in recovery from substance use for over seven years and is a survivor of intimate partner violence. Alex's grandmother is a residential schools survivor. She managed to preserve her language and has passed this on to Alex–thus, Alex speaks English, French, and Cree. Alex obtained an undergraduate degree in political science in 2012 and has recently completed their master's degree in social justice studies, in 2021.

SAM

Sam (she/her) is a 19-year-old cis, heterosexual, mixed-race, first-generation woman who lives in a rural community in Inuit Nunangat, but she is originally from a rural community in Mi'kma'ki. Sam's father is Mi'kmaq, and Sam's mother is Vietnamese and a newcomer to Canada. Sam has a diagnosis of borderline personality disorder and other forms of neurodivergence, and she experiences chronic pain. Sam has faced ongoing experiences of hospitalization since she was 13-years-old due to her multiple diagnoses.

Sam lived at home with her parents and her five younger siblings until she graduated high school at 18, when Sam moved to a community in the north for work. Sam participates in unpaid advocacy work as a youth advocate for an Indigenous non-profit advocacy organization on top of her current job as a housekeeper for a local motel. This is a contract job with no benefits.

Sam lives with her partner and his family and is saving money to go to university in the future. However, Sam needs to upgrade some of her high school marks first.



Questions for Reflection:

- Based on the information provided, what forms of privilege might each person experience? What forms of oppression might each person face?
- How might these forms of privilege or oppression shift if either person moved to a rural town? What if they moved to a different country, or continent?
- How might these forms of privilege or oppression shift along their life course–i.e.: When they were younger or older?
- How do you think their positionalities influence their advocacy work?

Going a Step Further...

- Now consider your own biography and lived experiences and answer the following questions:
- When you consider your journey in to your current role in advocacy or activist work, what brought you here?
- Do you think your lived experiences, or the positions that make up your positionality, informed your advocacy work? Why or why not?

GENDER-DIVERSE

"Indigenous women are stewards of the land and water–the federal government knows this and continues to maintain control over Indigenous women through the destruction and control of the water."

Feedback from participants in the July 27, 2022, CRGBA Engagement Session.

GENDER AND ADVOCACY:

We also need to critically interrogate the role gender plays in informing experiences of inequity in this work. Often, impacts of advocacy can hit particularly hard for Indigenous W2STGD+ People, given ongoing systemic violence they are subject to, paired with persistent pay and compensation gaps associated with traditionally 'feminine' work. This includes work within advocacy and helping professions (which can often overlap). While not applicable to everyone, parenthood and access to reproductive care can also inform ongoing inequity in advocacy and activism.

Colonial systems of power have maintained control over Indigenous communities via the control of Indigenous W2STGD+ People. By controlling the people in Indigenous communities who are responsible for giving life, facilitating negotiations, advocacy, counselling, nurturing minds and souls, transmission of Indigenous Knowledge Systems and governance, and protecting the land and the water, colonial systems of power reinforce ongoing displacement, erasure, and genocide of Indigenous Peoples.

Reflection Question:

What are some examples you can think of where gender (including gender identity, expression, or gender roles) impacted your advocacy or activism? How did this feel?

Women, Two-Spirit, Transgender, and Gender-Diverse People have always been leaders in Indigenous communities by organizing, activism, and resistance. However, being a leader does eventually take its toll, particularly in a system designed to destroy and control you. Thus, we must interrogate hidden hazards of advocacy and activism, and prepare ourselves to address them when they show up so we can continue to engage in this critically important work.

THE HIDDEN HAZARDS OF ADVOCACY AND ACTIVISM:

As we previously discussed, there is significant and often unseen and unpaid labour that goes into advocacy and activism, particularly as someone who experiences compounded forms of marginalization and/or oppression. Consequently, we may take for granted the energy it takes to work up the courage to speak your truth when systems we navigate were designed to silence us. As people engaged in this important work, we must take time and space to acknowledge and name emotional labour associated with this work, including residual tolls it can take on our bodies, spirits, and minds.

WHAT IS EMOTIONAL LABOUR?

Emotional labour is unseen work and energy that goes into managing your outward emotions and presentation to conform to societal expectations.[5] It's a common experience among people in public-facing positions, including advocates and activists, where issues you are trying to address carry a significant amount of emotional pressure. Unsurprisingly, this disproportionately impacts women and people of colour.[6]

> "Indigenous women are not believed."

Participant from the July 27, 2022, CRGBA Engagement Session.

Similar to wearing a mask to hide how you really feel–whether about a situation you've encountered during your advocacy, or an issue impacting your community–many advocates shield their professional expertise, reputation, or perspectives so they aren't discounted because of your advocacy, or your true authentic self. As Indigenous and Racialized Women, Gender-Diverse, and 2SLGBTQQIA+ People, we often face increased scrutiny on how we present ourselves, our ideas, and how we communicate. We're often forced to present emotionless, lest our emotions become weaponized against us to make us appear inferior. This is an incredibly unjust reality of the colonized world we live in.

5 University of British Columbia. *Emotional labour and your business*, 2017. https://sba.ubc.ca/emotional-labour-and-your-business.
6 Ibid.

Emotional labour we put into advocacy can often have unintended impacts on our wellbeing. To protect ourselves as we do this important and necessary work, we must account for these potential impacts to ensure our labour, including our emotional labour, is compensated equitably. See **Considering Intersectionality in Compensation** for further information on this.

THE POWER OF OUR EMOTIONS:

Being emotional in the world of governmental advocacy is often not allowed. Often, people take emotions to mean we aren't capable to address issues in our community, or we are too distraught or angry to think about the issues clearly. However, this is obviously untrue. Emotions are powerful, and they drive us to do the work we do. They drive us to care about ourselves, our communities, and the land we are responsible to. Emotions foster our connection to each other, and there is no such thing as a 'bad' emotion. As living and social beings, we are meant to feel and exhibit a full range of emotions, from anger, to sadness, to frustration, to joy, to pride, to contentment, to happiness. They serve us when they need to. It is important we don't discount them when they show up–often, our emotions are telling us something useful about both the state of our world and our communities, but also about ourselves. Our emotions tell us when it is time to make change, when it is time to take a break, and when it is time to ask for help.

ANGER AND ACTIVISM:

Consider the following excerpt by Audre Lorde, influential activist and self-described Black, lesbian, mother, warrior, and poet,[7] from her famous piece, **The Uses of Anger**:

Women responding to racism means women responding to anger, the anger of exclusion, of unquestioned privilege, of racial distortions, of silence, ill-use, stereotyping, defensiveness, misnaming, betrayal, and coopting. My anger is a response to racist attitudes, to the actions and presumptions that arise out of those attitudes...

Anger is loaded with information and energy... Any discussion among women about racism must include the recognition and the use of anger... We cannot allow our fear of anger to deflect us nor to seduce us into settling for anything less than the hard work of excavating honesty.

Hatred is the fury of those who do not share our goals, and its object is death and destruction. Anger is the grief of distortions between peers, and its object is change... Anger is an appropriate reaction to racist attitudes, as is fury when the actions arising from those attitudes do not change... It is not the anger of other women that will destroy us, but our refusals to stand still, to listen to its rhythms, to learn within it, to move beyond the manner of presentation to the substance, to tap that anger as an important source of empowerment.[8]

7 Poetry Foundation. *Audre Lorde*, n.d. https://www.poetryfoundation.org/poets/audre-lorde.

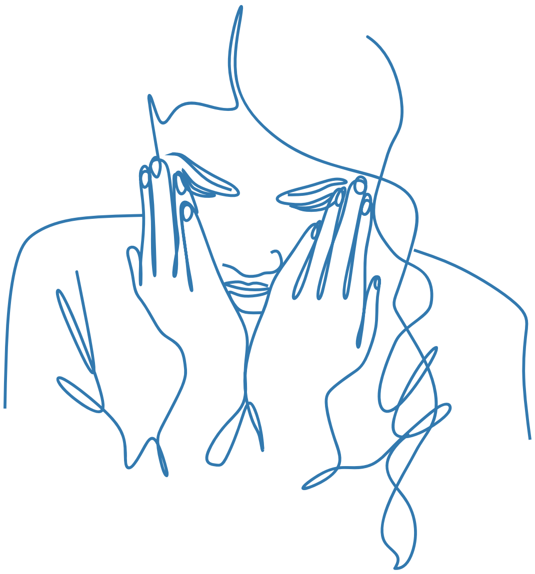
8 Lorde, A. "The uses of anger." *Women's Studies Quarterly*, 9, no. 3. (1981): 7-10. https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1654&context=wsq.

Questions for Reflection:

What do Lorde's words mean for you? How does this excerpt make you feel?

How did you view anger as an emotion before reading this excerpt? Has this view changed? Why or why not?

This work is hard and emotionally draining. It is impossible to do this work well without engaging with our emotions and our empathy. Thus, we should continue to mobilize our emotions in our advocacy, but we must mobilize them in a way that serves us, rather than exhausts us. To do this, we must learn how to recognize them and listen to what they are telling us. This will also support us in managing them when we may be forced to 'put a mask on.' This will also support us in recognizing moments where it may be okay to show our emotions when engaging in advocacy. The following discussions will provide a guide on how to identify, interpret, and manage our emotions so we can continue to centre ourselves, and our wellness, as we engage in advocacy work.



ACTIVIST BURNOUT AND EMPATHY-BASED STRESS:

BURNOUT:

Burnout is a serious mental and physical response to chronic stress, which happens when a workload is too much, and the resources given to complete this work are too few. The term was introduced by Maslach & Jackson,[9] who described it as a, "Syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work,'" (p. 99). This theory of burnout is illustrated here:

9 Maslach, Christina, and Jackson, Susan. E. "The measurement of experienced burnout." *Journal of Occupational Behaviour* 2, no. 2. (1981): 99-113. https://doi.org/10.1002/job.4030020205.

BURNOUT[10]

DIMENSIONS OF BURNOUT:	WHAT THIS LOOKS LIKE:
Emotional Exhaustion:	• Increased feelings of emotional exhaustion, leading to no longer feeling like you can bring your full self to your work. • Experiencing difficulties in adapting to the work environment. • Lacking sufficient emotional energy to do regular work tasks; feeling weary, tired, fatigued, or weak.
Cynicism or Depersonalization:	• The development of negative or cynical attitudes and behaviours toward the people you work for, or with (e.g.: Clients, service users, community members, etc.). • Feeling detached, indifferent, or unconcerned about the work being performed, or the people one works with; people become numbers or statistics, and it is hard to feel empathy. • Loss of idealism, irritability, and avoiding people or communities you work with.
Reduced Personal Achievement:	• Thinking negative or unkind thoughts about your ability to do your work; includes feeling unhappy about oneself or feeling dissatisfied with your work accomplishments, and/or developing doubts about your ability to work effectively. • Decreased productivity and capacity, low morale, and lower capacity to cope with stress.
SUBTYPES OF BURNOUT:	**CAUSAL FACTORS:**
Frenetic:	• Typical of work contexts with overload and workers who work intensely until exhaustion (i.e.: Working abnormally long and/or variable hours, often without adequate compensation).
Underchallenged:	• Typical of monotonous and unstimulating professions, with repetitive, mechanical, and routine tasks that do not provide necessary satisfaction to workers
Worn-Out:	• Entails feelings of hopelessness and an overall lack of control over the results of your work, along with a lack of recognition of your contributions. When faced with an otherwise normal work-related difficulty, it may feel so overwhelming that you neglect or abandon tasks.

10 Adapted from Maslach & Jackson. (1981). And Edu-Valsania, Laguia, & Moriano. (2022).

The **Activist Handbook** provides a high-quality, accessible, and community-informed outline of impacts and experiences of burnout among activists, along with recommendations on addressing and healing from burnout. We have adapted their guide here:

THE FIVE STAGES OF ACTIVIST BURNOUT:[11]

STAGE 1

Honeymoon:
Initial commitment and excitement to engage in tasks.

STAGE 2

Onset of Stress:
Common symptoms of stress start being felt, such as fatigue, lower productivity, and sleep disturbances.

STAGE 3

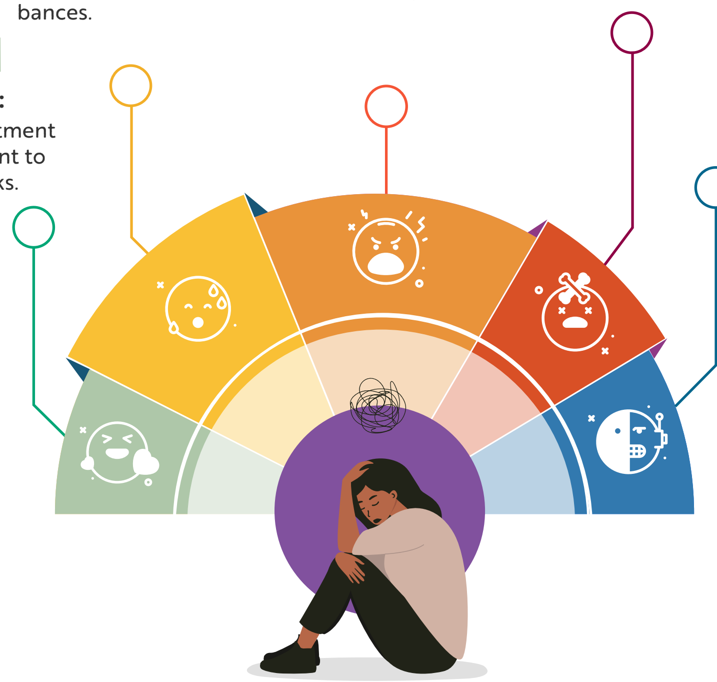
Chronic Stress:
Lack of motivation and more intense symptoms felt on a very frequent basis. Maladaptive coping mechanisms, such as substance misuse or other activities, may begin.

STAGE 4

Burnout:
Difficulty to cope with minimum of daily tasks. Everything seems dull and ugly, and it is hard to feel motivated or satisfied.

STAGE 5

Habitual Burnout:
Symptoms of burnout become incorporated into normal life, and experiences chronic fatigue, depression, and apathy.



11 Activist Handbook. (n.d.). *Activism burnout: Understanding burnout in the context of activism.* https://activisthandbook.org/en/wellbeing/burnout.

Questions for Self-Reflection:

- Think about the previous descriptions of burnout outlined above. How might the dimensions, subtypes, or stages of burnout manifest in your advocacy and activism?

- Can you think of any time you experienced these feelings? How did you address this?

- If applicable, are you still experiencing these feelings? What are some things you can do now to begin to address this?

Burnout often happens slowly, over time, and can manifest when we least expect it. Activists and advocates are at a higher risk of experiencing burnout due to the nature of our work, the overall lack of resources afforded to us, and the apathy that many of us face when addressing certain issues. This is compounded by lived experience, multiple encounters of oppression, and other systemic factors. In later sections we will discuss some of the causes of activist burnout, along with strategies to mitigate it.

EMPATHY-BASED STRESS:

Experiencing ongoing burnout is often a gateway toward empathy-based stress. Rauvola, Vega, and Lavigne[12] coined the term, "empathy-based stress," which refers to different stress people experience when exposed to secondary, or indirect, trauma from people or places they work with. This concept has most often been discussed in reference to experiences of folks working in the helping professions, or healthcare, but it has been evidenced across a wide array of professions. Ultimately, empathy-based stress can happen anywhere you engage with people, their lived experiences, and their stories. Since this is generally a fundamental component of advocacy and activism, people engaged in this work are particularly vulnerable to experiencing empathy-based stress.

Empathy-based stress can happen when advocates and activists, who care very much and feel very strongly about issues they are addressing, are exposed to indirect trauma from the communities and people they work with. There are different categories of empathy-based stress, but symptoms might look or feel similar. The following is an outline of some of the different types of empathy-based stress and is intended to support you in identifying how this might manifest in your everyday life.

12 Rauvola, Rachel S., Vega, Dulce M., and Lavigne, Kristi N. "Compassion fatigue, secondary traumatic stress, and vicarious traumatization: A qualitative review and research agenda." *Occupational Health Science* 3, no. 1. (2019): 297-336. **https://doi.org/10.1007/s41542-019-00045-1.**

EMPATHY-BASED STRESS [13]

Different Types:	Where This Might Happen:	What This Might Look Like:
Compassion Fatigue: A chronic stress reaction caused by caring for others for a prolonged period, where the caregivers' symptoms often parallel those of the person receiving care.	• This was first explored among unpaid carers providing support to loved ones with a chronic illness, but we also see it among advocates, too. It can show up in situations where you provide direct care for, or support to people, who have experienced trauma, and wind up taking on their suffering. • This is often seen among people who do direct work or advocacy with survivors of family, sexual, or other forms of violence, people who work with survivors of residential schools, and those who work with people at risk of suicide, addictions, or overdose.	• Issues with sleep. • Hyperarousal/feeling jumpy. • Disassociation. • Projection. • Avoidance of your work or people in your life. • Absenteeism, lateness, or general problems with timekeeping. • Finding it hard to connect with people. • Feeling numb, or struggling to feel empathy. • Intrusive thoughts. • Feeling on edge. • Struggling to separate between your personal and professional life. • Struggling to meet deadlines.
Secondary Traumatic Stress: Acute stress reaction someone might experience immediately following exposure to someone else's traumatic story.	• This usually happens in circumstances where you are witnessing peoples' stories of trauma, such as hearing or reading about disclosures of violence, abuse, or neglect. This can also take place in settings of high crisis, such as during protests or demonstrations that become violent.	• Sudden onset of lethargy or exhaustion, hunger, tears, a sense of hopelessness, gut reactions, lack of hunger, anger, or other extreme emotional responses after exposure to a person's story.
Vicarious Traumatization: A profound shift in someone's individual perspective and inner experience after prolonged exposure to other community members' trauma.	• This happens over time, place, and space. Often people experiencing this might move from setting to setting, or from movement to movement, as a way of addressing cumulative impacts of empathy-based trauma, without realizing the extent of their traumatization.	• An insidious sense of hopelessness or feeling like nothing is worth it anymore no matter how much you try. It is a transformative shift in how you view the world and your role in it.

13 Adapted from Rauvola, Vega, and Lavigne. (2019).

CAUSES OF BURNOUT:

Common causes of burnout can be seen at either individual and/or organizational levels (or environmental, or advocacy collectives). The following table provides an outline of the individual and organizational causes of burnout that, if left unchecked, may transform into empathy-based stress.

CAUSES OF BURNOUT (BO) AND EMPATHY-BASED STRESS (EBS):

INDIVIDUAL FACTORS:

Experiences of Marginalization and Oppression, and/or Lived Experience:

- Holding positionality that experiences compounded in forms of marginalization and oppression may reduce your capacity to engage in your work. This is because of additional barriers we might face in accessing basic needs and supports required to do our work well.

  For example, if you are neurodivergent and part of your care needs are prescription medication and therapy, you might find it more difficult to engage in work because you have additional pressures of scheduling therapy appointments and seeing physicians to obtain prescriptions. If you don't have medical benefits, this can be even more difficult if you don't have adequate income to pay for your care needs. The cumulative impact of this strain can act as a barrier for engaging more fully in your work, or might even limit the kinds of advocacy or activist work you can engage in.

- BO and EBS can also occur **if we are being subjected to marginalization and oppression in our movements or during our work.** Advocates and activists are particularly susceptible to experiencing harm from people and institutions we are trying to hold accountable for change–indeed, when we hold people who benefit from our oppression accountable, they may respond with anger, discomfort, fear, frustration, sadness, guilt, and a whole number of other challenging emotional reactions. This might result in us as advocates and activists becoming targets of harmful, oppressive behaviour, such as the following:

- **Bullying and harassment** is any behaviour, statements, or actions (or a pattern of behaviour, statements, and actions) that make you feel targeted, threatened, offended, unsafe, and/or intimidated, and undermines your right to dignity, respect, and safety. This includes discriminatory behaviour (e.g.: Racism, sexism, ableism, ageism, etc.), and online harassment.

- **Gaslighting** is a form of manipulative emotional abuse, where the gaslighter says or does things to make you question your own reality, such that attention is drawn away from the gaslighter (or person engaging in harm). For example, in the context of advocacy or activism, we might be told we are making a bigger deal out of things than they need to be, or that we might be subjected to constant and ongoing misinformation to counter-act what we have to say and exhaust our ability to address it.

- Another common example is when people deny the impacts and truth of our lived experiences, even though we know that what we experienced happened and felt the impacts of it–like in the case of **racial gaslighting.**

- **Micro-aggressions** are any form of discriminatory acts or statements that hold plausible deniability–in other words: On the surface it may not have appeared inherently discriminatory, but was actually informed by discriminatory thought or assumptions. For example: Imitating accents or dialects of people unnecessarily, objectifying someone because of their identity (e.g.: "I only find people of a certain race attractive"), and/or assuming someone is automatically going to be attracted to you because of their sexuality. [14]

- **Overt violence** is another factor that may inform BO or EBS. It is a risk associated with advocacy and activist work, particularly in the context of protests, or any work wherein you may be threatened, stalked, or harassed by people or institutions you are holding accountable.

- **Lived experience of issues informing your advocacy:** Having lived experience around the issue you are advocating for can also inform your likelihood of experiencing BO or EBS. This is because it might be harder to set boundaries around your work because you have a personal stake in it, so it might feel like you can't take a break, or you may feel guilty if you do take a step back.

- **Limited support networks and isolation:** We cannot enact social change on our own, and yet sometimes it can certainly feel like we are all we have got. Advocacy and activist work can be especially isolating if the loved ones in our lives do not believe in, or support, the work we are doing. Many times the work we are engaged in can result in losing significant relationships due to a myriad of factors.

14 For more examples, see: Efimoff, Iloradanon. "Why Words Matter: The Negative Impacts of Racial Microaggressions on Indigenous and Other Racialized People." University of Manitoba Today. Last modified April 13, 2021. **https://news.umanitoba.ca/why-words-matter-the-negative-impacts-of-racial-microaggressions-on-indigenous-and-other-racialized-people/.**

- **Previous experiences of trauma*:** This is specific to experiencing EBS, like vicarious trauma.* People with a previous history of trauma are more at risk of experiencing vicarious trauma when working in environments where they are exposed to others' traumatic experiences/stories.

- **Feeling ethically compromised:** If you don't feel like the organization or collective you are working with is ethically compatible or aligned with your values, it may be harder to justify the work or to find fulfillment or satisfaction in what you do. It can also be a significant source of internal conflict, which can culminate in BO or EBS.

- **Communication:** If you struggle to communicate your needs, boundaries, values, or perspectives effectively, or if these things aren't heard and respected by people you work with, you might find yourself taking on too much or feeling unheard, misrepresented, or disrespected in your work. This can inform BO or EBS.

- **Work/life balance:** While much advocacy work might entail things that are inherently personal to us, if we do not manage to find balance between work, play, and rest, we may succumb to BO or EBS.

- There is a difference between work—which includes advocacy work—and life—which includes play and rest. We must be able to make space for these things–things that fulfill us and give us a sense of purpose, community, love, and care. We also must make space for things that help us rest and care for our physical wellness. Advocacy activities might fall into these categories, and what that looks like will be personal to you–but the point is to strike a balance.

- You cannot keep giving if you aren't also receiving space to rest and nurture yourself.

- **Internalization and/or replication of oppression:** Colonial systems of violence and oppression are designed to break us down. One of the many ways this is done is by reinforcing, at an individual level, problematic colonial narratives about ourselves and our communities. Sometimes, without realizing it, we internalize these notions about ourselves, or those around us, and inadvertently harm others as a result.

- Advocates and activists are especially susceptible to internalized oppression because we are consistently voicing our perspectives against the norm. Indeed, our sheer existence as advocates and activists in our communities makes us a threat to those who stand to benefit from our oppression. This is an exhausting and challenging place to be, and sometimes we might find ourselves reinforcing or engaging in oppressive behaviour to 'fit in' (or survive) among our oppressors. This often happens when oppressors are funding our movements, or when we must work alongside, or within, oppressive systems to further change.

- **Lateral violence** [15]**:** Otherwise known as horizontal violence, is peer on peer violence that occurs within marginalized groups and is often informed by internalized oppression and broad structures of colonial violence. It is often passed down generationally–for example: Consider the impact of intergenerational trauma among Indigenous communities in Turtle Island and Inuit Nunangat. Many people were taught to internalize self-hatred and colonially violent ways of being in relation to one another as a direct result of residential schools, child welfare systems, and criminal justice systems. This informed ongoing harm directed laterally toward other Indigenous Peoples, their communities, and their families.

- **Lack of results/positive reinforcement:** Radical social change often comes at a slow pace, and with significant cost. This is seen in various movements, including: Reproductive rights, voting rights, 2SLGBTQQIA+ recognition, addressing harms from policing bodies, the Indian Act, residential schools, and many other forms of colonial violence. It can be hard to feel sustained or maintain our momentum if we don't see results, or if we don't know if what we are doing is effecting change. Many of us might come away wondering if what we are doing is worth it. It is here, in the spaces where we begin to lose hope, where we might succumb to BO or EBS.

15 For a broader discussion on lateral violence in Indigenous communities, see: NWAC. (2011). *Aboriginal lateral violence.* **https://www.nwac.ca/assets-knowledge-centre/2011-Aboriginal-Lateral-Violence.pdf.**

ORGANIZATIONAL:

Unsafe or Unsupportive Working Environments:

Advocacy and activist work are often very emotionally, physically, spiritually, and mentally draining. If our working environments are not safe or supportive of us, we are more likely to succumb to BO and EBS. Such environments might entail:

- A lack of safe spaces and people to process/debrief challenging experiences in our work.
- A lack of transparent and consistent communication across the group/collective.
- Limited opportunities to receive feedback or peer support from others.
- Isolated or siloed work activities or environments.
- Not knowing whether you are doing something right, and not receiving feedback to confirm this.
- Not being adequately prepared to do the work you are expected to do. This can become unsafe if you are tasked with things like crisis intervention response, or other situations where you might be exposed to risk.
- Being subject to different forms of oppression or marginalization at work, lateral violence, and/or bullying/harassment (including gaslighting, microaggressions, etc.).
- Not facilitating boundary-setting or being unwilling to hear and honour peoples' boundaries.

CHAOS OR LACK OF CONTROL:

A chaotic environment might look like:

- Unpredictable or irregular hours or scheduling.
- Individuals having limited control or input over their work environment, or the kinds of work they take on.
- Not knowing what to expect if you walk in the door, or what each day might bring.
- Unclear parameters around one's role, or unclear work expectations. For example: "I don't know if this is something I am supposed to do, or does someone else do this?"

Environments that Replicate Colonial Structures of Oppression:

This can include:

- Hierarchical governance, or leadership structures, wherein communication is unidirectional and grassroots voices are ignored, unheard, or prevented from participating in decision making or collective action.
- Ineffective or unjust conflict resolution, and bullying and harassment practices, or practices that replicate colonial structures of harm (e.g. using punitive or retributive justice mechanisms rather than restorative or transformative healing practices).

Limited Organizational/Collective Capacity:

- Capacity is often the biggest limiting factor for organizations and advocacy collectives when trying to engage in good, just work. Consequently, organizational capacity is often limited by systemic factors, and are usually beyond the organization or collective's control. However, they are good to be aware of to inform your advocacy and highlight areas for collective change.

Examples include:

- Administrative burden is a significant limiting factor for organizations and can inform significant BO and EBS among workers. This is discussed in-depth in the following section, **Understanding Administrative Burden**.

- Unable to compensate collective members equitably or adequately for all forms of labour (e.g.: Emotional, administrative, physical, etc.). This includes being unable to provide adequate health and wellness benefits, or space and time for workers to engage in health and wellness activities/days off.

- Overreliance on unpaid labour (e.g.: Volunteers, or working overtime) or expecting people to participate in overtime.

Keep in mind the influence these factors have in inciting burnout will vary depending on the nature of your advocacy or activism. In addition, these depend on whether you engage in advocacy via a formal organization, or through an informal, collective action.

Depending on your work, some of these factors may be unavoidable. For example: If your work entails providing crisis intervention, or if your activism involves some level of unpaid labour (for example: Protesting or community engagement), it may not be feasible to remove that activity from your work.

This guide is not intended to make you feel discouraged from doing your important work–rather, it is meant to illuminate some factors that can inform burnout and empathy-based stress in our everyday and work environments, as well as to reflect on how to address these factors as a collective.

AM I EXPERIENCING BURNOUT OR EMPATHY BASED STRESS?

The following are a few resources and tools you can use to gauge whether you might be at risk of, or currently experiencing, burnout or empathy-based stress. These items are not formal health advice–rather, these resources and activities are intended to support in engaging in gentle, but critical, self-reflection of personal wellness.

Professional Quality of Life (ProQOL) Questionnaire:

The American Psychological Association recommends the 'Professional Quality of Life' measure, developed by psychologist Dr. Beth Hudnall Stamm. The ProQOL questionnaire is directed toward health professionals, however it can be useful for anyone in a helping professional who wants to gauge whether they are experiencing compassion fatigue. It also assesses one's **compassion satisfaction**, **perceived support**, burnout score, and **moral distress**. The measure is free and available online, and your results are available immediately after completing the survey.

Amnesty International: Caring for You So You Can Care for Others FactSheet–Activist Burnout:

This is a four-page fact sheet on activist burnout, compassion fatigue, and vicarious trauma, geared toward activists. It includes a Burnout Rating Scale activity and a Self-Care Toolbox.

HEALING FROM ACTIVIST BURNOUT AND EMPATHY-BASED STRESS: STRATEGIES FOR SELF-PRESERVATION:

We know from research, and lived experience, that burnout and empathy-based stress cannot be addressed with one-off, individual, mental health interventions.[16]

Burnout and empathy-based stress are informed by multiple individual and systemic factors, thus requiring a holistic response that considers the person, their individual spirits, needs, goals, and their sociopolitical environments.

16 Card, Kiffer G., Bodner, Aiden, Li, Richard, Lail, Simran, Aran, Niloufar, Grewal, Ashmita, and Skakoon-Sparkling, Shayna. "Loneliness and Social Support as Key Contributors to Burnout Among Canadians Workers in the Third Wave of the COVID-19 Pandemic: A Cross-Sectional Study." *Journal of Occupational Health* 64, no. 1 (2022): e12360. Accessed November 22, 2022: https://doi.org/10.1002/1348-9585.12360.

"Caring for myself is not self-indulgence, it is self-preservation, and that is an act of political warfare ... I work, I love, I rest, I see, and learn. And I report. These are my givens. Not sureties, but a firm belief that whether or not living them with joy prolongs my life, it certainly enables me to pursue the objectives of that life with a deeper and more effective clarity."[17]

Audre Lorde.

Audre Lorde composed this infamous quote during one of the most challenging periods of her life–amid an ongoing battle with cancer. Her words have resonated with generations of activists who have navigated grief, crisis, and sheer exhaustion because of their relentless efforts to incite change. Thirty years later, her words continue to hold impact as we face continued demands of advocacy and activism, our personal care and relationships, and everything else in between—attempting to seek balance between the work we have been called to do, and our responsibilities to our own selves.

As Lorde states, **self-care is self-preservation, and self-preservation is resistance**. As marginalized people—Black, Indigenous, racialized, and 2SLGBTQQIA+ people—acts of simply existing, surviving, and thriving is an act of ongoing political and physical resistance against the very system whose primary purpose is to wipe us out.

17 Lorde, Audre. *A burst of light: essays*. New York: Firebrand Books, 1988. Accessed: **https://archive.org/details/burstoflightessa00lord/page/130/mode/2up?q=self+preservation**.

SELF-CARE AND VICARIOUS RESILIENCE:

Self-care is any activity that supports looking after one's mental, physical, spiritual, and emotional health. It is very broad and can include a wide array of activities. What it looks like will be different for each person. Regardless of what you do to engage in self-care, the point is that **it is an ongoing practice**–it is something we must deliberately make time and space for in our everyday routines to ensure we are showing up for ourselves and maintaining our wholeness and wellness.

Self-care is an increasingly popular topic in dominant media. While many people have a good idea as to what function it serves, many may struggle in finding what forms of self-care activities are a fit for them. **Self-care is anything that is accessible to you** and that gives you energy, space, and time to recharge, rest, feel fulfilled, and be present in your day-to-day life. For some, this includes, but is not limited to:

- Spending time with loved ones, or spending time alone.
- Regular exercise or movement.
- Being out on the land, being near bodies of water, or touching plants and other living beings.
- Being creative, including dancing, making art or music, preparing something with your hands, or consuming creative media, including viewing art, listening to music, watching a play, etc.
- Sleeping, resting, or being still.
- Preparing and eating nourishing food, or purchasing a good takeaway.
- Engaging in spirituality, whether that is participating in Ceremony, using medicines, praying, etc.
- Engaging in basic hygiene activities, such as brushing teeth or hair, flossing, showering, or bathing.
- Expressing gratitude for the people and things in your life, for your wisdom and lived experiences, and/or for your body and all the things it has done, and continues to do, for you.

MEDICINE WHEEL
Self-Care Factsheet

The following graphic is an example of some practices you can engage in to foster your own self-care:

PHYSICAL

- Move your body
- Eat healthy, traditional, nourishing food
- Practice canning and processing traditional food
- Seek out a Pow wow or Traditional Dance
- Get out on the land or into nature

MENTAL

- Speak with an Elder
- Get some fresh air
- Write in a journal
- Be creative through arts or crafts, such as beading, sewing, or painting
- Meditate
- Engage in language lessons
- Have a cedar bath

SPIRITUAL

- Gather or harvest traditional food or medicine
- Practice fasting
- Participating in ceremony
- Smudge with Four Traditional Medicines
- Garden
- Prayer

EMOTIONAL

- Connect with a trusted friend or family member
- Engage in Story sharing and telling
- Ask for support
- Drum or sing traditional songs
- Laugh or cry

MENTAL

- **BREATHE** out slowly. If you want, you can **hug your arms** around yourself, while you are breathing.
- Have a **warm bath** with **Epsom salts** and **essential oils**, such as cedar or lavender.
- If you're in a rush or don't have a tub, just **soak your feet**!
- Take a **deep, and slow breath**. Inhale until you can't breathe in anymore.
- Check out **FREE guided meditation videos** on YouTube or the Insight app.
- Start with one or two minutes a day, and work your way up with daily practice.

EMOTIONAL

- **CALL** a trusted friend, teacher, or family member to check in, or catch up.
- Have a **good laugh**! They say **laughter is the best medicine** so put on some funny cat videos or listen to an **Indigenous comedian**!
- **Sing! Dance! Drum!** Anything that will help you move to **release emotions** from being held in the body.
- Learn the **skill of canning**, or preserving food. Or, make **your favourite Traditional recipe**!

SPIRITUAL

- **CONNECT** with Elders, leaders, or trusted members of your **community** to learn protocols to participate in ceremony.
- Learn about the **four Traditional medicines**:
- **Cedar: Make cedar tea**; **have a cedar bath**.
- **Tobacco**: **pray, make tobacco ties**, **learn the difference between commercial and traditional tobacco**.
- **Sweetgrass: Smudge, cleanse, and calm**.
- **Sage: smudge, pray, cleanse**.

PHYSICAL

- **CHECK** out the **Well for Culture** website. This is an **Indigenous wellness initiative** with workout videos, recipes, health-related blogs, and podcasts.
- Attend **Pow Wow Dance Workout virtual classes** to learn Pow Wow teachings, protocols, and learn step-by-step instructions for different dance movements.
- Grab a friend, or a pet, and head out for a **walk**. Listen to a **podcast**, your **favourite music**, or the **natural sounds** around you.
- Take a nap. **Rest is important** too!

Vicarious resilience is growth activists and advocates experience through their roles as witnesses and supporters of people who have experienced trauma or adversity. It was explored initially **within therapists who worked with survivors of torture and political violence**,[18] and was described as a pattern of adaptive behaviours and abilities someone might use to cope with exposure to secondary stress and/or trauma. Like vicarious trauma, vicarious resilience is a transformative shift in thought and worldview. However, with vicarious resilience, this shift is adaptive and healing, rather than traumatic or hopeless. Vicarious resilience is something we can tap into to support us in bouncing back from our pain and to **KEEP GOING–it's what happens when we are able to collectively learn, grow, and transform from trauma as a result of our connections to each other.**

Reflecting on Resilience:

Think of a time where someone's story of adversity and/or trauma impacted you in a way that felt inspiring, or in a way that gave you hope, and answer the following questions:

- What was it about their story, or who they were, that was impactful for you?
- Did this interaction change how you viewed the world? Why or why not?
- Did this interaction change how you viewed yourself? Why or why not?
- Did anything about this person's story shift how you approach your advocacy or activism? Why or why not?

If applicable, what things have you carried with you from this interaction? For example: Emotions, tips, tricks, stories, thoughts, etc.?

SELF-CARE AND COMMUNITY CARE: A CONSTANT BALANCE:

> **"Shouting 'self-care' at people who actually need community care is how we fail people.[19]"**

Nakita Valerio.

While self-care is an important practice when engaging in this work, it is equally important to foster connections with others in our communities who give us strength, hope, and support. Colonialism prevails through divide-and-conquer tactics. Colonial oppression separates us, our movements, and our communities from each other, imposing unnatural ethos of hyper-independence in our own psyches, forcing us to fight over the same pot of limited resources to do our work. Colonial oppression is insidious because it is so all-encompassing—it depletes already limited internal resources and consumes time and energy, isolating us from our loved ones, communities, and the lands that give us strength.

18 Hernandez, Pilar, Gangsei, David, and Engstrom, David. "Vicarious resilience: A new concept in work with those who survive trauma." *Family Process* 46, no. 2 (2007): 229-241. **https://doi.org/10.1111/j.1545-5300.2007.00206.x**.

19 Dockray, Heather. "Self-care isn't Enough. We Need Community Care to Thrive." Mashable. Accessed November 22, 2022. **https://mashable.com/article/community-care-versus-self-care**.

As much as we might feel alone in this work, we cannot do it by ourselves. The best way to combat colonial oppression is through connections to, and with, each other. As a collective of activists and advocates, and as community members, we must hold space for those of us who are struggling. We must give them time, resources, support, and encouragement to take care of themselves and their spirits. **This is called 'community care.'**

> **"[Community care is] people committed to leveraging their privilege to be there for one another in various ways. They (the care providers) know that when they will also need care in the future, others will be there for them.[20]"**

Nakita Valerio

MOVING TOWARD COMMUNITY CARE:

The following are some examples of what individual and/or collective community care actions might look like. Depending on your individual and community need, these could be entirely different. The point is to find strategies to foster mutual support and connection such that you and your community's needs are met in an equitable way. Community care ensures we don't have to wait for the state (or its agents) to support us in times of need. It is a way of redistributing resources equitably, for the good of our communities.

20 Ibid.

INDIVIDUAL ACTIONS:	COLLECTIVE ACTIONS:
Supporting others in your community with childcare/child minding.	Financial mutual aid drives. For example: Fundraising a community fund for people to use if they need help with groceries, rent, childcare supplies, transportation, etc.
Cooking for neighbors who struggle with food insecurity or struggle to make food for themselves, or developing a rotating meal plan or meal schedule where you and other neighbours or friends take turns cooking for one another to offload individual burdens.	Establishing a safe space or home for the community's young people. For example: Being the home or community space young people can receive respite from for a few hours if their home is unhealthy or unsafe.
Carpooling.	Community gardens, kitchen programs, pantries, fridges, or clothing swaps.
Connecting people in need to work and/or educational opportunities you're aware of.	Trading goods and services with community members and loved ones to help each other meet basic needs or daily living tasks. For example: Cleaning your friend's house in exchange for transportation to appointments.
Sending loved ones care packages with their most needed items.	Organizing community donation drives for people who have experienced a crisis.
Helping take care of plants, pets, or other responsibilities for loved ones.	Hosting community gatherings or activities, such as a yard party, paint or craft night, cookout, gathering around an outdoor firepit, or organizing a day out at the park.
Listening, or being a supportive or safe person, for someone if they need to talk.	Voter awareness campaigns, where community members support each other in learning how to cast a vote, as well as assistance in getting to polling stations.
Spreading the word on social media, and through personal networks, about local community initiatives doing good work.	Organizing a community blood drive.
Getting trained in First Aid, bystander intervention, crisis and/or suicide intervention, Naloxone administration, and/or other relevant trainings to build individual capacity to address common social crises in communities.	Training others in First Aid, bystander intervention, crisis and/or suicide intervention, Naloxone administration, etc.
Giving money to mutual aid initiatives.	Handing out safe use supplies to community members, or organizing a needle exchange with local public health entities.

Are there any other individual or collective examples of community care you can think of, or have participated in?

ADDITIONAL RESOURCES:

All My Relations (Podcast):

All My Relations is a podcast hosted by Matika Wilbur (Tulalip and Swinomish) and Adrienne Keene (Cherokee Nation) that discusses topics pertaining to Indigenous feminism and lived experiences. This includes food sovereignty, fashion, DNA, identity, Indigi-queerness, and politics, among other subjects. Indigenous self-determination, self-preservation, and resistance are centered in their discussions.

The Balancing Act: Self Care vs. Community Care:

An article by, The Write of Your L!fe, provides further discussion on self-care and community care, including tangible examples and videos discussing these concepts.

Balancing Self-Care and Social Activism:

Israa Nasir authored this article on balancing self-care when engaging in activism. Israa is a mental health educator, psychotherapist, and founder of Well.Guide—a digital mental wellness brand on Instagram. Israa's website and Instagram page host an array of helpful guides on self-preservation, burnout, social activism, and resilience as activists.

CLICK RESSOURCES LINKS

The Body is Not An Apology: The Power of Radical Self-Love:

This is a book by Sonya Renee Taylor, a New York Times best-selling author, artist, activist, and thought leader on racial justice, body liberation, and transformational change. The book offers a guide on how to embrace oneself and one's body fully, arguing for a transformation in how we relate to our bodies, encouraging us to reconnect with our 'divine enoughness.' Sonya's work has now grown into a **broader online platform** that challenges systems of oppression, inequity, and injustice that inform and reinforce shame and internalized stigma of bodies.

Breaking Isolation: Self Care and Community Care Tools for Our People:

A series of templates for wellness planning by the Audre Lorde Project.

Ending Violence Association of BC: The Mitigating Vicarious Trauma Project:

EVA BC developed several print and online resources, as well as webinars, on addressing vicarious trauma within anti-violence organizations. These resources include five different vicarious trauma tip sheets to help community-based victim service workers, violence counsellors, outreach workers, sexual assault centre workers, and anti-violence organizations more broadly. There is also two webinars on self-assessing and employing strategies for mitigating vicarious trauma in anti-violence workers, along with organizational assessments to empower workforces in addressing vicarious trauma.

[The Pain We Carry: Healing from Complex PTSD for People of Color:]

This is a book by Natalie Y. Gutiérrez, licensed marriage and family therapist (LMFT) and founder of Mindful Journeys Marriage and Family Therapy PLLC. Natalie works primarily with Black, Indigenous, and People of Colour survivors of complex trauma, including racial, sexual, attachment, and intergenerational trauma. The book is an excellent account of Natalie's experience navigating complex trauma as it impacts people with compounded forms of oppression and marginalization. It offers tools to support racialized people in identifying and healing from trauma through self-compassion, resilience, and reconnection with ancestral wisdom. The book is one part of a broader Social Justice Handbook Series by **New Harbinger Publications.**

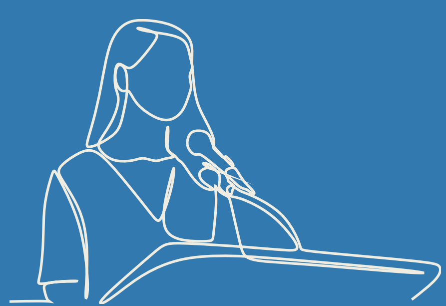
VAW Learning Network: Revisiting Vicarious Trauma in GBV Work:

Article from the Violence Against Women Learning Network, focusing on vicarious trauma in gender-based violence work. This discusses what vicarious trauma and vicarious resilience are, what factors inform these issues, and how to address them.

Vicarious Trauma, Vicarious Resilience, & Systemic Oppression: The Responsibility of Organizations and Movements to Trauma Workers:

An article by Dr. Shobana Powell, LCSW, DSW, an expert in gender-based violence intervention and anti-human trafficking practice, as well as CEO and founder of Shobana Powell Consulting. This article discusses the role organizations and movements must take in supporting frontline responders who work with traumatic stories and materials, and how systemic oppression often perpetuates experiences of vicarious trauma.

SECTION 2:
HOW TO ENGAGE IN ADVOCACY



SECTION 2: CARING FOR YOUR COMMUNITY

HOW TO ENGAGE IN ADVOCACY

WHAT IS ADVOCACY?

Advocacy involves an individual or a group of people speaking on behalf of a cause, issue, or taking a stand for other people. Advocacy is a prevalent action used in history and modern times to bring awareness, change policies, and defend vulnerable populations. Advocacy is also used to have people's voices heard, especially those historically suppressed through government action. It can be used in various forms, such as hosting educational events, volunteering, working at organizations that support a cause, protesting in person or engaging online. First Nations, Inuit, and Métis communities have used various forms of advocacy to raise awareness of the many discriminatory and colonial policies perpetuating violence in their communities. Below are some examples of forms of Indigenous resistance movements:

Defenders of the Land: Organized educational Indigenous Sovereignty Week events across the country. In 2010, it aligned its march with G-20 in Toronto, and saw 10,000 people in attendance.

Families of Sisters in Spirit: Hosts different events, such as Sisters in Spirit Vigils and Sisters in Spirit Walks. It uses artistic expression to help Indigenous Peoples express anger and heartbreak from ongoing violence.

#CancelCanadaDay: This is a social media movement that quickly started trending, where many social media users were calling upon organizations and institutions to cancel Canada Day. This supported the discovery of hundreds of children in unmarked graves at former residential schools.

National Day of Action for Missing and Murdered Indigenous Women and Girls: On October 4, many events are held nationwide to raise awareness for the thousands of Indigenous Women, Girls, Two-Spirit, Transgender, and Gender-Diverse+ (WG2STGD+) People who have gone missing, murdered, or remain unsolved.

KNOWING YOUR RIGHTS:

Indigenous Peoples living in Turtle Island and Inuit Nunangat have consistently used advocacy and protest to raise awareness for issues concerning them, and/or to express disagreement or support for a new policy or government action.

Before making amendments to the Indian Act in 1951, Indigenous Peoples were not allowed to gather in groups of more than three. Along with these amendments, *The Canadian Charter of Rights and Freedoms guarantees* the freedom of expression, freedom of association, and the freedom of peaceful assembly. While not always applied in Canadian context, the legal advice from the *United Nations Human Rights Committee* is that governments must:

1. Allow people to demonstrate peacefully, and respect international laws that allow them to do so.
2. Refrain from collecting personal data of protesters.
3. Uphold the right to wear masks or hats to cover their faces to protect themselves and their peers.
4. Refrain from blocking internet networks, or taking down any posters or social media accounts associated with the organizers of a peaceful demonstration.

The United Nations Special Rapporteur on the rights to freedom of peaceful assembly and association also extends the right to peaceful demonstration to include digital activities.

While a person is legally allowed to demonstrate and protest peacefully, some circumstances are unforeseeable, and there are legal limits on what can be done. For example: While the *United Nations Human Rights Committee* has advised governments to allow protesters to wear masks or hats to protect themselves, in Canada you cannot be masked if you are participating in an activity that breaks the law.[21] If an individual is caught wearing a mask during a protest that breaks the law, they can be fined up to 10 years in prison. However, this is limited as it does not account for recent COVID-19 recommended masking guidelines. It is advised to check current local policies and bylaws regarding wearing a medical face mask to protect yourself from COVID-19 during a protest.

It is essential to review local rules and regulations to safeguard your rights prior to attending a demonstration. Below are fundamental rights across the nation if you are arrested during a demonstration:

- Do not resist arrest.
- You have the right to be informed of the reason for your arrest.
- You have the right to remain silent.
- You have the right to speak to a lawyer.
- If you are under 18, you have the right to be accompanied by a parent or guardian.
- The police cannot continue to question you until you have had the chance to contact a lawyer.
- You can make more than one call to reach a lawyer.
- You have the right to speak to a lawyer in private.
- The police can ask you questions once you have talked to a lawyer, but you do not need to answer them[22].

21 Bill C-309 *Preventing Persons from Concealing Their Identity during Riots and Unlawful Assemblies Act is a law that prevents people from wearing a mask or disguise while engaging in a riot or unlawful assembly.*

22 "Can I be Arrested for Protesting?" PEN Canada. Last modified April 1, 2016. **https://pencanada.ca/blog/canadians-right-to-protest/.**

In addition to knowing your legal rights, there are several recommendations to consider before attending a demonstration, including:

1. Inform a family member or friend who will not be attending the demonstration with you that you will be contacting them for assistance in case of an arrest.
2. Always try to remain calm and comply with law enforcers. The law enforcers can ask for your identification if you break the law, but they are not allowed to warrantless search anyone. However, it is advised to cooperate with them during a protest to avoid further altercation.
3. To protect yourself, ensure you do not have any items that may be deemed illegal, such as weapons, chemicals, or drugs.

WHEN TO ENGAGE IN ADVOCACY:

Advocacy is an ongoing movement and can take place at any time. Continue advocating for causes you identify with, while leveraging timing and climate of an issue. Understanding the timing of when to introduce a movement can make it most effective to raise awareness on an issue.

Here are some most effective times to raise awareness:

- Consider launching a campaign when the issue, or topic, is getting much exposure. This will allow your work to roll in momentum.
- When either of the three levels of government in Canada are introducing new bills, or highlighting new issues or topics, it would be an ideal time to organize a campaign or social media awareness.
- Right before a significant event, such as right before an election, the passing of a bill affecting your issues, or during a significant policy change affecting your cause.
- When a politician or public figure visits a city nearby, consider this time to host a demonstration either in support, or to showcase a disagreement of their actions.
- Organizing an event based on the opposing group's demonstration schedule to counter-demonstrate their opinions.
- A national day for, or day in honour of, individuals of your cause. This is a great time to bring more awareness to issues and emphasize the importance of the national day.

WAYS TO ENGAGE IN ADVOCACY:

There are many ways to organize an event to drive political change. Protests takes many different forms, and usually involves a group of people who share the same concerns for an issue or topic. Protests attempt to influence public opinion or government officials. **Protesting can include:**

TYPES OF PROTEST:	DESCRIPTION:
Sit-in:	A group of people sitting in one place, usually a heavily trafficked area such as a government building, a park, a museum, etc. This usually causes mild inconvenience, and individuals refuse to leave.
Vigils:	A group of people gather to call attention to an event, situation, or to honour an individual who has made a significant impact, or who has unjustly lost their life. In a vigil, individuals usually hold candles, pictures, and flowers.
Boycotting:	When one person or more refuses to support a business, participate in an event, or cooperate in a commercial or social relation. This causes financial loss or inconvenience to the business, event, or organization.
Illegal action:	Breaking the law, such as through violence, vandalism, taking over a highway when it is federally mandated to be illegal, and/or occupying private property without a permit.
Striking or picketing:	When employees refuse to return to work and cause a disruption in the service.
Marches and parades:	A group walking from a set point to a predetermined destination. Usually, the predetermined destination is a local legislative building or area of significance. Be sure to strategically choose the route to dramatize the issue's importance.
Rallies:	A group of like-minded individuals gather in a particular place to express their concerns through speeches, music, art, etc.
Social media:	Usually, social media the most cost-effective way to protest. It is the best way to reach a broad audience through the use of hashtags, posts, reposting, commenting, going live, or circulating petitions.
Writing letters or petitions to elected officials:	Individuals can write a letter directly to their local elected official to state their disagreement and/or criticize a policy or law. A group can also sign a petition and send it to their elected official to show mutual disagreement on an issue.
Counterdemonstration:	A response to a demonstration already taking place by an opposing group.

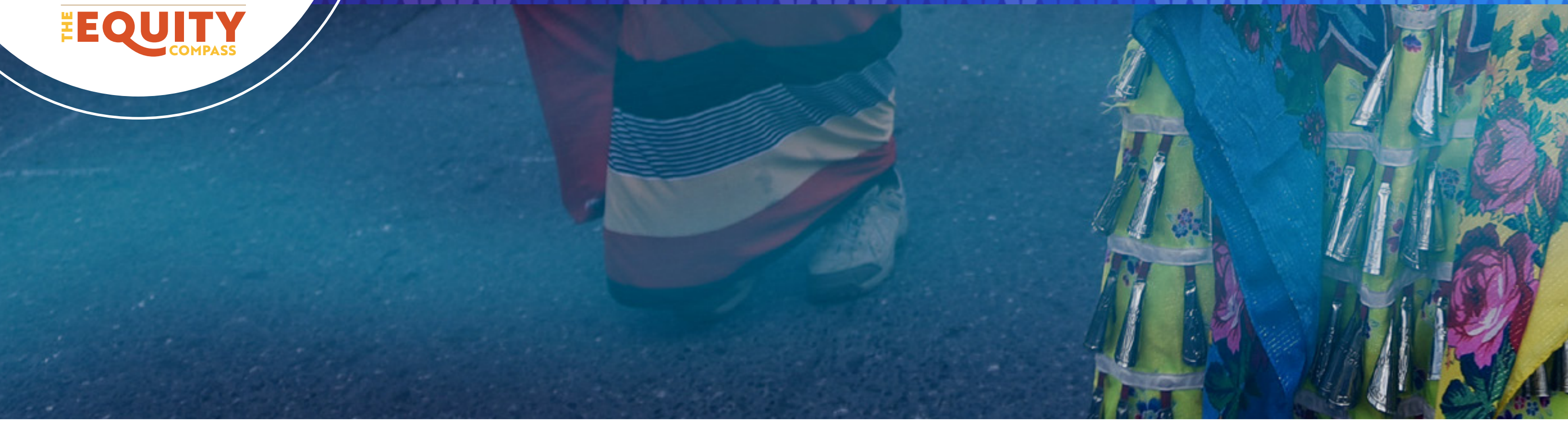
How to Create an Advocacy Group:

DETERMINING YOUR AUDIENCE AND STAKEHOLDERS:

Individual activists can engage in advocacy by choosing a policy issue, or finding like-minded groups, and request to join as a volunteer or apply for a position available at the organization. A group of like-minded individuals can also create an advocacy group to bring awareness to an issue or concern that perpetuates injustice to Indigenous communities.

First, you must determine your audience, stakeholder(s), and whom you want to reach with your advocacy work. Consider reaching out to other organizations and/or coalition groups to endorse your cause, participate in your demonstration, and/or provide resources. Once you have determined your audience and stakeholders, determine whom you want to pay attention to your cause and will have the authority to make effective changes.

TARGET AUDIENCE:	IDEAL TIME TO PROTEST:
Politicians, elected officials, legislators:	If this is your targeted audience, it is essential to demonstrate at the location where they will be present—either in/by parliament, city hall, or legislative buildings.
General public:	If you want your cause to reach a large group of people, consider a large-scale demonstration that will attract onlookers and media. This could either be held in person or online. Consider hosting in-person events in a generally busy area and start publicizing the event weeks before the event.
A targeted group:	Suppose you are trying to reach a specific group of people. In that case, promoting your campaign in their language, in their neighbourhoods, and/or through other cultural attributes that connect them to the cause is recommended. You can reach out to Elders or youth to ask if they will make a speech to the community. You can host art and craft sessions. Take this opportunity to explain how this issue affects them and why their participation in the demonstration is essential.



ORGANIZING YOUR ADVOCACY GROUP:

When creating a new advocacy group, as the organizer, make sure there is a leadership team that can work together to draft critical messages, do effective outreach work, and attract supporters. The number of people in a team will depend on the work, but a primary team could include the following:

- **One or two lead organizers:** This person(s) will manage the team and oversee the entire campaign, delegating tasks to other members.
- **Writer(s) and presenter(s):** This role(s) will be responsible for drafting social media posts, conducting necessary background research, and drafting key messages.
- **Communication and media relations advisor:** Communication is critical before, during, and after the event. This role is responsible for editing media items from the teams' writers, sending out emails, informing supporters and the audience, and drafting any flyers, posters, or ads.
- **Factchecker:** This role is responsible for ensuring all information produced by your organization is accurate. They will verify sources cited to ensure it is relevant.
- **Volunteer supervisors:** These roles will be responsible for onboarding new volunteers, keeping in contact with them, training them on any organizational policies. They will direct them on their role and guide how they will be contributing to the cause. They will also follow up with volunteers, supporters, and audience, about the event, during the event, and after the event. The key is to keep volunteers engaged for long-term participation.
- **Event planner:** This role is responsible for managing events—from picking a venue or site, to ensuring it is legal to host an organized event, to applying for any licensing if needed, to providing participants with a "what to bring and wear" list. They will also plan internal coffee meets or events pre- and post-advocacy work.

Most grassroots organizations are not funded—every team member volunteers their time and brings unique skills and experience to the team. Depending on funding and level of the organization, people do not need to have direct work experiences to perform in each role. Instead, they delegate the role to those who seem more appropriate and fitting. This is done by speaking to future team members before bringing them on to gauge their experience, interest, and commitment to the cause. To retain volunteers and supporters, create ways to keep them engaged. Volunteers can continue to be involved by engaging with social media by creating new posts, reposting, sharing, liking, and commenting. Team leads can ask seasoned volunteers to create educational presentations for the next set of new volunteers and continue to rotate the tasks among volunteers. Most importantly, always incorporate downtime from advocacy work, as this is an essential component of advocacy. Volunteers, leaders, and organizers should all take needed rests between significant projects to focus on self-care and recharging before embarking on the next event.

CAMPAIGN'S KEY MESSAGES:

An advocacy campaign, or organized event, can push significant movements, create positive change, and create awareness. The first thing to do in organizing an event is to draft the campaign's key message. Then, identify key audiences and stakeholders. Tailoring the key message to your audience and stakeholders will allow them to understand the movement and what you are campaigning. Using plain language will be well received by the audience over providing statistics, data, terms, and/or phrases that are complex, or hard to pronounce and/or understand by your targeted audience. Instead, use captivating methods to speak to your audience, through storytelling, videos, or pictures. Leave a message inviting others not identified as your audience to also join the movement. Once the event ends, have long-term plans in place to continue your advocacy work. This allows organizers to connect with audiences and stakeholders for an extended period.

WORKING WITH VOLUNTEERS AND PUBLIC MEMBERS:

As an organizer, it is important to inform volunteers and members of their legal rights. Your legal rights allows you to organize events and/or demonstrations, as long as no laws are broken. As they may vary, it is vital to check federal, provincial, and municipal laws and regulations regarding peaceful demonstrations. Protests and events can happen on any public and private properties. The government usually owns public property, and one or more individuals own private property. If a private property owner asks protesters to leave, you can step away from the private property onto the sidewalks, which is usually public property. However, research the space you want to occupy before hosting an event or demonstration. Though you have the right to protest almost anywhere, it is against the law to block or protest on highways.

As an organizer, you can provide a list of recommended items and attire to protect attendees from unforeseeable circumstances. We have provided a general list of what to wear and what to bring.

What to wear:

- Running shoes, or any comfortable close-toed shoes that you can walk or run in.
- Protective eyewear, such as sunglasses.
- A hard-hat or any hat that can protect your head, hair, and ears.
- Weather appropriate gear: Raincoat, sun hats, gloves, scarves, and/or umbrella.
- Avoid wearing loose clothing or accessories.
- Gas mask, face mask, or scarf to cover your face.
- Cover all parts of the body, as much as possible.

What to bring:

- Backpack.
- Water, electrolytes, and energy snacks.
- First Aid kit with bandages, gauze, tweezers, etc.
- Cash and coins for transportation, phone calls, food, etc.
- Phone and phone charger. Write your emergency contact on your skin and on paper.
- Documentation of medical history and/or a doctor note listing the medication and care you need, such as your inhaler, insulin, EpiPen, ibuprofen, salbutamol, etc.

- Period care (avoid using tampons. If arrested you may not have the chance to change).
- Extra pair of clothing in case you are exposed to tear gas or other chemicals.

What not to do:

- Consume or carry drugs or alcohol.
- Wear contact lenses. In the case of tear gas, it can irritate the eyes and contacts.
- Carry ID, if possible. Instead, write identification information on your skin.[23]

HOW TO PLAN A DEMONSTRATION:

Create a plan that includes the campaign and organization's goal. Include how many people you want to reach with your messages, and how many events you plan tp host to successfully to meet your goal. The plan should include delegating tasks and responsibilities, and most importantly creating a timeline to achieve your advocacy goal. Monitor any new policies, bills, laws, and/or news, and organize your event accordingly to gain more attention to the cause.

Organizations goal:

Make sure to strategically plan out goals and what the group is trying to accomplish. Some questions to consider while planning include:

- What are the goals of the group/organization?
- Is it inclusive to everyone? Including whether the in-person demonstration is an accessible place for people with disabilities, and/or chronic conditions.
- What's required to arrive at the venue? Is it accessible by foot, public transit, or only by vehicles?
- Will any aspect of the movement be triggering? This includes posters, ads, venue, etc. Have you provided trigger warnings? For example: Loud noise, flashing lights, historical sites, etc.?
- What type of advocacy campaign do you want to run? For example: In-person rallies, marches, sit-ins, or online social media campaigns?
- What is the tone of your campaign? Are you protesting for righting a wrong, or supporting a cause, policy, issues, etc.?
- Do you need a permit for the venue?
- Are there several exits in case of emergency or riots?
- Is there an action involved? If so, will this action lead to an arrest? How will you handle this, and protect your participants?

23 "An Activist's Guide to Basic First Aid." Urban75. Accessed November 22, 2022. http://www.urban75.org/mayday/safety.html.

Planning the location:

When deciding on a venue, ensure to account for what you think the turnout will be. Some things to consider when deciding on a location include:

- Monitor the number of people that have reshared, liked, or saved your social media post. Though it is not an accurate reading, it can provide an idea of how many people are engaging with your cause.
- Check availability of the venue for your desired date.
- Do you need to get a permit?
- What is the cost associated with the venue? Can you or your organization afford to pay this?
- Is it accessible?

Planning the date:

When to host a demonstration is important to ensure high turnout and safety. Some questions to consider when deciding when to host your demonstration include:

1. Is the date an appropriate time for the target audience? For example: You do not want to host a demonstration for working mothers during the day, as most of them will likely be working.
2. It is advised to host a political or legislative demonstration during the week, or when a bill is about to be passed.
3. If you plan a counterdemonstration, the date and time will already be determined based on the opposing group's scheduled demonstration.
4. Be mindful of the weather. It might pose a risk to host a demonstration during winter months. If you need to organize a demonstration during winter, pick a venue with snow removal and minimal snow coverage.

How to publicize your event:

It is crucial to publicize your event to maximize your turnout. Publicising impacts your event's reach to the media, government officials, and decision-making bodies. Depending on the organization's budget, consider flyers, posters, door-to-door campaigns, local radio or TV, newspaper, and/or social media. Also, create banners to trail people to the venue, which may attract the general public, who may be unaware of the issue.

Other things to consider:

While you may not be able to cover all the basics of hosting a successful demonstration, it is essential to consider the following:

- Are there toilets nearby?
- Do you need a sound system? If so, who will oversee set up and managing sound equipment?
- Will there be any medical personnel in case of overcrowding, injury, or other medical emergencies?

- Will you be handing out signs, or are you encouraging people to create their own?
- Is clean-up needed? If so, who will oversee this?
- If the city provided a permit, have they provided a set of rules to follow? Do you have someone in charge of ensuring the rules are all followed, to avoid any fines?
- What if someone counter-demonstrates your protest? What is the plan?

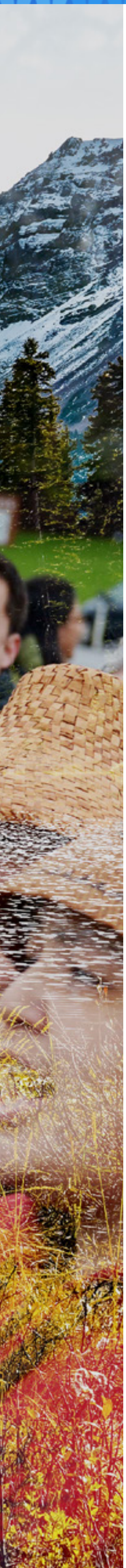
HOW TO PROTEST PEACEFULLY:

Throughout history, nonviolent protest and resistance have dramatically shaped local, national, and international policies. People have long taken part in nonviolent protests for women's rights, against colonial policies, and racial discrimination faced by Indigenous communities. Nonviolent protest and demonstration are just as effective, in many cases, as violent protests—especially when other legal actions have been exhausted and seen no change. Protesting peacefully can protect the safety of attendees and supporters and avoids law enforcement interaction. Keep in mind

that engaging in illegal and violent acts can get many people in trouble with the police and law. It is advised to organize a peaceful protest, as much as possible, though sometimes consequences are unavoidable.

Organizing a peaceful protest will follow the same steps as organizing any other advocacy work, demonstration, and/or protest. However, the key is in the tone of your message and maintaining composure, while advocating for your cause. Though it is understandable Indigenous communities have faced decades of oppressive, discriminatory, and violent actions caused by lawmakers, and it is not natural to maintain composure, it is imperative to do so to ensure everyone's safety. Being nonviolent when faced with an oppressor can be a powerful, psychological response to break colonial systems of power that continue to oppress Indigenous communities. Make sure to practice self-care during advocacy work, including seeking guidance of Elders or Knowledge Keepers to maintain your inner composure and allow you to continue working for your cause.


WARRIORS
FOR IDLE NO MORE



HOW TO ESCAPE DANGEROUS SITUATIONS:

While everyone has the right to protest and engage in advocacy work, especially against injustices, it is important to ensure your safety—both as a bystander or when attending a demonstration. Below are some tips to avoid unforeseeable circumstances that may arise during a protest, and how to escape a situation safely:

- **Always be prepared for a riot:** Always maintain a 360° view of your situation. Pay attention to your surroundings—what is going on around you, above you, and the crowd's tone. Take note of any existing signs, the nearest public transit station, and escape routes.
- **Stay calm:** Once a riot starts, think rationally and do not get involved. Use one of the safe exists—Start walking toward it and do not confront any protesters. If possible, walk with the crowd toward an exit, and not away from the crowd, to avoid making you stand out.
- **Stay together:** If you have attended a protest with a group of people, plan ahead of time where you will meet in case you get separated. However, when leaving a situation, try staying together, ensure everyone is accounted for, and no one is injured.
- **Avoid the vicinity:** continue to distancing yourself from the crowd. Even though you have reached your escape route, continue to move as far as possible from the crowd, as riots can continue to grow.

HOW TO ENGAGE THROUGH SOCIAL MEDIA:

With over 4.8 billion social media users, social media has become a powerful tool to mobilize people worldwide and spring them into action. It is a great outlet to bring awareness to issues not mainly highlighted in popular media outlets.

Social media is a critical tool to engaging in advocacy work, specifically because it is cost-effective and can reach a broad range of audiences. Below are a couple steps to help start an online campaign:

1. Choose more than one platform to upload and publish your content for your cause, including Instagram, Twitter, TikTok, Facebook, and/or YouTube.
2. Create a dedicated page for your cause for each social media platform. Consistently share updates and educational materials.
3. Follow individuals, organizations, politicians, and other like-minded accounts/users.
4. Collaborate with like-minded individuals, accounts, and/or organizations.
5. Use hashtags under each post. Some essential and popular hashtags include **#BringThemHome**, **#EveryChildMatters**, **#TruthandReconciliation**, and **#MMIWG2S**.

6. Ask the groups of volunteers, organization members, and other viewers, to share and save your posts. This will generate more views and result in a higher chance of reaching more people.

7. Recruit and mobilize volunteers through social media. You can find graphic designers, social media experts, writers, and editors willing to volunteer their time for a cause.

8. Host a virtual live session to interact with followers through formats such as Q&A sessions.

While social media can advertise any upcoming campaigns, demonstrations, or protests, it can also provide educational tools and share live and/or pre-recorded footage showing of acts of violence or discrimination. When Joyce Echaquan, an Atikamekw woman, turned to Facebook Live to capture her experience of racism and discrimination at a Quebec hospital shortly before her death, a conversation on systemic racism in Canadian hospitals was sparked. This ultimately resulted in increased awareness and advocacy to ensure tragic cases like hers do not continue.

Though social media can be used to spread information quickly, it is essential to remember there is misinformation being shared too. To validate your messaging, make sure to reference resources used in gathering the information. This also allows viewers to do further research and feel empowered in their stance.

SOCIAL MEDIA CENSORSHIP:

While banning social media during peak conflict or uproar in communities is a common practice around the world; fortunately, Canada has not implemented any social media bans thus far. Government officials know how powerful social media is, and to avoid an enormous uproar and accountability, governments will often ban access to the internet and particular social media accounts. However, in Canada, we must be aware of censorship.

Censorship restricts and prevents people from accessing information or publishing ideas and opinions. Censorship is usually applied to block extreme political and/or religious views, and/or nudity. Censorships can cause a roadblock in advocacy. It takes place in many forms, but the more commonly used is Artificial Intelligence Censorship, which has been programmed to read familiar words, themes, and languages that go against a set of guidelines determined by each social media company. For example: Artificial Intelligence Censorship on YouTube has taken down over 83% of videos that go against YouTube guidelines. Once Artificial Intelligence Censorship has determined content posted goes against its guidelines; it will permanently remove the post and notify you. The notification will usually state why the post goes against its guidelines. Below is an example of a notification provided by Instagram for a post infringement of guidelines.


WE WILL B
MORE!!
#IDLE
NO MORE!!

Though censorship protects people from harmful posts, especially vulnerable groups and children, it can sometimes be subjective in what it deems inappropriate. If your post is taken down for violating guidelines, you can repost your content to make it more palatable for social media by avoiding use of graphic pictures and words.

HOW TO PRESENT A BILL:

An important tool to mobilized when engaging in advocacy is through the development of bills. This section will provide accessible information on how to engage in this process, both in presenting a bill as a private member and in engaging as a witness in legislative processes.

TYPES OF BILLS:

There are two types of bills considered in the House of Commons: Public bills and private bills.

Public bills address matters of national interest, and private bills seek to declare special powers or benefits to someone, or a group—or exclude someone, or a group—from a specific law. Public bills are further divided into two different types of bills: Government bills, which a minister initiates, and private member's bills, which a private member initiates.

A private bill usually is intended for an individual, or a group of people, including a corporation. Private bills are initiated to pursue matters that cannot be achieved through general law and are established by a petition from an individual or group. However, a private bill and a private members bill are different. A private members bill is still a, "Public bill dealing with a matter of public policy introduced by a member who are not ministers."[24]

Private bills are treated with unique rules in both the house of Commons and the Senate. Most private bills originate in the Senate due to lower petition costs of $200, compared to $500 in the House of Commons. Private bills must meet a set of requirements distinguishing them from other bills; however, they still pass through the same procedural stages as public bills.

24 "Private Bills Practice." House of Commons Procedure and Practice, 2000 ed. Ottawa: House of Commons Canada, 2000. **https://www.ourcommons.ca/MarleauMontpetit/DocumentViewer.aspx?DocId=1001&Print=2&Sec=Ch23&Seq=0#:~:text=Legislative%20Process%20for%20Private%20Bills%201%20Filing%20of,2%20Report%20of%20the%20Clerk%20of%20Petitions%20.**

This section will walk through stages of both public and private bills–outlining how individuals may engage in this legislative process.

PUBLIC BILL LEGISLATIVE PROCESS:

Public bills impact the general public and are introduced by Cabinet Ministers. Public bills are proposals for subject matter to become laws through a legislative process. However, *a public bill can only become law once it has been approved by both House of Commons and the Senate, and has received Royal Assent.*

The legislative process is as follows:

Notice and Placement on the Order Paper:	Any proposed bill requires 48 hours of written notice. Once the proposed bill appears on the Notice Paper, the title of the bill will appear in the Order Paper and can then be introduced in the House.
Introduction and First Reading:	The bill is introduced in the House once the Minister or Member informs the Chair of their intentions during their Routine Proceedings. The first reading aims to introduce the bill so it can be printed and distributed to the members. There can be no discussion, debate, amendment, or questions. Senate bills do not need to request leave to introduce the bill. During the first reading there are no debates, amendments, or questions. The Senate then goes through the same stages as House of Common bills.
Second Reading and Referral to a Committee:	During the second reading process is when a debate is invited on the general scope of the bill. At the same time, the bill is referred to a specific committee–standing, special, or legislative. In some cases, The Standing Orders require a bill to be referred to a Committee of the Whole. At the end of the second reading, the Speaker asks the House whether the bill is ready to move forward. If there is a defeat of the proposed bill, then it results in a withdrawal of the bill. If the bill is accepted, then it is referred to the appropriate committee.
Consideration in Committee:	A committee examines the bill clause-by-clause and proposes any amendments to the bill.
Hearing from Witnesses:	Committees hold public hearings with individuals, experts, and/or representatives from an organization affected by the proposed bill, appearing as a witness.
Report Stage:	The committee reports back to the House after deliberating on the proposed bill. Another debate takes place, and any members not on the committee examining that specific bill have an opportunity to propose amendments.
Third Reading:	Though the third reading is more of a formality, it is still vital. Parliamentarians can still debate the bill at this stage. If the bill is accepted, it is sent to the Senate for approval. If the bill is defeated, then the bill is withdrawn.
Royal Assent:	Once both the House and the Senate have approved the bill in the exact wording, with no further amendments, it is then passed to the Governor General for it to receive Royal Assent, making it the final step before the proposed bill becomes law.
Coming into Force:	A bill becomes law once it passes both Houses of Parliament; however, some bills can come into force when it receives Royal Assent, or on another date mentioned in the Act.

The **Standing Order** in the House of Commons are a set of rules the House must follow during proceedings.

There are more than 150 standing orders some of which include detailed description of the legislative process, the Speakers role, the work of committees etc.

A **Committee of the Whole** is the entire members of the House of Commons sitting as a committee.

The **Speaker of the house** is responsible for the flow of business, and observes parliamentary rules and traditions.

HOW TO GET INVOLVED IN THE PUBLIC BILL PROCESS:

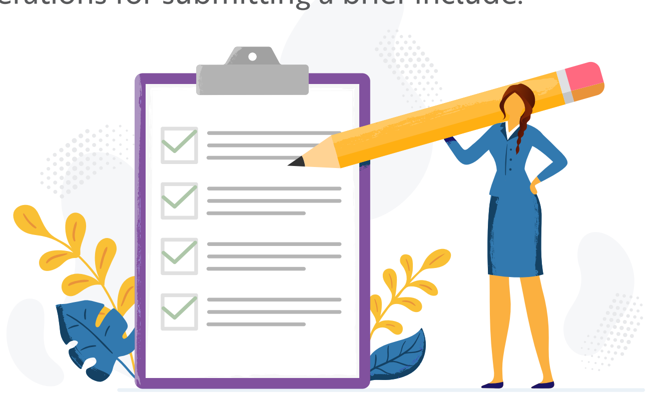
A Committee comprises a few Members of Parliament who study the bills in detail related to the committee's mandate. When a proposed bill is in the committee stage, the committees invite individuals, experts, and an organization representative to appear before the committee to ask questions, provide concerns or feedback, and answer any questions committee members have.

It is essential to get involved with the Canadian democratic process and provide input on matters concerning Indigenous WG2STGD+ People. The following are different ways to participate in the legislative process.

HOW TO PARTICIPATE IN THE WORK OF A COMMITTEE:

SUBMIT A BRIEF:

A brief is a written submission that includes opinions, comments, and recommendations on a subject or bill the committee reviews. Any individual or organization can submit a brief, even if they are not given an opportunity to appear before the committee. Witnesses invited to appear before the committee can still submit a brief but are not required to. Considerations for submitting a brief include:



	PREPARING A BRIEF SUBMISSION
Content of a brief:	These are general guidelines, and it is recommended to consult the specific committee or their website for any detailed requirements. - It must be clear and concise, contain factual information, and provide support for any views shared. - Any recommendations or suggested amendments to the bill must be specific and repeated in summary, at the end of the brief. - A brief should not exceed 10 pages. If it is longer than 10 pages, there should be a summary that is no more than 500 words. - The name of the individual/author, or the organization, must be written on the cover page. - All consulted resources should be in either a footnote or bibliography. - Photographs, logos, line drawings, graphics, tables, and charts should be in black and white and, if possible, provided in both languages.
Language and time requirements:	Submissions should be made as early as possible to allow the **clerk of the committee** to translate them into both official languages. If appearing before the committee as a witness, then submissions of the brief should be made at least five working days before the appearance. If a submission isn't made, consult with the clerk of the committee.
Submitting a brief online:	If a brief is being submitted online through the committee's website, then personal contact information should be listed on the online form and not on the cover page.
Submitting a brief by email:	If a brief is being submitted by email to the committee's email address, then personal contact information should be listed in the email and not on the cover page.
Publication of briefs:	Once a submission has been made, the brief then becomes a public document. Therefore, it is important to avoid listing any confidential information.

The **clerk of the committee** is the administrative officer. They are responsible for organizing meetings, calling witnesses, preparing witnesses, and answering any procedural questions.

APPEAR BEFORE A COMMITTEE:

If you have been invited to appear before a committee as a witness, the process typically goes as follows:

	APPEARING BEFORE A COMMITTEE
Invitation to appear:	Committee members provide the clerk of the committee with a list of suggested witnesses. Committees select witnesses based on the study and time available. The clerk then contacts selected witnesses to appear either virtually or in person. Once the invitation is accepted, the witness must complete the confirmation form as soon as possible.
Confirmation of appearance:	Once an invitation is accepted, the witness must complete the confirmation form as soon as possible. Once submitted, the following will be provided: **Virtual appearance:** A House of Commons approved headset will be provided within 48-72 hours upon receiving the confirmation form. If the headset will not make it to the witness in time, they are required to purchase a headset and seek reimbursement for a maximum of $175 CAD. Witnesses will be provided with clear instructions and will require access to a wired network connection to a computer. The use of smartphones and tablets are discouraged. **In-person appearance:** Witnesses should arrive at least 30 minutes before their scheduled appearance, with a photo ID. Prepare to pass through airport-style security. Once in the building, witnesses must proceed to the meeting room at least 15 minutes prior, where the clerk will meet them.
Accommodations and expense claims:	Witnesses requiring travel and accommodation can usually be reimbursed through the House of Commons. Expenses must be submitted through an expense claim form within 60 days of their appearance. Contact the clerk of the committee for the terms of reimbursement prior to incurring the cost.

Preparing for an appearance:

The following are additional considerations when preparing for an appearance:

- Submission of a written brief:
  - Refer to the *Submit a Brief* section above.
- Documents used by witnesses during the meeting:
  - Witnesses should submit any briefs, speaking notes, and/or reference materials to the clerk of the committee at least 24 hours before the scheduled meeting.
  - All documents provided to the committee members must be in both official languages; however, if documents are submitted to the clerk of the committee at least three working days prior, they can arrange for translation.
- Opening statement at the meeting:
  - The clerk of the committee will inform the witness how much time they are allotted to speak during their opening statement. This is usually five to 10 minutes.
- Meeting proceedings:
  - Once a witness provides an opening statement, the chair will direct the meeting to committee members to ask any questions.
- Swearing-in of a witness:
  - Witnesses are usually not required to swear-in unless requested by the committee. When required, a witness will either, "Swear an oath or make a solemn affirmation."[25]
- Parliamentary privilege:
  - Witnesses are subjected to the same parliamentary privileges of freedom of speech and, "Immunity from prosecution or civil liability,"[26] as Members of Parliament, while in a parliamentary meeting.
- Recording of the meeting:
  - All public meetings are recorded and made available on the committee website within 14 days of the meeting.
  - Witnesses appearing virtually are not allowed to take screenshot. Witnesses appearing in-person are not allowed to take photos.

REQUEST TO APPEAR BEFORE A COMMITTEE:

There are currently 32 committees. Contact information can be found on their **website**. Committees usually meet twice a week, and upcoming meetings are published on the '**All Committee Meetings**' website.

- Any Canadian citizen or organization can request to appear before a committee by sending an email to the clerk of the committee.
- The individual or organization must provide detailed information on the specific topic or interest, and their area of expertise in relation to the study.
- The clerk of the committee will then submit the request to committee members, and committee members will assess the request and draft a list of witnesses.
- The individual or organization must submit a request as soon as possible if they are interested in the study.

PRIVATE BILL EXPLAINED:

Private bills were introduced to protect the public against any uncontrolled granting of special powers to private interests. There are two ways an individual, or group of people, can benefit from a private bill:

- A general bill may be enhanced by granting the beneficiary power to do something that otherwise cannot be done.
- General law may be altered by exempting the beneficiary from existing legal obligations.

"A bill should be introduced as a public bill when it affects public policy. When it proposes to amend or repeal a public act, or when it affects a large area and multiplicity of interests."[27]

For a private bill to retain its nature, it must not include any public policy characteristics.

Once an individual or organization has been affected by a matter, they can submit a petition to Parliament to grant exemplary favours, which both Houses of Parliament will examine. If necessary, the committee can call witnesses to testify, followed by a decision on whether the needs of the bill have been exhibited. Parliament will then act in both a judicial and legislative capacity. Upon hearing all parties involved, it will decide whether the private parties are justified in being granted additional rights or exemptions from the general law. Parliament, as the legislature, will also oversee interest of the public in passing a private bill.

27 "Private Bills Practice." *House of Commons Procedure and Practice*, 2000 ed. Ottawa: House of Commons Canada, 2000. https://www.ourcommons.ca/MarleauMontpetit/DocumentViewer.aspx?DocId=1001&Print=2&Sec=Ch23&Seq=0#:~:text=Legislative%20Process%20for%20Private%20Bills%201%20Filing%20of,2%20Report%20of%20the%20Clerk%20of%20Petitions%20.

Four fundamental principles define private bill procedure, as set out in the standing orders and the procedural authorities. These principles are as follows:

- A private bill should only be passed at the request of persons benefitting from the legislation.
- Key private bill information should be made available to the public.
- Anyone affected by a private bill should be heard, and the need for the bill demonstrated.
- The financial burden of considering a bill to benefit private interests should not be borne solely by the public treasury.

FORM OF A PRIVATE BILL:

The form of a private bill is similar to a public bill, except it must have a preamble, as follows:

> "Whereas (the person/corporation named) has by its petition prayed that it be enacted as hereinafter set forth and it is expedient to grant the prayer of the said petition: Therefore His Majesty, by and with the advice and consent of the Senate and the House of Commons, enacts, as follows:"[28]

Following the preamble, the petitioner must include a detailed reason why the individual, or group, wishes to have a private bill enacted. While in some instances the preamble is short and straightforward, most preambles are lengthy and may include a history of a concerned corporation.

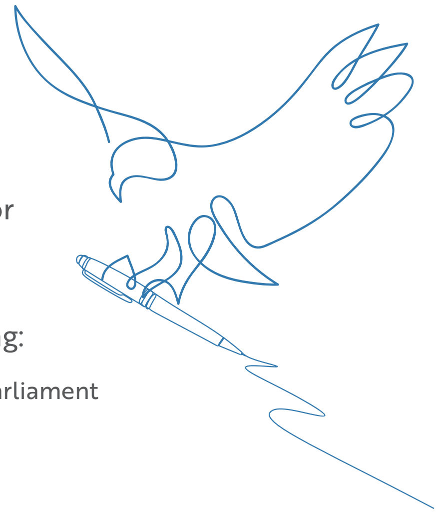
LEGISLATIVE PROCESS FOR PRIVATE BILLS:

Following the exact procedural requirements as public bills, private bills will go through three separate readings and be given a detailed study by a committee. A bill introduced in the Senate will retain the Senate number during passage through the House, and similarly, for a bill introduced in the House. Private bills are presented during the time provided for Private Member's Business, and though a member in the House has sponsored it, it will not be considered a private member's bill.

28 Ibid.

To introduce a private bill, the petitioner must engage in the following steps:

Filing a petition:	• A petition is drafted to request the House of Commons, Government of Canada, Minister of the Crown, or a Member of the House of Commons, take or refrain from acting on an issue of concern. • A petitioner must go through a Member of Parliament (MP) of choice to present a petition before submitting it to the Clerk of Petition. • An MP is not required to represent the petitioner's electoral district to sponsor a bill; however, it is highly encouraged to contact a potential MP beforehand to determine if they are likely to accept the request.
Certification:	- The Clerk of Petition is responsible for certifying requirements have been met. This process usually takes three to five working days. - Petitions can be submitted for certification during parliament adjournment, or prorogation, but not during a dissolution. - A petition that does not meet requirements will be returned to the member with an explanation.
Presentation during routine proceedings:	- A member can present a certified petition in the House on any sitting day, during the Routine Proceedings, and will have 15 minutes each sitting to present the petition(s).
Government response to petitions:	- Every petition receives a government response. The government is required to respond within 45 calendar days to every petition submitted. - If the government fails to respond to a petition within 45 days, the matter is automatically referred to a standing committee designated by the member presenting the petition. - During parliament prorogation, all outstanding government responses submitted during the previous session will be tabled in the following session. During a parliament dissolution, it ends any responsibility for the government to respond to a petition.



WRITING A PAPER PETITION:

When drafting a paper petition, there are clear guidelines to reference for format and content (See Appendix A, for a sample template):

Addressee:	A petition must be addressed to one of the following: **1.** "The House of Commons" or "The House of Commons in Parliament assembled." **2.** "The Government of Canada." **3.** A Minister of the Crown. **4.** A Member of the House of Commons.
Text:	"The text of a petition is essentially a request, also called a 'prayer,' that the addressee take or to avoid some concrete action in order to remedy a grievance."[29] Though a petition can include a detailed description of the grievance or statement of opinion, it must still include a concrete and specific request that is clear, to the point, and phrased as a request and not as a demand.
Subject of a petition:	The petition must be a federal concern or matter when addressing the Parliament of Canada, the House of Commons, or the Government of Canada, and it should not purely be a provincial or municipal matter. A petition may not concern a matter that is currently before the courts.[30]
Language:	A petition must be in either English or French. The petition must use appropriate language, using temperate language. It should not make any charge against the character or conduct of Parliament, the courts, or any other duly constituted authority.
Paper format:	The text of a paper petition must be handwritten, typed, printed, or photocopied on sheets of paper of usual size, i.e. measuring 21.5 cm x 28 cm (8.5 x 11 inches), or 21.5 cm x 35.5 cm (8.5 x 14 inches). A petition submitted on paper of irregular size, or on any other material, is not acceptable.
Erasures or alterations:	The petition should not be altered by erasing or crossing out words or adding anything, this will make the petition unacceptable.

29 "Petitions–Paper Petitions Guide for Members of Parliament." House of Commons Canada. Last modified: 2019. **https://petitions.ourcommons.ca/en/Home/AboutContent?guide=PIPaperGuidMP.**

30 Ibid.

Attachments or appendices:	A petition should not include any attachments or appendices, including additional documents, pictures, maps, news articles, supporting statements, etc. The petition should also not be printed on the reverse side of another document.

Signatures and addresses:	**A petition:**
	• Has no minimum age requirement.
	• Must have a minimum of 25 valid signatures with addresses. The member's signature and non-citizens who are not residents in Canada are not counted.
	• Must have the original signature written directly on the petition.
	• Must have petitioner's signatures directly on the petition. If a petitioner cannot sign because of illness or disability, this must be noted on the petition and signed by a witness.
	• Must have at least three signatures with addresses on the first sheet with the text of the petition (signatures and addresses may appear on the reverse sides of pages). The address may consist of at least one of the following:
	    ○ Signatory's full home address.
	    ○ Signatory's city and province.
	    ○ Signatory's province and postal code.

PROCESS FOR ELECTRONIC PETITION:

CREATE AN ACCOUNT:

A petitioner can only have one e-petition open for a signature at a time.

The petitioner must create an account on the petition **website**, and provide their name, city, country, province or territory, postal code, and telephone number.

FORMAT AND CONTENT:

Similar to a paper petition, there are clear guidelines to reference for format and content when drafting an electronic petition (See Appendix B for a sample template):

Addressee:	**A petition must be addressed to one of the following:** **1.** "The House of Commons" or "the House of Commons in Parliament assembled." **2.** "The Government of Canada." **3.** A Minister of the Crown. **4.** A Member of the House of Commons.
Text:	"The text of a petition is essentially a request, also called a 'prayer,' that the addressee take or to avoid some concrete action in order to remedy a grievance."[31] Though a petition can include a detailed description of the grievance or statement of opinion, it must still include a concrete and specific request that is clear, to the point, and phrased as a request, and not as a demand.
Subject of a petition:	The petition must be a federal concern or matter when addressing Parliament of Canada, House of Commons, or The Government of Canada. It should not purely be a provincial or municipal matter. A petition may not concern a matter that is currently before the courts.[32]
Language:	A petition must be in either English or French. The petition must use appropriate language, using temperate language. It should not make any charge against the character or conduct of Parliament, the courts, or any other duly constituted authority.

31 Ibid.
32 Ibid.

STEPS TO HAVE AN E-PETITION PUBLISHED:

The following three steps must be completed before collecting signatures from the general public. The petitioner will receive an e-mail advising them when the petition progresses through each step:

Identify supporters:	Petitioners must identify at least five, and no more than 10, potential supporters and provide their e-mail addresses. The first five supporters to back your petition will be automatically added as signatories to the petition if/when it is posted for signature online. They will receive petition progress updates. *This step must be completed prior to moving through the following steps.* A supporter must be a resident of Canada or a citizen of Canada. A supporter can be your friend, colleague, neighbour, or any eligible person.
Invite a Member of Parliament to authorize the online publication of the e-petition:	While creating your e-petition, you must select a Member of Parliament to authorize its online publication. Once the petition has been sent, the MP has 30 days to decide. If they have not responded or refused the request, the petitioner can find another MP to support the petition. If the chosen MP ceases to be a member before an e-petition is published on the website, the petitioner will be contacted and invited to select another member. An MP who authorizes the online publication of an e-petition is not *permitted to revoke their decision.*
Examination by clerk of petitions:	Once the MP authorizes the online publication, the Clerk of Petition will examine the content and form to ensure it meets the requirements, along with validating the signature of the supporters. If the petition meets the requirements, it will be translated and published on the petition's website for signature by the public If the text does not meet the requirements, the Clerk of Petitions will contact the petitioner via e-mail, explaining grounds for rejection. The petitioner can amend the petition but will have to start a new process for submitting the petition.

A GUIDE FOR SEEKING FAIR & EQUITABLE COMPENSATION:

It is well documented that Indigenous Peoples face increased economic barriers. Indigenous WG2STGD+ People earn wages falling between 10% to 15% below what non-Indigenous women are paid.[33] Pay gaps have had a tremendous impact on quality of life for Indigenous WG2STGD+ People due to the connection economics has in relation to social factors, including health, education, and housing. Fair and appropriate compensation is critical to ensuring future successes of Indigenous WG2STGD+ People, regardless of their occupation. This section offers a guide for Indigenous WG2STGD+ People to feel empowered in requesting fair and appropriate compensation for their work.

STANDARD FACTORS IN DETERMINING COMPENSATION:

It can be challenging to determine what fair and equitable compensation looks like because it is contingent on numerous factors. That said, employers, or prospective patrons, will likely consider the following factors when discussing compensation:[34]

FACTOR:	WHAT DOES THIS MEAN?
Experience:	Experience is usually measured by length of time an individual has worked in a particular or similar role. Often, individuals with more related work experience will make more than those new to a role.
Knowledge:	Job-related knowledge can be attained through formal education and work experience. Individuals with more related knowledge may be able to leverage their knowledge to attain greater compensation.
Location:	Where you work can influence how much compensation you may receive. Employers located in large cities or rural/remote areas with higher cost of living may be inclined to pay their employees more. However, discussions around compensation may change as more businesses allow employees to work from home.
Accomplishments/ achievements:	It is critical to consider achievements you had in your current and previous roles. Achievements can be used to demonstrate your effectiveness as an employee.

33 Taylor N. Paul. *On Unequal Terms: The Indigenous Wage Gap In Canada*. Western University, 2020. **"On Unequal Terms: The Indigenous Wage Gap In Canada" by Taylor N. Paul (uwo.ca).**

34 Indeed Editorial Team. "How Much Am I Worth? (Steps for Determining a Fair Salary)." Indeed. Last modified August 25, 2022. **https://www.indeed.com/career-advice/pay-salary/how-much-am-i-worth-salary.**

FACTOR:	WHAT DOES THIS MEAN?
Company budget:	Larger companies will have bigger budgets to retain employees. When discussing compensation, try to think about how big a company, or work teams', budget may be.
Previous/current salary:	Your previous/current salary can be a good benchmark for determining compensation. If you feel your current value is greater than your salary, consider asking for a raise or searching for new opportunities.

Similarly, you should ask yourself questions revolving around these factors to determine how much you should be compensated. When asking yourself questions about compensation, it is important to be realistic to ensure you have accurately evaluated fair and equitable compensation for your labour/time. Questions you should ask yourself include:

- How long have I been working in this role?
- How much do others with the same role and experiences make?
- Does my current experience provide me with better tools to complete my job?
- Is my current knowledge an asset to the role I am working in?
- Does my compensation account for location? Or does my employer allow me to work remotely?
- Have I recently participated in any successful projects?
- How big is the company I work for?
- How much am I currently making?

After asking yourself these questions, it is important to research the job market to determine an appropriate amount of compensation for your work. Scanning the job market can be done through networking and conducting research online, on platforms like **Glassdoor** and **Indeed**. By doing proper market research individuals can better identify current salary trends for those in the same or a similar position, and better understand what their worth [35] When networking, avoid asking how much someone makes, instead provide a price range, and ask if it is realistic for that position.[36]

35 Indeed Editorial Team. "How to Ask for a Raise (With Examples)." Indeed. Last modified: November 22, 2022. **https://ca.indeed.com/career-advice/pay-salary/how-to-ask-for-a-raise.**

36 Lipow, Valerie. "How Much Am I Worth?" Accessed November 22, 2022. **https://www.monster.ca/career-advice/article/what-am-i-worth-canada.**

Some questions to think about when networking include:

- Does this salary range, ____ to _____, sound right for careers in your field?
- What degree do you have? Did your education help prepare you for your career?
- Has your career path changed?
- How long have you been working in your current role?
- How do you expect the industry to change in the next five years?
- What do you spend most of your time at work doing? What does a typical week look like?[37]

CONSIDERING INTERSECTIONALITY IN COMPENSATION:

Indigenous WG2STGD+ People must also consider additional aspects when entering discussions around compensation. More importantly, Indigenous WG2STGD+ People must think about how their unique experiences shape their compensation needs. For example: You might consider how emotional demands, or your ability to find childcare, will impact how much compensation you require to cover these expenses. In these instances, job seekers should leverage their personal experience and skills to receive fair compensation for their work. To do so, ask yourself:

What would it take for me to consider this offer, based on what they are asking me to do?

37 Indeed Editorial Team. "47 Great Questions To Ask at a Networking Event." Indeed. Last modified: July 8, 2022. https://www.indeed.com/career-advice/interviewing/questions-to-ask-at-a-networking-event.

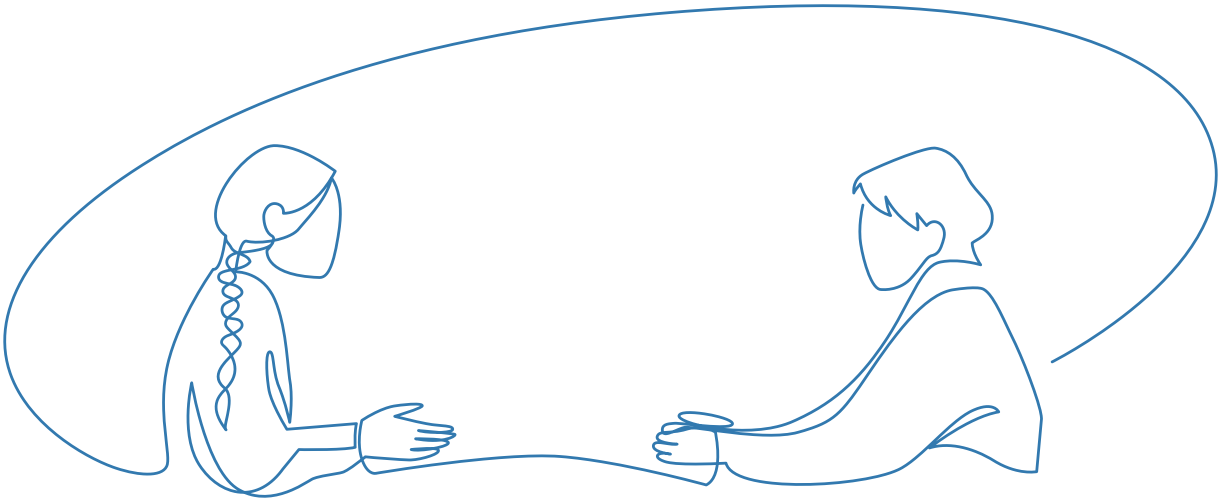
In answering questions, job seekers and employees should think beyond monetary compensation and consider other types of compensation, such additional vacation days. Below are some intersecting factors job seekers and employees should think about when discussing compensation.

FACTOR:	WHAT DOES THIS MEAN?	QUESTIONS TO ASK:
Emotional labour:	Tied to the idea of "service with a smile," emotional labour refers to managing emotional expression with others while at work. This means individuals may suppress their feelings or act in an inauthentic manner to complete their job.[38] Individuals should account for their emotional labour when discussing compensation. Compensation does not have to be monetary–if you have an emotionally demanding role you may want to consider asking for more time off to recover and avoid future burnout.	• Is my role customer facing? • Do I have to engage with stakeholders regularly in my role? • Do, or will, I have to regulate my emotions to meet the demands of my role? • Am I experiencing stress and burnout as a result of the emotional demands of my job?
Positionality:	Positionality refers to an individual's personal values, views, and location in time that influences an individual's ability to complete work. Based on positionality, job seekers and employees may consider their family or cultural needs, to name a few, when determining how much they should receive in compensation. For example: Parents or guardians may have to consider the costs of childcare when determining the best compensation. In this instance, parents or guardians should look at their positionality beyond the workplace to help determine proper compensation.	• What will I need to pay for childcare? • Does it require additional transportation arrangements to work? • Does it fit with your ideal workstyle? • Are there any additional costs associated with the job that can help determine fair and equitable compensation?

38 Morantz, Alan. "The High Cost of Emotional Labour." Smith Business Insight. Last modified: January 5, 2021. https://smith.queensu.ca/insight/content/the-high-cost-of-emotional-labour.php.

FACTOR:	WHAT DOES THIS MEAN?	QUESTIONS TO ASK:
Location:	Although location is a standard factor to compensation, it is also one that requires an intersectional lens. Job seekers and employees should look at cost of living in their area to determine an appropriate level of compensation. By examining factors such as local cost of housing, food, transportation, childcare, job seekers and employees can gain greater insight into their compensation needs. For example: cost of living in Iqaluit is higher than the cost of living in Halifax, so those living in Iqaluit may seek greater compensation to account for this.	• Is the overall cost of living higher where I live than in other parts of Canada? • How much do I need to earn to maintain an appropriate standard of living? • Does my job require that I work in an office? Will there be additional travel costs associated with going into the office?
Lived experience:	This refers to the skills and knowledge an individual has developed through their personal experiences.[39] Those who have lived experience based on their race, gender identity, sexual orientation, and more, have unique lived experiences beneficial on any team. When individuals have unique lived experiences, they should emphasize those experiences alongside their qualifications. Many teams and organizations value diversity through unique experiences.	• Do I bring a unique perspective to my job? • Have I worked on any projects that have given me an unique experience? • How do my lived experiences shape my perspective and ability to problem solve?

39 "Lived Experiences." Cambridge Dictionary. Accessed: November 22, 2022. https://dictionary.cambridge.org/dictionary/english/lived-experience.



HAVING CONVERSATIONS ABOUT COMPENSATION:

Before entering a conversation about compensation, it is important to have set expectations for what you wish to receive and to have a justified target for that salary. Unless asked, it is suggested interviewees not bring up salary expectations during the interview process. However, the interviewer may ask about salary expectation to ensure an individual falls within their hiring budget.[40] Should you be asked about salary expectation in an interview think holistically about your worth and have a predetermined and realistic compensation target. This can be done by asking yourself questions from the previous section. That said, it is okay to delay your response to salary related questions, or to provide the interviewer with a range.[41]

When asked for salary expectations during the interview, you can respond with the following:

I am looking for a competitive offer that includes additional benefits, however, I would like to know more about the job and its requirements first.

OR

I am looking for a salary in the range of $50,000 and $65,000, with other additional benefits.

It is important to remember that an interview is not the right place to negotiate salary expectations. Instead, wait until you receive a formal job offer to negotiate compensation with a potential employer and make sure you justify why you deserve greater compensation.

NEGOTIATING COMPENSATION:

Although it may be daunting, negotiating compensation or asking for a raise is important to ensuring fair and appropriate compensation for your work. It is important to remember that it is not greedy to negotiate compensation or ask for a raise– it is a way to ensure recognition of your work and expertise. Recommendations for preparing to ask for a raise include:

- **Identify an appropriate time:** When entering a new role, compensation negotiations should occur after receiving a formal job offer. When asking for a raise, consider bringing up conversation during annual performance reviews, following the completion of major projects, or when your manager's workload is reduced.[42] If you are asking for a raise outside of a review period, ask your manager to meet privately, and in person if possible.[43]

- **Research salary trends:** Network and research recent salary trends online to identify how others in related positions are being compensated.

- **Prepare what to say:** Consider what you may be asked to justify your request. Before entering the meeting, quantify your value by writing down achievements in your current role.[44]

- **Have a backup plan:** If your employer or future employer decides they cannot increase compensation, consider asking for other benefits or advice on what steps can be taken to achieve a raise in the future.[45]

- **Follow up:** After your conversation, follow up with your manager. In the event your request is unsuccessful, try and set a date for another meeting in the future.

When entering discussions with an employer, or future employer, about compensation, make sure to show confidence in your abilities and take conversation seriously. During conversations, use strong language, such as "I am a valuable member of the team," or "my compensation should match my significant experience," to demonstrate self-confidence and reinforce you know the value of your work.

In the event salary negotiations or your request for a raise are not successful, there are other options that can be discussed to ensure fair compensation. For example: Individuals may ask for additional vacation days or other benefits in place of a higher salary. In this event, make sure to follow up with your employer or future employer to identify ways of attaining fair and appropriate compensation.

42 "Pay & Salary: How to Ask for a Raise." Glassdoor. Last modified: July 26, 2022. **https://www.glassdoor.com/blog/guide/how-to-ask-for-a-raise/.**
43 Indeed Editorial Team. "How to Ask for a Raise (With Examples)." Indeed. Last modified: November 22, 2022. https://ca.indeed.com/career-advice/pay-salary/how-to-ask-for-a-raise.
44 Pay & Salary: How to Ask for a Raise." Glassdoor. Last modified: July 26, 2022. **https://www.glassdoor.com/blog/guide/how-to-ask-for-a-raise/.**
45 Wong, Kristin. "You Need a Raise. How Do You Start the Conversation?" The New York Times. Last modified: August 29, 2018. **https://www.nytimes.com/2018/08/29/smarter-living/how-to-ask-for-a-raise.html.**

CREATIVE WORKERS:

For creative workers such as artists, musicians, and speakers, understanding how much your time and effort is valued can be difficult to determine. Creatives must assess their personal worth to determine how much they should be compensated for their professional services. In doing so, creators should assess their hourly rate, costs of materials, experience/expertise, transportation, profit margin, and business costs (rent, utilities, etc.) to determine how much to charge for their work.[46]

[1] By properly accounting for these factors, creatives can develop a base price for selling their services. Those with more experience and notoriety can charge higher prices for their work.

HOW MUCH IS MY CREATIVE WORK WORTH?

When first beginning to sell art, determining the value of a piece of art can be difficult as each piece has its own intrinsic value. For new creators, it is vital to leave emotions out of your personal art valuations to determine the most accurate price for your art. Artist should keep in mind the price of their art will not be the same price forever and will increase in value as more sales are made. Before beginning a valuation of your art, remember your work has value and someone out there will be willing to pay a reasonable price for your work.[47]

Typically, artists use formulas to help determine how much they should sell their art for. Formulas for valuing art require individuals to determine a price per square inch amount by comparing their work and experience with other artists who have similar art style and work experience. When comparing yourself to other artists consider the materials, size, subject matter, skills, and experience of the other artist.[48] After finding a comparable artist use their posted prices to create an average price per square inch for your own art.[49] By developing an average price per square inch creators can establish a consistent price for their art.

46 Mikles, Iva. "Art Pricing Calculator - Traditional, Digital Art, and Oil Paintings." Art Side of Life. Last modified: November 20, 2022. https://artsideoflife.com/how-to-price-your-art/#elementor-toc__heading-anchor-0.

47 "How to Price Your Artwork: A Beginner's Guide." The Art League. Last modified: May 20, 2016. https://www.theartleague.org/blog/2016/05/20/how-to-price-your-artwork-a-beginners-guide/.

48 "How To Price Artwork So It Actually Sells." Format. Last modified: February 22, 2019. https://www.format.com/magazine/resources/art/how-to-price-your-art.

49 "How to Price Your Artwork." Art Ink. Accessed: November 22, 2022. https://www.artinkprint.ca/how-to-price-artwork/.

It is suggested artists use one of the following formulas to price their original artwork:

- **Square Inch:** In this method determine how many square inches are in the painting by multiplying length by its width. After determining the area of your painting, multiply the value of the area by your price per square inch. Artists should include their material costs at a marked-up rate to ensure they make a profit.[50]

$ PRICE = (length*width) (price per square inch) + material costs.

- Hourly Rate: In this method cost reflects the amount of time you have put into a piece of art. Consulting other artists can determine an hourly rate to determine an effective hourly rate, if your rate is much higher than your direct competitor consider lowering your price.51

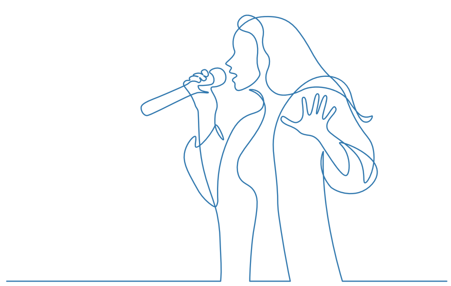
$ PRICE = (Hourly Wage * Hours Spent) + Cost of Material

For digital artists, it is worthwhile to consider using the hourly rate method to determine the cost of their art. In digital art where tools and materials are often used across multiple projects, artists should consider charging a small fee on each project to supplement equipment costs.[52]

For artists who sell their work through galleries, it is important to remember the gallery will often take commission from each original sold. If you are selling through a gallery, make sure to account for commission and mark up your prices accordingly; however, prices should remain consistent across all sales platforms.[53]

HOW MUCH CAN I CHARGE FOR GIVING A SPEECH OR PERFORMANCE?

Like artists, speakers may also struggle to determine their rate for speaking or performing at an event. When determining a speaking rate, it is important to consider the audience size, who is in the audience, the length of the speech, previous speaking experience, individual expertise, and what the event is. These factors will help shape how much a speaker should charge per speech.



50 "How to Price Consistently for Art Sales Success." Artwork Archive. Accessed: November 22, 2022. https://www.artworkarchive.com/blog/how-to-price-consistently-for-art-sales-success.

51 Ibid.

52 Mueller, Laura. "Expert Advice: How to Price Your Art." Skillshare Blog. Last modified: April 13, 2021. https://www.skillshare.com/blog/expert-advice-how-to-price-your-art/

53 "How to Price Your Artwork: A Beginner's Guide." The Art League. Last modified: May 20, 2016. https://www.theartleague.org/blog/2016/05/20/how-to-price-your-artwork-a-beginners-guide/.

One way for beginners to determine their speaking rate is to determine their average earnings per day. To find this amount take your yearly gross earnings and divide your earnings by 250, this being the number of days most individuals work in a year. Individuals can then charge the daily rate as their speaking rate.[54] The formula is as follows:

$ SPEAKING COST = (Yearly Gross Income) /250

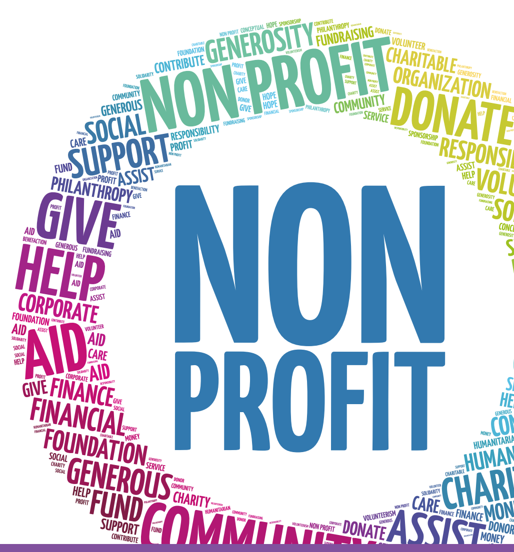
More experienced speakers may be able to leverage their notoriety to attain greater compensation for their work. In these cases, they may incorporate other factors into their speaking costs formula. For example, speakers may include costs for travel, accommodation, and an hourly rate for writing the speech on top of their other fees.[55]

MOVING INTO STRUCTURED ADVOCACY: IMPLICATIONS OF THE NON-PROFIT ADVOCACY MODEL:

Many advocates and activists will engage in their work either in collaboration with, or directly through, non-profit organizations (also called not-for-profits). Non-profit organizations can be incredibly useful and transformative spaces, through which social justice initiatives are furthered at community, provincial, and federal levels. However, there are significant implications associated with structuring one's advocacy within the non-profit model, and it is important advocates and activists consider these implications thoroughly before choosing to pursue the non-profit route to advocacy.

WHAT IS A NON-PROFIT?

The Government of Canada defines non-profit organizations as "associations, clubs, or societies that are not charities and are organized and operated exclusively for social welfare, civic improvement, pleasure, recreation, or any other purpose except profit."[56] 1While not always the case, non-profit organizations often support the work of numerous social welfare initiatives–this includes emergency accommodation shelters, sustainable housing, mental health, childcare, education, legal, and other basic needs services. Non-profit organizations also often engage in political advocacy at some level. For example: NWAC is also a non-profit organization!



54 Rando, Caterina. "Women Speakers: Here is How to Figure Out How much to Charge for A Speech." LinkedIn. Last modified: July 12, 2015. **https://www.linkedin.com/pulse/women-speakers-here-how-figure-out-much-charge-speech-caterina-rando.**

55 Ibid.

56 "What is the difference between a registered charity and a non-profit organization?" Government of Canada. Last modified: June 23, 2016. **https://www.canada.ca/en/revenue-agency/services/charities-giving/giving-charity-information-donors/about-registered-charities/what-difference-between-a-registered-charity-a-non-profit-organization.html.**

The Government of Canada[57] distinguishes between charities and non-profit organizations as follows:*

TOPIC:	CHARITIES:	NON-PROFITS:
Purposes:	Must be established and operate exclusively for charitable purposes.	Can operate for social welfare, civic improvement, pleasure, sport, recreation, or any other purpose, except profit. Cannot operate exclusively for charitable purposes.
Registration:	Must apply to the CRA** and be approved for registration as a charity.	Does not have to go through a registration process for income tax purposes.
Charitable registration number:	Is issued a charitable registration number once approved by the CRA.	Is not issued a charitable registration number.
Tax receipts:	Can issue official donation receipts for income tax purposes.	Cannot issue official donation receipts for income tax purposes.
Spending requirement:	Must spend a minimum amount on its own charitable activities or as gifts to qualified doners.	Does not have a spending requirement.
Designation:	Is designated by the CRA as a charitable organization, a public foundation, or a private foundation.	Does not receive a designation.
Returns:	Must file an annual information return (Form T3010) within six months of its fiscal year-end.	May have to file a T2 return (if incorporated), or an information return (Form T1044), or both within six months of its fiscal year-end.

57 Ibid.

TOPIC:	CHARITIES:	NON-PROFITS:
Personal benefits to members:	Cannot use its income to personally benefit its members.	Cannot use its income to personally benefit its members.
Tax exempt status:	Is exempt from paying income tax.	Is generally exempt from paying income tax. May have to pay tax on property income or on capital gains.
GST/HST:	Generally must pay GST/HST on purchases. May claim a partial rebate of GST/HST paid on eligible purchases. Most supplies made by charities are exempt. Calculates net tax using **the net tax calculation for charities.**	Must pay GST/HST on purchases. May claim a partial rebate of GST/HST paid on eligible purchases, only if it receives significant government funding. Few supplies made by non-profit organizations are exempt. Calculates net tax **the regular way.**

***Table adapted from the Government of Canada, 2016.**

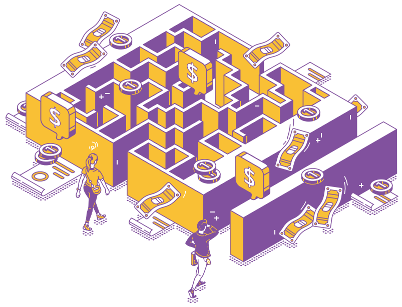
****Canadian Revenue Agency.**

KEY STATISTICS ON THE CANADIAN NON-PROFIT AND CHARITABLE SECTOR.

While robust data on the non-profit sector alone is limited, several groups have taken on the task of assessing what non-profit and charitable sectors look like in the Canadian context. Research from Imagine Canada[58] highlights the following:

- There are over 170,000+ registered charities and non-profits in Canada.
- The sector represents approximately 8.7% of Canada's gross domestic product (GDP), which is approximately $189 billion.
- Canadians give approximately $14+ billion annually to registered charities. About 75% go toward religion, health, social services, and international organizations.
- The sector employs approximately 2.5 million people, or 12% of the economically active population.
- Women represent 77% of the workforce and there is a growing number of Black, Indigenous, and People of Colour employed by the sector–despite this, there are persistent racial, and gender, pay gaps within the sector.[59]
- Approximately 13 million volunteers, or 41% of Canadians, reported volunteering their time. This accounts for approximately 1.7 billion hours. Imagine Canada estimates this labour to be the equivalent of almost 860,000 full-time jobs.

The non-profit sector contributes a significant amount of labour and economic resources to Canadian society. However, ongoing research and public opinion[60] have demonstrated this contribution is **continually under-supported, and often constrained by current sociopolitical systems.** For example: Think back to previous sections on **emotional labour**, **intersections of positionality, lived experience, and advocacy,** and **considering intersectionality in compensation**. It is often those who experience significant barriers to living well that are engaged in this important work. As seen in the sector data, a lot of this work either offers little or no compensation. Specific to non-profits, there is added strain imposed by regulatory mechanisms and legislation to hold non-profits accountable,[61] resulting in significant **administrative burden,** which will be discussed in following sections.



58 "Canada's Charities & Nonprofits." Imagine Canada. Accessed: November 22, 2022. **https://www.imaginecanada.ca/sites/default/files/Infographic-sector-stat-2021.pdf.**

59 Jensen, Emily. "Recent data releases from Statistics Canada are helpful but more is needed." Imagine Canada. Last modified: May 17, 2021.

60 Mercer, T. Mercer, and Omidvar, Ratna. "Giving the charitable sector the tools it needs to thrive." Policy Options. Last modified: September 5, 2019. **https://policyoptions.irpp.org/magazines/september-2019/giving-the-charitable-sector-the-tools-it-needs-to-thrive/**.

61 Cameron, John D., and Kwiecien, Olivia. "Advocacy, Charity and Struggles for Global Justice in Canada" *Canadian Journal of Development Studies/Revue Canadienne d'études du développement* 40, no. 3 (2019): 330-347. Accessed: November 22, 2022. **https://doi.org/10.1080/02255189.2019.1629885.**

IMPLICATIONS OF ENGAGING IN NON-PROFIT ADVOCACY:

Factors previously described can significantly shape and influence how we engage in advocacy and activism in the non-profit sector. This section discusses some implications of these factors, and how these factors might support, or limit, your advocacy and activist goals.

BENEFITS:

Choosing to establish a non-profit organization as a means of furthering your advocacy can be beneficial for several reasons, both for yourself and for your community. Key advantages to the non-profit approach are outlined below.

1. Legitimacy and Institutional Leverage:
    - By establishing a non-profit, you are legitimizing the work and perspectives you offer to your community. This helps you and your team become recognized and heard by the state, grassroots community members, and other relevant stakeholders. Being a non-profit organization supports you by positioning you and your team as experts and professionals in the work you do, while also positioning your organization as a recognized and respected place to go for people in need of your support. Being part of a non-profit also provides institutional leverage, as it can build out your network and reputation. This can help further your advocacy and activist initiatives.
2. Sustaining Advocacy via Compensation:
    - Non-profits can further social movements and enable advocacy by offering compensation for advocates and activists work. In other words, non-profits are one mechanism for funding the proverbial revolution. By legitimizing your work through a non-profit entity, you can secure actual income for the labour you are contributing toward social change, enabling you and others in your organization, to make a living by engaging in this important work.
3. Accountability Mechanisms:
    - Non-profits are subject to state and funder accountability mechanisms, including rules around where you can get funding from, and how and when you can use the funding you receive. As a non-profit, you will be expected to report this information to relevant authorities, offering an additional level of extrinsic accountability to your work. Further, some of this information is made public, so community members are also able to see how and where you are using funding.

- While this can be challenging considering the often significant **administrative burden** these mechanisms can impose, it is still beneficial because it supports you and your team in holding yourselves accountable to the communities benefiting from your work. These mechanisms provide opportunities to consider and measure the impact of your work and can help you think more strategically about how to better use funding to advance your advocacy.

4. A Mechanism for Redistributing Resources to Community:

   - Non-profits are usually a formal mechanism for redistributing resources, supports, and funding directly toward community members who are most in need of these resources. For example: Through donations, free programming, services for community members, drop-in spaces, the dissemination of care packages and basic need items to community members, education supports, scholarships or bursaries, and other kinds of resources. Because of its reputation and legitimacy a non-profit might hold, it is often easier to encourage those with substantial financial resources to fund and/or donate to a non-profit organization, rather than other forms of community collectives.

5. Financial Considerations:

   - Non-profits are often exempt from paying income tax.[62] Depending on your funding sources, **some non-profits can receive a tax rebate on federal goods and services tax**. For specific information on this, refer to the **Government of Canada's GST/HST Information for Non-Profit Organizations page.**
   - Being an incorporated non-profit can allow you to access funding specific for incorporated, non-profit entities. Funding opportunities will vary according to your province or territory, and whether you are a national or provincial/territorial entity.

LIMITATIONS:

There are also critical limitations of the non-profit model that should be considered before you choose to establish a non-profit. In the Canadian context, is important to interrogate how broader colonial systems of power continue to shape and placate non-profit advocacy within capitalism. Put simply: We would not have the concept of a 'non-profit' if we did not live in a system requiring organizations, communities, and individuals to generate profit. Given this, it is important to engage with the non-profit model from a critical mindset.

62 However, you may still be required to pay tax on property income or on capital gains.

KEY CONCEPT: THE NON-PROFIT INDUSTRIAL COMPLEX (NPIC):

Non-Profit Industrial Complex (NPIC) has been described as, "A system of relationships between the state, the owning classes, foundations, and non-profit/NGO social service and social justice organizations that result in the surveillance, control, derailment, and everyday management of political movements.[63]" The non-profit model, as we know it today, evolved in response to the state's (i.e., Canada's) failure to ensure our communities' survival and wellness. As Canadian neoliberal and colonial systems of power, governance, and economics developed, non-profits became established to do the important and critical work of supporting communities in meeting their needs and informing sociopolitical change. In other words: *Non-profits, as we know them, have been positioned by colonial and neoliberal systems of power to be a primary means of inciting social change.*

Sidra Morgan-Montoya[64] offers the following analogy to explain the NPIC:

It's a little like setting off to explore the wilderness of radical change, only to realize you're in a man-made hedge maze leading in one direction. Each bend of the maze is erected by a network of public and private entities–including the state, business, individuals, and nonprofits themselves–who make decisions that uphold the power each of them has in society. (Here, the 'state' refers to various arms of government and their role in maintaining society, including its oppressive principles). These entities, and the way the relationships between them advances their interests rather than the public good, make up the nonprofit industrial complex.

The result is a labyrinth that restricts how we can move within nonprofits, funneling our work in certain directions and walling off others. It turns radical possibilities into dead ends, ensures that the path of least resistance is one that doesn't challenge those in power, and amplifies corporate and state interests over the voices of those most impacted by inequity.

63 "Beyond the Non-Profit Industrial Complex." INCITE! Accessed: November 22, 2022. https://incite-national.org/beyond-the-non-profit-industrial-complex/.
64 Morgan-Montoya, Sidra. "Nonprofit industrial complex 101: A primer on how it upholds inequity and flattens resistance." Community-Centric Fundraising. Last modified August 10, 2020. https://communitycentricfundraising.org/2020/08/10/nonprofit-industrial-complex-101-a-primer-on-how-it-upholds-inequity-and-flattens-resistance/.

Consider the following statements on the NPIC:

The state uses non-profits to:[65]

- Monitor and control social justice movements.
- Divert public monies into private hands through foundations.
- Manage and control dissent to make the world safe for capitalism.
- Redirect activist energies into career-based modes of organizing instead of mass-based organizing capable of actually transforming society.
- Allow corporations to mask their exploitative and colonial work practices through "philanthropic" work.
- Encourage social movements to model themselves after capitalist structures, rather than to challenge them.

Adapted from INCITE! (2004)

What does the non-profit industrial complex do?[66]

- Helps the rich maintain control of their wealth and of our movements.
- Helps the state suppress radical ideas.
- Creates a top-down relationship between nonprofits and communities.

Adapted from Morgan-Montoya (2020)

What does this look like?

The following are some examples of what this might look like in practice:

- **Commodification of lived experiences and/or trauma** to drive funding.
- Pandering to funders, rather than operationalizing wise practices, or practices driven by actual community needs.
- Furthering the service provider/professional v. service user/community member binary by privileging 'expert knowledge' over lived experience.
- Being unable to do the work we want to do, or need to do, because of administrative burden.
- Perpetuating a wage gap in our work because we do not have enough resources to compensate people fairly.
- Results in marginalized people being paid the least and an over-reliance on free labour (i.e. volunteers), as we saw in the **data** discussed previously.

Reflecting:

Do you agree with this analysis? Why or why not?

Have you seen any other examples of these practices in your own experience with non-profits?

- If so, what did this look like?
- What did it feel like?

How did you address this?

65 "Beyond the Non-Profit Industrial Complex." INCITE!. Accessed: November 22, 2022. https://incite-national.org/beyond-the-non-profit-industrial-complex/.

66 Morgan-Montoya, Sidra. "Nonprofit industrial complex 101: A primer on how it upholds inequity and flattens resistance." Community-Centric Fundraising. Last modified: August 10, 2020. https://communitycentricfundraising.org/2020/08/10/nonprofit-industrial-complex-101-a-primer-on-how-it-upholds-inequity-and-flattens-resistance/.

THE COMMODIFICATION OF TRAUMA

A significant consequence of the NPIC is the **commodification** of lived experience and/or trauma to further advance advocacy and activist initiatives. In other words, **the exploitation of our personal stories and experiences for profit**—whether that is to profit ourselves, our communities, or the organizations we are advocating with. **This could include:**

- Using our personal, traumatic stories to get community members, people without lived experience, organizations, or other entities to fund or advance our advocacy work. This is often done without regard for how the story is presented or who might be impacted by sharing this story.
    - For example: Many human service organizations use service users' 'success stories' in their annual reports to funding entities to encourage ongoing funding of their organizations, often without consent of the service user themselves.
- Many of us may have had to write about a traumatic incident we faced to obtain a scholarship or get access to a human service, public funding or bursary, or other kind of opportunity.
- Popular media or news outlets showcasing traumatic stories about us, or community members, solely to generate views or revenue.
    - This often shows up in stories around MMIWG2SLGBTQQIA+ and, more recently, the news media coverage of the unmarked graves at residential school sites across Canada. Family and community suffering are used to generate headlines, with little to no compensation or redress given to those who are harmed and/or grieving.
    - Another example is viral videos of violence against Indigenous or racialized people. For example: Popular videos of Indigenous, Black, and other racialized people being murdered or subjected to violence by police and corrections officers, or peaceful protestors being attacked by armed officers and militia.
- Having to display or showcase our personal traumas to position ourselves as subject matter experts on topics pertaining to our communities, and/or to get 'a seat at the table.'
    - This might look like having to share your personal or community's story about trauma or oppression to qualify for a space on a committee, or to give testimony at a public hearing.

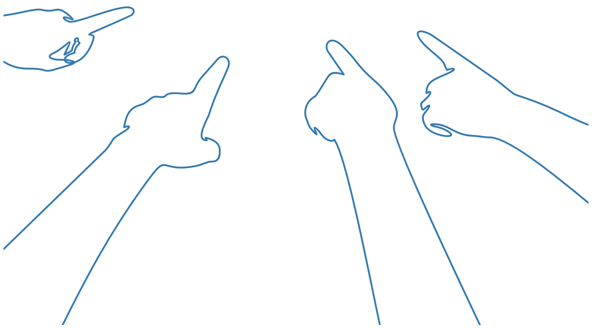
What is Commodification?

The act or process of changing or exploiting a person, a thing, or an experience for profit.

Informed by colonialism, our society has mobilized an entire economy around the narration and portrayal of Indigenous and other marginalized peoples' suffering. While this permeates almost all aspects of society (e.g. think about popular media portrayals and stereotypes of Indigeneity), this is particularly evident within non-profit fundraising mechanisms and awareness campaigns. Consider the following two quotes:

> **"[The] narration or performance of trauma–the public display of suffering–has thus become the main route through which marginalized people can be acknowledged and accepted within the public sphere ... it is much less difficult to humanize and empathize with othered bodies when they are portrayed as one-dimensional victims. It's also more satisfying and manageable to point a blaming finger at abusers, instead of listening to the voices that are challenging the status quo and demanding radical change.[67]"**

Sadaf Javdani, 2022.



> **"As marginalized people, we have also been trained to offer up our private, sacred, communal pain as currency to enter this market ... we all have to lead with stories of our pain because it is the preferred way of those with power hear.[68]"**

Frances Lee, 2018.

Thinking about the statements above, ask yourself:

1. Was there ever a time you had been asked to disclose a personal story, trauma, or experience of some form of discrimination to access funding, or some kind of opportunity (e.g. a scholarship, a job, a position on a Committee, a place in a program or service, etc.)?
2. Have you ever seen ads or social media campaigns for popular non-profit or charitable organizations that displayed stereotypical image of their service users/target demographic? For example, a Christmas donation drive campaign featuring a picture of someone who is assumed to be unhoused, or a domestic violence service featuring an image of a woman who looks withdrawn, tired, or covering her face.
3. How did either of these situations make you feel?

67 Javdani, Sadaf. "The commodification of trauma. New Socialist: Transmissions." Last modified: August 17, 2022. **https://newsocialist.org.uk/transmissions/the-commodification-of-trauma**.

68 Lee, Frances. "Seeking change without the commodification of pain and suffering." *The Seattle Globalist.* Last modified: 10 December 2018. **https://seattleglobalist.com/2018/12/10/seeking-change-without-the-commodification-of-pain-and-suffering/79110**.

Recommended Reading on the NPIC:

- Nonprofit Industrial Complex 101: A Primer on How It Upholds Inequity and Flattens Resistance–Sidra Morgan-Montoya.
- The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex-INCITE! Women of Color Against Violence.
- Indigenous Action: Accomplices Not Allies–Abolishing the Ally Industrial Complex (An Indigenous Perspective).

THINGS TO CONSIDER BEFORE MOVING INTO THE NON-PROFIT SECTOR:

The following activity is intended to support you in deciding whether establishing a non-profit organization is the right choice for your advocacy and activist work.

ASK YOURSELF...	WRITE/REFLECT HERE!
What led you here? What were the underlying motivations behind this decision?	
What is this organization's purpose? Why will it exist? What will it do? What is our **mission statement**?	
Who or what will benefit from this organization, and how? Be specific.	
Are there other collectives or organizations already doing this work? If so, will this organization complement their work, or undermine it? Consider things like access to funding, community resources and donations, space, etc. when answering this question.	
What are the prospective benefits of establishing a non-profit for your initiative? Be specific.	

ASK YOURSELF...	WRITE/REFLECT HERE!
What, if any, are the potential impacts/ consequences of doing this? Are these consequences worth it?	
Will structuring your advocacy through a non-profit change how your advocacy or activism is done? In other words: Will this shift impact how you approach your work or the issues you are addressing? If so, are you okay with this?	
Have you ethically engaged with and sought feedback from the others around you who are also doing this work? Do you have their support?	
Do you have the support of the community you are advocating for/ with to do this? Additionally, will people who will be impacted by this work be equitably participating at all levels of the organization (e.g. Board, leadership, staff, etc.)?	
Being cognizant of how much work this can take; how will you hold yourself and others working with you accountable to keeping well during this process? Be specific.	For example: Ensuring we have provided ourselves enough time to meet administrative and funding deadlines, and building in protected 'off' time in our schedules.

LOGISTICAL AND CAPACITY-SPECIFIC CONSIDERATIONS:	
Would your aims be better served by establishing **a charity, a foundation, or a social enterprise** rather than a non-profit?	
What kind of funding opportunities are available for your proposed organization? Who is more likely to receive funding? Who tends to be providing it? How challenging is it to obtain funding? Consider the logistical implications around funding and grant applications, and how much time and labour it might take to apply for (and provide ongoing reporting around) these funds.	
Do you have enough people-power to do this work? Are they adequately compensated for their contributions? Are you?	
Do you have space and equipment needed? If not, how will you obtain it?	
What kind of startup costs will you be dealing with? Consider possible costs of legal and financial advice.	

LOGISTICAL AND CAPACITY-SPECIFIC CONSIDERATIONS:	
Are there any existing community partners you can start up with?	
Do you have an awareness/media campaign strategy to get the word out about you? Are you able to execute this strategy? For example: If pertinent to your advocacy, do you have social media pages and are you able to contribute to them regularly?	
Do you and your team have the necessary skills, experience, and knowledge to do this? Consider, for example, expertise required to equitably, ethically, and safely recruit, supervise, and retain a workforce. If not, how do you plan to address this?	

ESTABLISHING A NON-PROFIT:

The following resources offer guidance on how to establish a non-profit organization at federal, provincial, and/or territorial levels in Canada, along with some of the responsibilities and expectations that go along with non-profit status. Note: These guides do not serve as formal legal advice.

NON-PROFIT GUIDE	
Federal: **Relevant Legislation:** Income Tax Act. Canada Corporations Act. Not-for-profit Corporations Act (NFP Act). Charities Registration (Security Information) Act.	Creating a not-for-profit corporation. Federal incorporation. Next steps following the incorporation of your not-for-profit. Model by-laws – Not-for-profit corporations. Interactive Activity: By-law builder: not-for-profit corporations. Your reporting obligations under the Canada Not-for-profit Corporations Act (NFP Act). Income Tax Guide to the Non-Profit Organization. Register a federal corporation in a province or territory. Resources – Not-for-profit corporations.
Alberta: **Relevant Legislation:** Societies Act. Companies Act.	**Government of Alberta:** Charitable and non-profit organizations: Grants, supports and resources for non-profit companies, societies and charitable organizations. Starting a non-profit: Forms and steps for incorporating a non-profit company or society. Incorporate a non-profit company. Responsibilities for corporations, cooperatives and organizations. Non-profit learning centre. Volunteer Alberta: Resources for Non-Profits

NON-PROFIT GUIDE	
British Columbia: **Relevant Legislation:** Societies Act	Clicklaw Wikibooks: Societies, Charities, and Federal Not-For-Profit Corporations–What's the Difference? (Societies Act FAQs). Government of British Columbia: Not-for-profit organizations. Vancouver Public Library: Nonprofit Organizations.
Manitoba: **Relevant Legislation:** The Corporations Act.	Manitoba Non-Profit Corporations. Manitoba Non-Profit Organizations. Charity Central: Filing Checklist for Registered Charities Operating in Manitoba. Volunteer Manitoba: Should I start a Non-Profit? Your Guide to Starting a Not-For-Profit.
New Brunswick: **Relevant Legislation:** Companies Act.	Public Legal Education and Information Service of New Brunswick (PLEIS-NB): Not-For-Profit Organizations: A Legal Guide. Reporting Requirements of Registered Charities and Non Profit Organizations. Government of New Brunswick: Incorporation of Non-Profit Companies.
Newfoundland and Labrador: **Relevant Legislation:** Corporations Act.	Community Sector Council Newfoundland and Labrador: Starting a Nonprofit or Charity. Incorporation (Provincial).
Northwest Territories: **Relevant Legislation:** Societies Act.	Department of Justice, Government of the Northwest Territories: Non-Profit Societies.

NON-PROFIT GUIDE	
Nova Scotia: **Relevant Legislation:** Societies Act.	Legal Info Nova Scotia: Non-profit and Charitable Organizations. Guide to Law for Non-Profit Organizations in Nova Scotia (2020).
Nunavut: **Relevant Legislation:** Societies Act	Department of Justice, Government of Nunavut: Corporate Registries Guide for Societies.
Ontario: **Relevant Legislation:** Not-for-Profit Corporations Act, 2010.	**Government of Ontario:** Start and operate a not-for-profit. Rules for not-for-profit and charitable corporations. FedDev Ontario: Not-For-Profit Guide. Nonprofit Law Ontario: Rules and Tools for Organizations: Start a nonprofit.
Prince Edward Island: **Relevant Legislation:** Companies Act.	Register a Non-profit Corporation in PEI. Non-Profit Supports in PEI.
Quebec: **Relevant Legislation:** Companies Act.	**Revenu Québec:** Non-Profit Organization. Tax Obligations of Non-Profit Organizations. **Éducaloi:** Charities and Non-Profits. Non-Profits: Incorporate with the Quebec Government or the Federal Government? Different Roles and Responsibilities in a Quebec Non-Profit. Registraire des entreprises Québec: Constitute a Non-Profit Legal Person.

NON-PROFIT GUIDE	
Saskatchewan: **Relevant Legislation:** Non-Profit Corporations Act.	SaskCulture: Setting Up a Non-Profit Organization. Public Legal Education Association of Saskatchewan (PLEA): Non-Profits. The Saskatchewan Nonprofit Partnership.
Yukon: **Relevant Legislation:** Societies Act.	**Government of Yukon:** Yukon Societies. Incorporate a society.
Additional Resources:	Chartered Professional Accountants of Canada: A Guide to Financial Statements of Not-for-Profit Organizations. Canadian Charity Law: Frequently Asked Questions. Charity Central: Your Guide Through Charity Law. Council on Foundations: Non-Profit Law in Canada. Imagine Canada Sector Source: Resources for Charities and Non-Profits. Charity Village: Offers paid job postings, free volunteer and event listings, as well as nonprofit and charitable sector resources and eLearning courses.

A GUIDE TO GOVERNMENT PROJECT FUNDING:

Project funding is a significant way Indigenous governments, communities, organizations, and not-for-profits secure necessary funding to develop programs and services. Government funding is usually distributed through grants, which are paid to organizations for the completion of specific projects or programs. Through the submission of funding proposals, organizations can propose specific project activities and receive more government support for their work. However, current government application processes have multiple barriers to accessibility, which make it difficult for organizations to access necessary funding. The purpose of this toolkit is to provide an overview of where, when, who, and how organizations can access grants and program funding from the federal government.

This section offers guidance on applying to government funding and the development of funding proposals–however, following these steps does not necessarily guarantee projects will receive funding.

WHERE TO FIND PROGRAM FUNDING:

Government of Canada funding is associated with a "Call for Proposals," which is published online through each department or agency website (See Appendix C). New Calls for Proposals are often referred to as "open," while calls that have passed their deadlines are referred to as "closed." To make it easier to search for grants and funding opportunities, the Government of Canada has created an online **portal** to direct applicants toward correct funding. Although Indigenous-based funding is usually published on the **Indigenous Services Canada** **and Crown-Indigenous Relations and Northern Affairs** webpages, funding for Indigenous organizations can also be found on other department and agency websites.

Once on a department or agency's webpage, individuals can search through both open and closed funding opportunities. Sometimes, departments and agencies provide a search bar where individuals can search for specific proposals. For example, by typing "Indigenous" into the search bar, all relevant callouts will be displayed. By clicking on a project, users will then be presented with information related to eligibility, acceptable project types, and application requirements. This process will be outlined in further detail below.

In certain instances, government funding may **not** be associated with Call for Proposals. Instead, a department, or agency, may approach an organization with a project or program idea and may ask the organization to prepare a project proposal.

WHEN CAN YOU APPLY FOR PROGRAM FUNDING?

The Government of Canada publishes funding opportunities year-round. While each call-out will have its own deadline, applicants usually have at least one month to craft and submit their proposal before deadline. It is critical to submit before the deadline to ensure applications are included in funding competitions. Late applications are typically not considered.

WHO IS ELIGIBLE FOR PROGRAM FUNDING?

Eligibility requirements are different for each funding call, with the requirements often being listed in the call-out. Each call-out identifies the type of organization, activities, eligible spending costs, project themes, and/or priorities that can be included in the project. Depending on the call, eligible applicants may include:

1. Not-for-profit organizations.
2. Indigenous organizations, governments, and their agencies.
3. Provinces, territories, municipalities, and their agencies.
4. Research organizations.
5. Educational Institutions.

As previously noted, project calls may also set out eligible activities. These will vary based on the call-out, but some examples of activities include community engagement, surveys, research, program monitoring, evaluation, and stakeholder engagement. Callouts may outline ineligible project activities or project costs, which can help applicants identify if their project is eligible. For example: Spending on capital expenditures (land, building, vehicles, etc.) are commonly listed as ineligible costs. However, projects may provide eligible cost allotments for items like computer equipment and other smaller costs necessary for completing a project.

Occasionally, callouts may specify certain themes or priorities that a project or program must address. A call-out will often specify how many themes or priorities should be incorporated in the application. It will ask the proposal to outline how the proposed project plans to achieve those priorities. These will vary greatly between applications, but usually outline broad areas of interest. For example: A call-out related to the environment and climate change may have priority areas of conservation, biodiversity, and/or fresh water.

The Government of Canada often provides guidelines on how to incorporate activities and/or priorities into the project workplan. That said, if a project does not meet requirements of the proposal, it will not be considered in the funding competition. As eligibility requirements vary depending on the call-out, other eligibility considerations may include:

1. Minimum or maximum project budgets.
2. Date the project starts and ends.
3. Project benefiting specific populations (I.e., Indigenous Peoples, Indigenous youth, women, 2SLGBTQQIA+ People, etc.).
4. Project location (local, regional, multi-regional, national).
5. Delivery of project in both official languages.
6. Inclusion of gender-based analysis (GBA+) considerations.

HOW CAN MY ORGANIZATION APPLY FOR FUNDING?

After identifying a project and determining eligibility, a proposal or application must be developed. The proposal typically outlines and provides information on who is applying, what the project will do, when the project will take place, and how the project will be funded. Currently, the federal government does not use a standard application form; instead each department has their own application style. More common application styles are fillable PDF forms, web-based applications, and written proposals. Typically, Calls for Proposals will include a guide to help applicants applying for funding, outlining specifically how to apply and what documents will need to be provided.

Most applications will ask for the following information:

FIELD:	DESCRIPTION:
Applicant information	Information to identify the organization they represent, including organization name, organization type, physical address, and organization incorporation number.
Contact information:	Contact information for a primary contact at the organization. Sometimes, the primary contact must be someone with signing authority. The contact information section will ask for the primary contact's: • Given name and family name. • Title (position in the organization). • Mailing address. • Telephone number. • Email.
Organization expertise:	The organization's expertise and capabilities for taking on a project. In this section, organizations should consider: • What is the organizational mandate? • What other activities and services does the organization provide? • Who does the organization serve? • Does the organization have any partnerships that support their service delivery? • What internal mechanisms does the organization use to support project development?
Project title:	The title of your proposed project. This should provide the funder with a clear understanding of what the project is about.
Project start and completion dates:	The dates you plan to start and end your project. Be cautious when inputting start and completion date information, as each application can use a different date format.

FIELD:	DESCRIPTION:
Project description:	A brief description of the proposed project, usually no more than 500 words. In this section, organizations should discuss what the major activities are in the project, and who will be receiving the project. When completing this section of an application, consider: • What need is the project filling? • How will the project be delivered? • What major activities are included in the project? • Who will be supplying the service/program? • Are there any risks associated with conducting the project? • It is critical the project description aligns with mandatory elements outlined in the Call for Proposals.
Project targeted audience:	Proposed target audience of the project. Organizations should identify all target audiences and discuss how the project will impact its audience. Target audiences may include: • Indigenous Peoples. • Women and girls. • 2SLGBTQQIA+ people. • Government department and agencies.
Measurements of success:	Measurement of project outcomes to determine the impact on the target audience, usually using key performance indicators. Examples of key performance indicators include: • X people took part in engagement sessions. • X people took part in a survey. • X people interacted with the final project report on social media.

FIELD:	DESCRIPTION:
Project budget:	Detailed outline of funding requested to complete the project. In most cases, budgets can be attached to a proposal or application upon submission. However, applications may have a space where budget related information can be included. It is important to include the following in any project budget: • Salaries and wages. • Professional fees (consultants, honoraria, etc.). • Travel and hospitality fees (flights, mileage, hotels, etc.). • Project costs (printing, event supplies, etc.). • Administration and overhead costs.
Project workplan:	Project workplan outlines what tasks the organization will do to complete a project. When creating a workplan, outline a broad and realistic timeline to complete project activities. Examples of activities to include in workplans include: • Engagement sessions. • Surveys. • Literature reviews. • Social media engagement. • Toolkit development. Applications may allow applicants to send project workplans as attachments.
Declaration:	In this section, a member of the organization signs and dates the document. In doing so, the applicant acknowledges everything included in the application/proposal is accurate.

ADDITIONAL PROPOSAL ATTACHMENTS:

When applying for funding, organization may request additional attachments to further support the application. Types of additional documents include:

ATTACHMENT:	DESCRIPTION:
Letter of support:	A reference written on behalf of an applicant to show support for the project. Often, community members/partners write letters of support to speak on the organization's ability to complete a project, or outline their role in the project.
Proof of eligibility:	Documents showing proof of incorporation, or charitable status, as well as documents outlining operations, such as the Board of Directors or By-Laws.
Detailed budget template:	Detailed budget templates require increased diligence, as they often include specific budget descriptions and broken-down administration costs.
Audited financial statements	The organization's audited financial statements, often dating back two to three years.
Quotes for services:	Quotes for contracted services, or items needed, for delivery of the project or program. For example: If a project proposal outlines a need to buy specific equipment, the funder may require a quote for the exact cost of equipment.

UNDERSTANDING ADMINISTRATIVE BURDEN:

In Canada, corporations are expected to perform what can be seen as menial tasks during their day-to-day operations. This work can include the completion of basic administrative tasks, ensuring the corporation is compliant with the law, or completing learning activities associated with organizational funding. These activities/tasks are also known as administrative burdens.

As demand for not-for-profit programs grows, so do the administrative demands of the organization. In conjunction with typical day-to-day work, non-profit funders now expect corporations to complete rigorous evaluative and regulatory practices to ensure funding is being used appropriately. In many cases, small and upcoming not-for-profits are constrained by administrative work, harming their ability to deliver vital programs and services to their members.[69] **This section provides an overview of what administrative burden is, how to stay on top of it, and additional guidance around managing and administering government projects and programs.**

WHAT IS ADMINISTRATIVE BURDEN?

In Canada, corporations are required to keep up-to-date records and ensure they remain in compliance with the law to operate. Corporations are also required to complete necessary administrative tasks to keep the corporation operational.[70] This administrative work, although daunting, is pivotal to organizational success and efficient operation.

In doing so, **administrative burden** refers to necessary administrative, compliance, and learning associated with organizational operations.[71] **Below is a breakdown of types of burdens and what questions organizations should ask when completing administrative tasks.**

69 Special Senate Committee on the Charitable Sector. "Catalyst for Change: A Roadmap to a Stronger Charitable Sector." Senate Canada. Last modified: June 2019. https://sencanada.ca/content/sen/committee/421/CSSB/Reports/CSSB_Report_Final_e.pdf.

70 Eakin, Lynn. "We Can't Afford to Do Business This Way: A Study of the Administrative Burden Resulting From Funder Accountability and Compliance Practices." Wellesley Institute. Last modified: November 2011. https://www.wellesleyinstitute.com/wp-content/uploads/2011/11/cant_do_business_this_way_report_web.pdf.

71 Alms, Natalie. "Measuring Administrative Burden." FCW, Last modified: May 9, 2022. https://fcw.com/digital-government/2022/05/measuring-administrative-burden/366683/.

TYPE OF BURDEN:	WHAT DOES IT MEAN?	QUESTIONS TO ASK:
Administrative:	These are the burdens associated with day-to-day operations of a corporation, which are not associated with the corporation's program and service delivery. Common administrative tasks include bookkeeping (i.e., completing payroll, updating financial reports), communications (i.e., correspondences, social media), and scheduling.[72]	**1.** Is the corporation keeping up to date financial records? **2.** Has the corporation accounted for administrative costs associated with projects/programs? **3.** Does the organization have a method for completing payroll? **4.** Are there staff within the organization who can complete administrative tasks?
Compliance:	These are burdens associated with ensuring the organization remains within rules and requirements of the government to operate. This includes keeping records, reports, and applications, as required under the law.	**5.** Does the organization have the authority to operate in this province/territory? **6.** Do we need a permit to conduct activities? **7.** Has the organization filed its annual tax return? **8.** Does the organization have a Business Number with the Canada Revenue Agency? **9.** Does the corporation have a set of By-Laws, as required under the Canada Not-for-profit Act?
Learning:	These burdens are associated with the work involved in collecting information about public services.[73] An example associated with learning may be determining eligibility when submitting a proposal or participating in a program.	**10.** Does my organization know where to find and identify eligible funding proposals? **11.** Does my organization know how to engage in political processes?

72 "Administrative Tasks: What They Are and Most Common Administrative Tasks in the Workplace." Glassdoor. Last modified: August 23, 2021. **https://www.glassdoor.com/blog/guide/administrative-tasks**.

73 Moynihan, Donald, Herd Pamela, and Hope Harvey "Administrative Burden: Learning, Psychological and Compliance Costs in Citizen-State Interactions." *Journal of Public Administration Research and Theory* 25, no.1 (2015): 43-69. **https://doi.org/10.1093/jopart/muu009**.

Administrative burdens can function as obstacles to operational and program success. They often consume precious time and limit overall productivity. However, with the right tools and management systems, not-for-profits can reduce impacts of these burdens and be more efficient.

THE IMPLICATIONS OF ADMINISTRATIVE BURDEN FOR NON-PROFIT PROFESSIONALS:

Not-for-profit organizations face several administrative challenges associated with its day-to-day work. On top of things like bookkeeping, communications, and scheduling services, not-for-profits must also complete additional work associated with funding. Many not-for-profits' main source of income is government funding, also known as grants. With these funds, there are often additional reporting requirements included in their funding agreements. This often means not-for-profits must routinely submit reports on project/program finances, performance, and project/program outcomes. This administrative burden has been found to lead not-for-profits to have fewer resources to support volunteers, pay staff competitive wages, and update technology.[74] By using administrative management resources, not-for-profits can cut down on these additional challenges and complete administrative work more efficiently.

Organizations must pay close attention to upcoming funding opportunities and submit proposals accordingly. To learn about proposal processes, refer to **A Guide to Government Project Funding.**

POTENTIAL REGULATORY ADMINISTRATIVE BURDENS:

When starting a not-for-profit, the organization will have to register for federal incorporation, and in some instances, also within its provinces and/or territories. To incorporate a not-for-profit entity, or to answer questions pertaining to the incorporation of an organization, consult the table below created by Innovation, Science, and Economic Development Canada.[75] Additional information on establishing a non-profit can be found **here.**

Gouvernement du Canada Government of Canada

74 Special Senate Committee on the Charitable Sector. "Catalyst for Change: A Roadmap to a Stronger Charitable Sector." Senate Canada. Last modified: June 2019. **https://sencanada.ca/content/sen/committee/421/CSSB/Reports/CSSB_Report_Final_e.pdf.**

75 "Register a federal corporation in a province or territory." Innovation, Science, and Economic Development Canada. Last modified: June 27, 2022. **https://ised-isde.canada.ca/site/corporations-canada/en/already-incorporated/register-federal-corporation-province-or-territory#reg-NFP**.

AREA:	REGISTRAR WEBSITE:
Federally:	https://ised-isde.canada.ca/site/corporations-canada/en/federal-incorporation.
Alberta:	https://www.alberta.ca/register-out-of-province-corporation.aspx.
British Columbia:	https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/citizens-services/bc-registries-online-services.
Manitoba:	http://www.companiesoffice.gov.mb.ca/index.html.
New Brunswick:	https://www2.snb.ca/content/snb/en/sites/corporate-registry.html.
Newfoundland and Labrador:	https://www.gov.nl.ca/dgsnl/registries/companies/.
Northwest Territories:	https://www.justice.gov.nt.ca/en/divisions/legal-registries-division/corporate-registries/.
Nova Scotia:	https://beta.novascotia.ca/register-extra-provincial-federal-or-foreign-corporation.
Nunavut:	https://www.gov.nu.ca/justice/information/legal-registries.
Ontario:	https://www.ontario.ca/page/ontario-business-registry.
PEI:	https://www.princeedwardisland.ca/en/information/justice-and-public-safety/types-businesses.
Quebec:	https://www.registreentreprises.gouv.qc.ca/en/demarrer/immatriculer/.
Saskatchewan:	https://www.isc.ca/CorporateRegistry/Pages/default.aspx.
Yukon:	http://www.community.gov.yk.ca/corp/business_corporations.html.

Following an incorporation of a not-for-profit, the Government of Canada expects not-for-profits to do the following:

1. File annual tax returns.
2. File any change of the registered office address.
3. Report on changes regarding members of the Board of Directors.
4. File financial statements and public accountant reports with Corporations Canada.
5. Keep the organization's basic information up to date with Corporations Canada (i.e., name, number of directors, purpose of the corporation).
6. Send copies of By-Laws to Corporations Canada.[76]

By not completing regulatory administrative tasks required by the Government of Canada, not-for-profit organizations may place themselves at risk of penalties.

STRATEGIES FOR NAVIGATING ADMINISTRATIVE BURDEN IN YOUR ORGANIZATION:

To stay on top of an organization administrative burden, there are several actions not-for-profits can take. Below are some tactics not-for-profits can use to stay on-top of their administrative burdens:

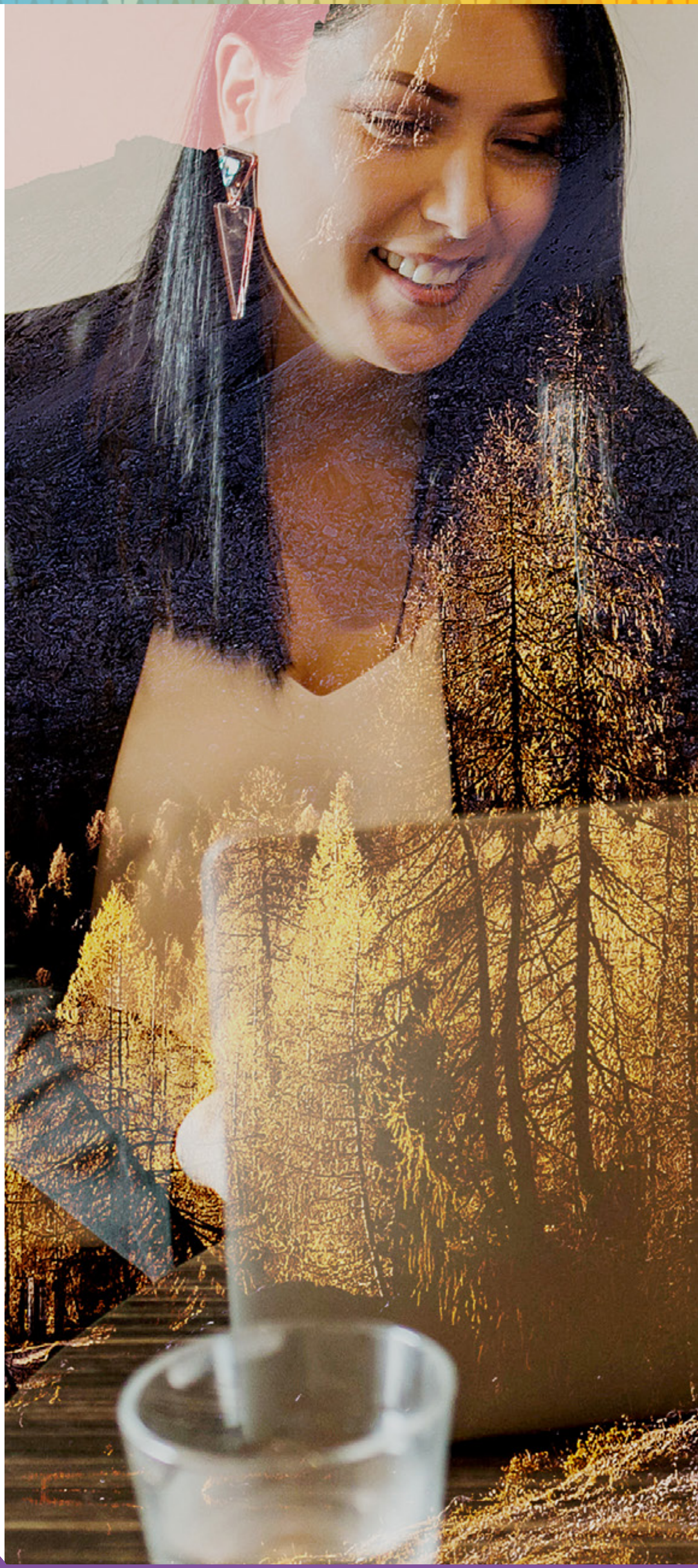
1. Adopt administrative management techniques and software to simplify project and program oversight.
2. Assign projects/program administrative responsibilities to individual project managers who can complete necessary administrative work.
3. Create internal budgetary processes to allow managers to track project spending efficiently.
4. Delegate project activity to the most appropriate team member, who can efficiently complete administrative work.
5. Consider outsourcing time extensive and difficult in-house administrative tasks (i.e., accounting, finance, IT).

76 Ibid.

TIPS FOR ADMINISTERING PROJECTS WITH THE GOVERNMENT:

When administering projects with any government entity, there are several ways not-for-profit organizations can go about this work. Below are some tips not-for-profits can use when working with the government on projects/programs:

1. Review requirements established in the contribution agreement. This will ensure project/program managers and team members understand what activities must be completed.
2. Determine key tasks. Assign tasks to the most appropriate team members.
3. Determine important deadlines. Record them into your project management system. Missing deadlines will negatively impact the organization and can impact future funding.
4. Update records and documents regularly. This includes important e-mails, project plans, and relevant project documents.
5. Actively communicate with government project/program representative(s) to keep the funder up to date on project progress.



ADDRESSING ADMINISTRATIVE BURDEN:

There are several ways not-for-profits organizations can manage their administrative burdens, below are some recommendations on how organizations can better manage burdens they experience:

1. Adopt internal processes to ensure responsible parties (i.e., directors, managers, etc.) are consistently reporting and updating project related information.
2. Incorporate additional administrative costs into project/program proposals. This can be between 10-20 per cent of the proposal budget.
3. Have a designated project/program manager within the organization who can correspond with the government and complete mandatory reporting.
4. Adopt project, accounting, and database management software that tracks project/program processes to make reporting easier.
5. Develop a comprehensive schedule for each project/program that establishes important dates when audits and reporting must be completed.
6. Adopt regular internal reporting mechanisms. This can provide a greater understanding of program progress and spending patterns. This will help ensure projects/programs remain on track.
7. Consider outsourcing tasks that may be difficult to do in house to improve overall project/program efficiency.
8. Know who you are working with. Determine who your funding contact is, and keep them updated on project trends.

INTERSECTIONAL COLLABORATION:

Intersectionality is a critical framework when analyzing systemic inequalities created by intersections of gender, race, ethnicity, sexual orientation, gender identity, disability, and other forms of identity. Intersectionality recognizes complexities of discrimination, acknowledging differential influence one's identity can have on one's experience of oppression and marginalization, and/or privilege and power.

Intersectional collaboration is effective and meaningful community-based work that leads to improved policies and practices. Without collaboration, individual organizations run the risk of working in silos. For example: They are enriched with useful information, but the information may not be mobilized or shared effectively with those who could benefit from accessing it. Collaborating with other organizations and communities allows for effective dissemination of unique perspectives, knowledge systems, and wise practices—supporting everyone in meeting a common goal. Unique and intricate challenges Indigenous communities face nationally and locally will benefit from collaboration of multiple individuals and organizations.

NWAC, as a national organization, has been able to reach a significant array of Indigenous WG2STGD+ Peoples across Canada. NWAC currently works collaboratively with our Provincial and Territorial Member Associations (PTMA) across Canada to meet needs of grassroots Indigenous WG2STGD+ People. The PTMA's support NWAC's work by providing feedback grounded in their own distinct, sociopolitical, and cultural contexts on needs of Indigenous WG2STGD+ People in their communities. NWAC has been able to do tremendous and accelerated work with support of the PTMAs, resulting in significant national and local impact. Indeed, intersectional collaboration with other organizations rooted in relationality will ensure advocacy, research, and programming are relevant and beneficial to our communities.

STEPS TO ENGAGE IN MEANINGFUL COLLABORATIVE WORK:

Internal Conversations:

Before involving any new partnerships, organizations must have internal conversations about the mandate and short- and long-term goals. It should discuss its goals with new partnerships and collaborations with other organizations. The organization can complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to determine overall benefits and impacts of prospective partnerships and collaborations.

QUESTIONS TO CONSIDER:	STEPS TO ACHIEVE THIS:
- Does our organization need support to complete this goal/project? - What value will the new partnership bring? - How will our organization and project benefit from this collaboration?	

Choosing Collaborators:

Once the organization has outlined its philosophy and goals, it can start mapping other organizations and individual representatives aligning with its intent. Organization should complete a SWOT analysis to determine its strengths, weaknesses, opportunities, and threats to determine what type of partnership is needed to maximize its benefits. Collaborating with partners aligning with your organization's philosophy is essential. The partnership you chose is detrimental to the outcome of your organization.

QUESTIONS TO CONSIDER:	WRITE/REFLECT HERE!
- Who should we collaborate with, and why? - How many individuals and organizations do we want to collaborate with? - How will each partnership complement the project? - What skills and resources does each collaborator bring?	

Building Relationships:

During this stage, organizations should look to build a trustworthy relationship with each other and invest time. Host meetings to ensure all parties' needs and goals are met. In turn, this will keep partnerships strong and create better opportunities.

QUESTIONS TO CONSIDER:	WRITE/REFLECT HERE!
- Are there any previous conflicts that need to be addressed prior to collaborating? - Who will take the lead on the project? - Do team members need training or support? - Are all members committed to engaging in open, honest, and transparent conversations?	

Memorandum of Understanding:

Once collaborators have established a partnership, a **memorandum of understanding** should be drafted. A memorandum of understanding should outline the collaboration's roles, goals, timeline, and objectives.

QUESTIONS TO CONSIDER:	WRITE/REFLECT HERE!
- What are the goals of each individual partners? - What is the mission, vision, and values of the collaboration? - What will be the process to resolve conflict? - How will the project measure, manage and control change?	

Effective Facilitation:

Effective collaboration comes from working well together and facilitating good conversation. Organizations can hire an external facilitator if it's within the organization's budget. Someone with great experience should take on the task of facilitating discussions and meetings.

QUESTIONS TO CONSIDER:	WRITE/REFLECT HERE!
- Establish benchmarks, and what needs to be done, to achieve the project goal? - What steps need to be taken to reach the objective? - What are the timelines for each phase and the overall project?	

Measuring the Efficacy of the Collaboration:

A crucial part of collaboration is measuring the effectiveness of the partnership. Things to consider during this stage are whether elements of the cooperation are going well, and are there challenges or areas for improvement?

QUESTIONS TO CONSIDER:	WRITE/REFLECT HERE!
- Are all expectations, timelines, and objectives of the project being met by all collaborators? - Are all members respectful of all rules previously established? - Do all members respect others and operate with no-judgement? - What worked and didn't work? What are some challenges each team faced?	

Drafting Agreements:

Agreements are an important component when entering a collaborative partnership. Agreements help establish mutual respect, reciprocity, and collaborative relationship. Agreements can also ensure all parties' mutual interests are met and the partnership is still protected during team turnover or project changes. Below is a general guideline of what should be included when drafting an agreement:

- Names and responsibilities of all relevant parties, including contact details.
- A description of the scope and limitations of the project, with an emphasis on supervisors. This ensures the project aligns with the size and competence of the researcher's training.
- A statement of support and participation with community partners detailing activities.
- Present key dates—including submission dates for each phase of the project—as well as dates for presentation of report to community and/or voluntary groups.
- Detail all costs and expenses of the project.
- Clearly state ownership of research data and permission to use the data, with an emphasis on shared ownership, where possible.
- Statement of limitations, warranties, and disclaimers.
- Dissemination activities.

Promoting Equitable Collaboration:

The following activity will also help collaborators promote an equitable relationship amongst partners. This can be used during any project phase. It is recommended each collaborating team complete the worksheet.

EQUITY INDICATOR:	WRITE/REFLECT HERE!
Equity in Representation: Ensure community members are involved, reflective of the diversity of those communities of interest, etc. (also add CRGBA, and distinctions-based examples).	
Equity in Participation: Ensure community members on your team actively participate and contribute to meetings and activities, to their full potential. Ensure community members receive necessary training and support to contribute meaningfully and barriers to participation are removed. Ensure community members feel satisfied with their level of participation	
Equity in Decision Making: Ensure community members are empowered and involved in decision making processes—on par with other team members.	
Equity in Incorporation: Invite input from community members. Ensure it is listened to, respected, and meaningfully incorporated.	
Equity in Recognition: Ensure community members are given due recognition for their contributions, including as co-authors in research reports.	
Other Equity Indicators:	

CONFLICT RESOLUTION:

Conflicts are usually disagreements between collaborators. It is vital to know how to navigate and resolve issues professionally before it escalates. With collaboration, conflict can be expected. Below are some general steps for conflict resolution. Below is the Kenneth Thomas and Ralph Kilmann model for conflict resolution:

- **Avoiding:** This method is used when someone does not want to engage in conflict and ignores the problem. Avoidance is often used when a party needs time to process the issue, or when there is no clear solution. However, avoiding conflict can escalate and extend the problem.
- **Competing:** This method is often used when one wants to be assertive and win the dispute at all costs. However, competing doesn't result in sufficient resolution or efficient problem-solving. This method is known as a win-lose strategy.
- **Accommodating:** When a party gives the opposition exactly what it needs to resolve the issue, they are accommodating. However, this method is appropriate for conflict resolution. This method will resolve issues in the short term but finding solutions for long-term conflict resolution is also essential.
- **Collaborating:** While accommodating, can be seen as giving in to the opposition party, collaborating involves working together to find a mutual solution that both parties agree to. This is known as a win-win strategy.
- **Compromising:** The compromising method is used when there can't be an appropriate solution to satisfy both parties. It is known as a lose-lose strategy, as both parties willingly yield to move forward with the project. However, while this method is suitable for avoiding conflict, parties should still find a long-term solution to prevent further conflict.

APPLYING CONFLICT RESOLUTION:

While there are different methods of conflict resolution, it is important to follow the steps below to resolve emerging conflict amicably:

1. **Acknowledging Conflict:** Conflict should not be ignored and must be addressed. Once conflict is ignored, it will appear in other stages of collaboration. Therefore, the first step is to acknowledge conflict.

2. **Define the Problem:** When defining the issue, an Elder or mediator should ensure all parties only focus on the conflict and avoid personal matters. Both parties must explain what they think the problem is, and how it escalated. During this stage, all parties must also discuss any goals or needs that aren't being met, as well as any other issues to help define the problem and move forward.

3. **Meeting Location:** When resolving a conflict, either party's office should be avoided. A common ground will create a safe and neutral space for both parties to levitate any intimidation.

4. **Equal Opportunity:** Everyone involved must have equal opportunity to express their views on the conflict. There needs to be a positive approach to ensure all parties are heard. During this stage, solutions can be identified. All parties should understand the common goal is to complete the assigned project and all views be respected to find a solution to move forward.

A GUIDING TOOL TO NAVIGATING CRGBA

THE EQUITY COMPASS

5. **Agreeing on a Solution:** Once the meeting is over, wait to determine a solution. Meeting facilitator(s) and leaders should analyze and investigate what was said by all members and draft solutions to present to those involved. All members must agree upon a solution, or the next best solution. Once a solution is settled, all parties involved must work on a list of steps to achieve an agreed-on resolution.

CONCLUDING REMARKS: TAKING OUR SEAT AT THE TABLE

Inspired by voices and needs of grassroots Indigenous Women, Girls, Two-Spirit, Transgender, and Gender Diverse+ (WG2STGD+) advocates, activists, researchers, and community members, NWAC created:

A Warrior's Briefcase: Tools for Engaging in Federal Level Advocacy. The aim was to foster Indigenous W2STGD+ Peoples' equitable participation in systemic change processes across Turtle Island and Inuit Nunangat.

We hope this document proves useful and is shared widely across professional networks and among grassroots communities. We hope community voices are empowered to both incite change and hold federal, and other systemic actors, accountable in their responsibilities to Indigenous communities. We know meaningful, transformative change cannot occur through federal advocacy alone. To foster Indigenous self-determination, colonial systems must be disrupted and dismantled. Advocacy within this system is unlikely to secure lasting transformation that we want to see within broader 'Canadian' society. However, this does not mean we should not mobilize routes for advocacy and accountability available to us in this moment. If anything, we need to continue to our fight for our seats at the table—because doing anything, is better than doing nothing.

Ultimately, transformation comes from both within, and in spite of, current systems of power. So, it is our hope that other Indigenous WG2STGD+ People will use this guide as an invitation to bring your briefcases and take up space at the table. While it may not always feel like it, there is plenty of room for all of us to be heard.

Sample Format for a Paper Petition

FIRST PAGE OF PETITION	
PETITION TO THE ________	Here identify either (House of Commons, House of Commons in Parliament assembled, Government of Canada, Minister of the Crown, Member of Parliament)
We, the undersigned, ________	Here identify in general terms, who the petitioners are, for example • citizens (or residents) of Canada • electors of (name of electoral district) • residents of the Province • residents of the City (or Village or Township, etc) of (name)
draw the attention of the ________	Here identify either (House of Commons, House of Commons in Parliament assembled, Government of Canada, Minister of the Crown, Member of Parliament)
to the following: **THAT** ________	Here briefly state the reasons underlying the request for the intervention of the addressee by outlining the grievance or problem or by summarizing the facts which the petitioners wish the addressee to consider.
THEREFORE, your ________ **petitioners request (orcall upon) the**	Here identify either (House of Commons, House of Commons in Parliament assembled, Government of Canada, Minister of the Crown, Member of Parliament)
To ____________________	Here set out the request by stating what action the petitioners wish the addressee to take or what action it should refrain from taking.
Signatures (Sign your own name. Do not print.)	Addresses (Give your full home address, or your city and province, or province and postal code.)
SUBSEQUENT PAGES OF PETITION (EXAMPLE 1)	
THEREFORE, your petitioners ____________________	Here repeat the request from the first page of the petition.
Signatures (Sign your own name. Do not print.)	Addresses (Give your full home address, or your city and province, or province and postal code.)
SUBSEQUENT PAGES OF PETITION (EXAMPLE 2)	
THEREFORE, your petitioners ____________________	Here state the subject matter of the petition.
Signatures (Sign your own name. Do not print.)	Addresses (Give your full home address, or your city and province, or province and postal code.)

Sample Format for an Electronic Petition

"PETITION TO THE

[A petition must be addressed to one of the following - **select one**:]

- House of Commons.
- House of Commons in Parliament assembled.
- Government of Canada.
- Minister of [name of ministry].
- Member of Parliament [name of Member of Parliament].

WHEREAS

[This section is optional: You may here state facts or opinions (known as grievances) supporting your request. A petition may include many grievances, but keep in mind that **it may not contain more than 250 words**.]

WE, THE UNDERSIGNED,

[Here you may identify, in general terms, who the petitioners are. For example: "We the undersigned citizens (or residents) of Canada"; "electors of (name of electoral district)"; "residents of the Province of (name)"; "residents of the City (or Village, etc.) of (name)".]

CALL UPON THE

[Indicate whom you would like to act on your request. It is usually the same addressee as above, but it may be different. **Select one**:]

- House of Commons.
- House of Commons in Parliament assembled.
- Government of Canada.
- Minister of [name of ministry].
- Member of Parliament [name of Member of Parliament].

TO

[Set out the request by stating succinctly what action the petitioners wish the addressee to take, or what action it should refrain from taking.]

Where to Find Information on Federal Funding Opportunities:

DEPARTMENT/AGENCY:	LINK:
Atlantic Canada Opportunities Agency:	www.canada.ca/en/atlantic-canada-opportunities.html
Agriculture and Agri-Food Canada:	https://agpal.ca/#/search
Crown-Indigenous and Northern Affairs:	https://www.rcaanc-cirnac.gc.ca/eng/1591290033278/1591290088284
Canada Council for the Arts:	https://canadacouncil.ca/funding https://apply.canadacouncil.ca/?_ga=2.190392873.322706126.1664216340-1950955883.1664216340
Canadian Institute of Health Research:	https://cihr-irsc.gc.ca/e/193.html
Department of Culture, History, and Sport:	https://www.canada.ca/en/services/culture/canadian-identity-society/indigenous-peoples-cultures/funding.html
Employment and Social Development Canada:	https://www.canada.ca/en/employment-social-development/services/funding.html
Environment and Climate Change Canada:	https://www.canada.ca/en/services/environment/conservation/funding.html

DEPARTMENT/AGENCY:	LINK:
Fisheries and Oceans Canada:	www.dfo-mpo.gc.ca/science/partnerships-partenariats/funding-financement/index-eng.html
Health Canada:	https://www.canada.ca/en/health-canada/services/funding.html
Indigenous Services Canada:	https://www.sac-isc.gc.ca/eng/1591289631120/1591289804651
Innovation, Science, and Economic Development Canada:	https://innovation.ised-isde.canada.ca/s/list-liste?language=en_CA&token=a0B5W000000dfbXUAQ
International Affairs Canada:	https://www.international.gc.ca/world-monde/funding-financement/open_calls-appels_ouverts.aspx?lang=eng
Justice Canada:	https://www.justice.gc.ca/eng/fund-fina/gov-gouv/acp-apc/index.html
Natural Resources Canada:	www.nrcan.gc.ca/science-and-data/funding-partnerships/funding-opportunities/funding-grants-incentives/4943
Public Health Agency of Canada:	www.canada.ca/en/public-health/services/funding-opportunities/grant-contribution-funding-opportunities.html
Social Sciences and Humanities Research Council:	https://www.sshrc-crsh.gc.ca/funding-financement/search_tool-outil_de_recherche-eng.aspx
Women and Gender Equality Canada:	https://women-gender-equality.canada.ca/en/funding/funding-programs.html

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A WARRIOR'S BRIEFCASE

TOOLS FOR ENGAGING IN FEDERAL-LEVEL ADVOCACY

THE EQUITY COMPASS

Native Women's Association of Canada

L'Association des femmes autochtones du Canada