



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

PROTÉGÉ PROGRAM: COMMUNITY AND MENTOR GUIDE



www.fcm.ca



PROTÉGÉ PROGRAM : COMMUNITY GUIDE

INTRODUCTION

The United Nations defines 30% female representation as the minimum required in a government body before policy begins to adequately reflect women's concerns. At present, 25% of all Canadian municipal politicians are women. The goal of the Federation of Canadian Municipalities (FCM) is to see women make up 30% of local government councils by 2026.

Municipal government is the level of government that is closest to the people. As a result, municipal government can help promote grassroots change. FCM believes change should include increasing the number of women on municipal councils in Canada, where they are currently under-represented.

Why should women enter municipal politics? With women at the table, their perspectives are more likely to be included in all political discussions. Women also take a different approach to the process and to policy content. This often results in more inclusive discussions around the council table. The presence of women also helps to ensure political behaviour that is more constructive and less adversarial. The more women we have with political experience, the more opportunities there are for women through all orders of government.

In order to promote women's role in municipal politics, FCM has created a Standing Committee on Increasing Women's Participation in Municipal Government. One of the tools this Committee has created to encourage and support more women in municipal government—including elected office—is the Protégé Program.

“Women write themselves off and say ‘this isn’t for me.’ We need to expand our ideas of what women can do.”

- Nina Cordell, Fem North Net

FCM's new Protégé Program aims to engage young Canadian women (approximately ages 18 to 28) interested in becoming leaders and decision-makers in municipal government. The program is based on shadowing and mentoring with an elected official.



PROTÉGÉ PROGRAM : COMMUNITY GUIDE

INTRODUCTION (continued)

FCM's Protégé Program has its roots in the City of Toronto's Protégé Program, which began in 2008. With the support of Status of Women Canada, FCM has expanded the Toronto model to suit a diverse cross-section of Canadian communities: northern and francophone, as well as communities having significant Aboriginal or visible minority populations.

Protégé participants gain related skills, as well as knowledge of, and experience in, the role of diverse women councillors. They also learn about the work of municipal government. During and after the program, the young women are encouraged to run for positions on municipal agencies, boards and commissions, as a way to become involved in local issues and campaigns. This, in turn, helps develop their interest in, and capacity for, serving on municipal governments.

FCM is working with four pilot communities to ensure two things: that the Protégé Program's deliverables (such as the number of young women who go through the program) and the program's outputs (such as templates, guidebooks and other materials) will be relevant to diverse municipalities across Canada.

Our pilot communities are:

- **Edmonton, Alberta:** an example of a large city with significant visible minority populations
- **Thompson, Manitoba:** a northern and remote case, with a large urban Aboriginal population
- **Quebec City, Quebec:** a Francophone community, and an example of Quebec's party-based system of municipal politics
- **Wainfleet, Ontario:** a case of a small and rural municipality, in proximity to a larger urban centre

This guide is designed to be a resource for municipalities who wish to promote the role of women in municipal politics by administering the Protégé Program in their communities. When reading this guide, please try to use what resources you feel are most appropriate to your municipality, combined with your own resources and expertise to design a program that works in your community.

Appendices are provided to help make the process as simple as possible.



HOW TO INSPIRE YOUR COUNCIL

The previous section addressed why it is important to increase women's participation in municipal politics. Now, why is a mentorship program for young women useful to your municipality's council?

The benefits of a mentoring program include

- Succession planning: the recruitment, orientation and retention of talented young women who may be future elected officials
- Improving the public image of your council by showing your commitment to women and youth
- Improving management and leadership styles
- Gaining a reputation for developing talent
- Gaining insight into the concerns of younger residents and identifying potential issues in the municipality that may not have been considered
- Improving workplace morale
- Networking with community organizations and educational institutions (see below)

INSPIRE THE NEXT GENERATION OF CIVIC LEADERS

Mentoring young women is especially important to encourage women's participation in civic engagement, and ultimately, municipal politics. Informal mentorships tend to be between people of similar backgrounds—often men to younger men—so women and minorities are less likely to be mentored.

“Young aboriginal women want to be leaders, but they need the right opportunity.”

*- Sylvia Evasiw, Program Coordinator,
Leadership Development, Institute for
the Advancement of Aboriginal Women,
Edmonton*

Women need mentorship. When women currently in office are surveyed, the encouragement to run or being outright asked to run, is their main reason as to why they took the plunge.

Please see **Annex 1** for an example of a resolution to a municipal council on creating a Protégé Program that you can modify for your community.

CONSULTATIONS WITH COMMUNITY STAKEHOLDERS

It is likely that there are many groups in your area that work on issues pertinent to your mentorship program (women, youth, skills training, diversity, citizen engagement, etc) that can contribute to the design of your program. Consultation with these stakeholders is important to ensure that you are inclusive of the interests of your municipality. These organizations are also often able to advise on how to recruit from diverse groups. They will also help to advertise the Protégé Program to their networks.

PROTÉGÉ PROGRAM : COMMUNITY GUIDE

GETTING STARTED (continued)

There is a benefit to these organizations for contributing to your program. The young women protégés will have the knowledge, skills and competencies needed to make them an asset to the Boards and leadership of community groups. These include political processes, council priorities, decision-making procedures, and networks within the municipality. If the former protégés are able to continue their political engagement by becoming involved in community associations they are more likely to run for elected office in the future.

Please see **Annex 2** for some sample questions to ask at a consultation meeting with a community stakeholder.

MAKING A PLAN

Before beginning your mentorship program, it is important to create a plan tailored specifically to your municipality. The workings of your program will depend largely on the resources of your municipality.

Things that will factor into the program design are:

- Is your council full or part time?
- Do you have one or more municipal staff and/or councillors' staff persons who can dedicate some time to administer the program?
- How many councillors would be interested in becoming mentors? If the council is small or not many councillors are interested, are there other non-elected officials (CAO, Treasurer, CFO) that might be interested?

- What sort of council and community meetings and activities could a protégé accompany her mentor to? What meetings and activities would it be inappropriate for her to attend?
- What sort of additional learning opportunities could you provide for the protégés? Consider group learning activities, such as tours of municipal facilities. Are there municipal staff or non-elected officials who can also provide some training to the protégés such as the CFO on the budget process?
- How will you attract applicants? Is there an educational institute nearby which would be interested in providing your recruiting information to their students? Are there youth-based community groups that would like to become involved?
- How long will the program run? Most communities who engage with universities and colleges choose an academic year (September to May), but your council may wish to modify this based on your activities and schedule.
- How will you ensure that you attract applicants from diverse groups (Aboriginal persons, visible minorities, persons with disabilities, LGBT persons)?

The answer to all these questions will help you to get an idea of how your program will function. When you have a draft plan in place, it is time for the mentors to meet together to discuss and adjust the plan to suit their needs and goals.

MEETING OF MENTORS

It is important for the councillors who will be acting as mentors to meet together and ensure that their goals and expectations of the program are the same. Mentors can share their concerns and ask questions about the program, as well as provide ideas and suggestions for things to do with their protégés. Together they can adjust and improve the program plan to suit your particular municipality. Ongoing communication between mentors during the program can help create a set of best practices and take some of the guesswork out of the program.

Mentors should also be as involved as possible in planning the next steps of the program: promotion and choosing the protégés.

The Experience of One Mentor

I was delighted to be able to participate in the Protégé Program. The best benefits to me come from being able to watch the increase in confidence in my mentee. I saw her discover that the work I and my colleagues were doing was well within her own capabilities. She came into the program more out of curiosity and in search for knowledge than out of a desire to be a city councillor, but by the end of the program she understood that she could be a councillor and that it was something that she was interested in doing. If we can continue, through Protégé, to break down the systemic barriers that convince young women that this kind of leadership is not for them, we may finally get to the point where we have gender equality in both our elected and non-elected leadership.

*- Ben Henderson, Councillor,
City of Edmonton
Protégé Mentor since 2011*



ADVERTISING THE PROGRAM

Media

Your constituents receive much of their information from the media. It is a goal of any municipal council to make the most of opportunities to gain positive news exposure, and a program such as Protégé is sure to draw interest from local journalists. A press release can help to convey a clear message about the program to the public. (Please see **Annex 3** for an example of a press release about the Protégé Program.)

Consider hosting a program launch event for the press, stakeholders and interested citizens to promote your Protégé Program. Provide a few snacks and beverages and have some participating councillors say a few short words and take a photo. An event like this is sure to draw enough press to spread word of the program. Be sure to have any printed program materials, such as pamphlets, available (see Tools below).

Internet

Your municipality's website is often the first place the public will visit to see what is happening in your community. It is a low-cost place to display information about your program. It should include all relevant material (application form, contact information, etc.) needed for candidates to apply to the program, and it should be easy to find from your homepage, such as in a "new" or "youth" section. People reading the information and seeing the media coverage will likely have questions.

Prepare staff who answer the main phone line and main e-mail address with the information they will need to respond to these questions. Consider posting the best questions and your responses on the website as "frequently asked questions."

Use of social media is growing rapidly, and has begun to change how people discover, read and share news, information and content, at little or no cost. If your municipality uses social media, it is an excellent way to spread the news about your Protégé Program. Be sure to include a link to the section of your website that provides more information about the program.

Networks

Use the stakeholders that you previously consulted to spread word of the program. Organizations that work in similar fields often engage in cross-promotion to their networks, and a simple e-mail with an attached flyer could reach hundreds or thousands of interested people.

Tools

FCM has created several tools for your use when advertising your municipality's Protégé Program. Feel free to use the images from our Protégé photo bank (available at www.fcm.ca/protégé) to customize the promotional materials to your municipality. For example, if you would like to target a diverse group, please use photos to encourage their participation. Please also use these photos for your web promotion.¹

¹These images are licensed for use by FCM. Our templates include the FCM logo and this must remain on any publication for the use of any images to be in line with the license.

PROTÉGÉ PROGRAM : COMMUNITY GUIDE **PROMOTION (continued)**



REACHING OUT TO CANDIDATES

It is important to “sell” the benefits of the program to potential applicants when promoting the program. Interested youth will ask themselves, “How would this program benefit me?”

Be sure to emphasize the many benefits to young women who complete the program:

- Increased knowledge and experience of an interesting potential career field
- Networking with city officials and community leaders
- Leadership skills
- Engagement with your community
- Increased confidence and self-marketing

Although the program has been designed to be administered with a minimum of monetary investment from the municipality, consider if there may be a budget to offer certain benefits to the mentees. Besides direct remuneration in the form of a stipend, benefits like covering transportation expenses, childcare, or even offering refreshments at group events can make the difference between potential candidates being able to participate or not, particularly those from lower income brackets.

PARTNERSHIPS

Many community organizations or educational institutions offer similar mentorship, job-shadowing, or skills-building services. Consider a formal partnership with one of these programs.

This can offer benefits, such as consolidating advertising, and targeting recruitment. For example, if there is a university in or near your municipality, get in touch with their career services department. Many have mentorship or co-operative education programs and would be happy to offer the Protégé Program as one of their options. This allows your municipality to take advantage of the university’s advertisement and screening mechanisms, and gives applicants the incentive of school credits. You may also choose to partner with a community organization that provides skills training to youth (e.g. an Aboriginal youth organization), which would potentially open up a new career area for that program to provide for their members. Please see **Annex 4** for some guidelines and suggestions for building strong partnerships.

“One of the most important things the protégés can learn is how to work with the public.”

- Mayor April Jeffs, Township of Wainfleet

CHOOSING THE PROTÉGÉS

APPLICATION PROCESS

The application form for protégés should ask for the qualities you are hoping to find in young women who will go through the program. Questions that determine their interests in municipal affairs, their educational background and their extra-curricular activities can provide more information than a simple résumé. The mentor-protégé relationship can often run more smoothly if both parties have similar interests, and these forms will allow mentors to choose the applicants they wish to interview. Please see **Annex 5** for a sample application form, which can be tailored to the needs of your municipality.

**“I want to give them
what I received.”**

*- Michelle Morin-Doyle,
Councillor and Deputy Mayor of Quebec City*

INTERVIEWS

Because the mentorship program will be largely informal and based on a personal relationship, try to think of the interviews as an opportunity to get to know the applicants, rather than an appraisal of

job-seekers. Some questions about the qualifications and goals of the applicants are important, but try also to use open-ended questions about the interests of the applicant, which will start a conversation between the two of you. See **Annex 6** for some sample interview questions. Record your impressions of each candidate to use later when making your final decision. Choosing a protégé is not a science—mentors often report that “clicking” with a candidate was the deciding factor.

Some applicants may be interviewed by two or more mentors who were impressed by their application. In these cases, it may be easier on the schedules of the applicants and the mentors to do group interviews. Consider meeting with your fellow mentors after all the interviews have been completed to decide among yourselves who you would like to mentor. If two or more of you are interested in one candidate, you can discuss where she can best be placed, and who else should be considered. See **Annex 7A** and **7B** for templates of letters to send to successful and unsuccessful candidates.

After the decision has been made, some quality candidates may be left out of the program. One option to include these young women would be to invite them to the group-based learning activities. This way they can still participate with the group and learn about municipal affairs, even without a mentor.

HUMAN RESOURCES CONSIDERATIONS

It is important to check with the municipality's HR department to see what processes must be considered before the protégés begin. The protégés will attend many meetings and events, and may be handling confidential documents. It is important that they are briefed on confidentiality policies and be made to sign a confidentiality agreement. See **Annex 8A** and **8B** for a sample confidentiality agreement. We also recommend that all participants sign a release, allowing both you and FCM to use photographs taken during the program for its activities, at its events and in its promotional material. Please have the protégés sign the release form in **Annex 9** and send it to FCM. If your municipality would also like to use these photos for your activities, events and promotional material, please modify the form and have them sign the additional copy for your records. We also ask that you have the protégés sign self-identification sheets so they may choose to identify as members of designated groups for the purposes of employment equity. Please see **Annex 10** for a copy of a self-identification form. These forms are optional for the protégés to fill in and are the standard of the *Employment Equity Act of Canada*. Visit http://www.chrc-ccdp.ca/employment_equity/default-eng.aspx for more information.



FIRST MEETING BETWEEN MENTOR AND PROTÉGÉ

When the selection process is complete, arrange a time to have an initial meeting with your protégé before official activities begin. This could be in your office, or it could be a casual meeting over coffee. Allow enough time to discuss each person's goals and expectations, and to plan some activities. Generally, this will take at least an hour. Use this time to ask your protégé about her background, interests, and what motivated her to join the program. Explain a bit about your day-to-day work, what committees you sit on, what community events you attend, etc. All this will shape your plans for the program, and will go into your mentorship agreement. Please see **Annex 11** for a customizable mentorship agreement. You and your protégé should each keep a signed copy. The confidentiality agreement (Annex 12) and photo release (Annex 13) should be signed at this meeting, and sent to HR.

ACTIVITY PLAN

The first meeting is a good place to make an activity plan. See **Annex 12** for a customizable activity plan. A couple of copies of a few documents will be helpful for you both to determine what sort of meetings and events you and your protégé can attend together, such as a municipal calendar, a list of civic agencies, and a list of potential group learning activities. Try to pencil in two or more meetings per month for just the two of you. These can be held

directly after an activity, to discuss the meaning and outcomes of the meeting/event. They can also be casual meetings over coffee or lunch to catch up and discuss more broad topics, such as why you decided to enter politics, or community issues. As the program progresses, you will find what types of interaction work best for you both.

See **Annex 13** for a list of suggested activities you can do with your protégé, as well as possible learning opportunities the protégés can do as a group. When making your activity plan, try to keep in mind the suggested minimum time commitment of 6 to 8 hours per month. The plan is by no means set in stone, but it will give you both a good idea of the types of activities you will be doing and the time commitment you will be making.

ORIENTATION

An official orientation can be very helpful to protégés. This can be done as a group activity by a member of the city staff: a simple tour of City Hall and some explanation of the roles of different municipal departments would be sufficient. If time, space, and budgets allow, consider setting up some simple snacks and beverages and allowing protégés to mingle with each other and the councillors. This can help to create a friendly and relaxed environment for the participants.

PROTÉGÉ PROGRAM : COMMUNITY GUIDE

DURING THE PROGRAM

The Protégé Program is designed as a partnership, needing equal commitment from the mentor and the protégé in order to succeed. The mentors and protégés will have different roles in the program.

Expectations of Protégés

- Be the driving force of the relationship
- Take the initiative to suggest and schedule meetings and activities
- Be punctual and engaged in activities with the mentor, and respectful of the mentor's time and experience
- Be open to communication with the mentor, prepare some topics and questions to discuss
- Take opportunities to network and engage with a wide range of councillors, as well as with local and community leaders
- Be open to constructive feedback
- Promote participation in the program (see Promotion Activities)

Expectations of Mentors

- Make time for regular meetings with the protégé
- Set aside 10 minutes to debrief after a meeting or activity
- Assist the protégé in establishing goals and objectives for the program
- Share expertise and knowledge regarding the roles and responsibilities of a municipal councillor
- Provide constructive feedback on activities undertaken as part of the action plan
- Aid in the protégé's networking and introduce her at events and meetings

- Participate in open communication with the protégé, discussing her career objectives and topics that interest her
- Help to promote the program by speaking to local press about your experience if requested and by making a presentation to a university or community audience on the job of a municipal councillor, as arranged by your protégé

In addition to job shadowing and accompanying you to meetings and events, your protégé may also find it informative to learn about the broader workings of a municipality and a community. Your council may want to arrange for some activities that protégés can attend as a group, apart from their mentors, so they can learn about aspects of running a municipality: for example, a presentation on city budgets by the Chief Financial Officer or a seminar on women's participation in politics by a community organization that works with women. See Annex 13 for a list of suggested activities that you and your protégé can do together, and activities the protégés can participate in as a group.

**“People have to be taught
how to mentor”**

- Dr. David Siegel, Brock University

PROTÉGÉ PROGRAM : COMMUNITY GUIDE
DURING THE PROGRAM (continued)

MONITORING AND EVALUATION

Remember to periodically check in with your protégé using your action plan to be sure that you are both meeting your goals and expectations of the program. Open communication is key to the mentor/protégé relationship and will help the process for both of you. It is also often helpful to communicate with other councillors participating in the program to see how other mentorships are going. They may have ideas and advice that will be helpful to you.

Councillors often find it difficult to fit time into their busy schedules for mentoring activities, particularly during busy periods. A time reporting system will help you to keep track of the number of hours spent with your protégé, and the number of hours she is spending doing other activities. If you find you are entering a particularly busy month and will not have much time to spend with your mentee, suggest an alternative (such as spending some time working in your office, or with municipal staff) or arrange a quick coffee



PROTÉGÉ PROGRAM : COMMUNITY GUIDE DURING THE PROGRAM (continued)

and discussion together on a weekend. See **Annex 14** for timesheets for mentors and protégés. These sheets should be submitted to the staff person acting as coordinator for the program.

The time spent on the Protégé Program by elected officials and municipal staff is considered a donation by your municipality to the Federation of Canadian Municipalities. For this reason, we request that you please take the time to track your hours and fill out an “in-kind” form at the end of the year to be submitted to FCM. See **Annex 15** for an in-kind form.

See **Annex 16** for a customizable evaluation plan for your municipality’s Protégé Program. See also **Annex 17** for exit interview questions you should ask your protégé at the conclusion of the mentorship period and **Annex 18** for an evaluation form for both mentors and protégés.

PROTÉGÉ PROMOTION ACTIVITIES

To promote the Protégé Program to future applicants, and to raise the profile of the good work your council is doing to increase women’s participation in municipal politics, there are several promotion activities required by the program:

- The protégé should write at least one article for publication on the web or in print media about her participation in the program. These can be for a university or high school newspaper, a local newspaper or a news website. The article should detail the basic components of the Protégé Program, identifying it as an FCM program being run in the municipality, and giving personal experiences as well as recounting what she has learned and how the program will help her in her career goals.
- The protégé should arrange for her mentor to make a presentation to a university or community audience on the job of a municipal councillor. This can be to a university class or as a special extra-curricular activity arranged on campus. It can be scheduled in collaboration with a community group that works with women’s issues, local politics or any topic relevant to the work of municipal council. The protégé should make the arrangements and introduce her mentor at the event.
- Wherever possible, the protégé should use social media to provide updates on her activities within the program (keeping in mind confidentiality issues) and what she is learning. Posts can be made on the FCM women program’s Facebook page (<http://www.facebook.com/pages/Campaign-for-More-Women-in-Municipal-Government/105006465024>) and tweets should use the #FCMprotege hashtag

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WHAT'S NEXT?

KEEPING IN TOUCH

Mentorships often result in relationships that can last for years. If you find that you and your protégé have a good rapport, be sure that you have each other's contact information at the conclusion of the program. Check in periodically through e-mail or arrange for lunch or a coffee together to see how they are progressing. They may come to you for job references or letters of recommendation, or you may forward them the contacts of people who may be helpful to their careers, or job vacancies they might find interesting. In this way, you can continue to be a positive force in their professional development after the formal mentorship has concluded.

Your municipality may also wish to organize some events to bring current and former protégés together socially. A wine and cheese held for incoming protégés may extend an invitation to 'alumni' as well, which would give them the chance to impart lessons learned to the new group. Less formally, an after-work gathering at a local pub could be organized, possibly through Facebook, and would allow current and former protégés to socialize and share their experiences with one another.

CONNECTING WITH OTHER MUNICIPALITIES

You may be curious about other municipalities who are participating in the Protégé Program across Canada. These municipalities may be very similar to yours or very different, and how they administer the program in their particular circumstances can be very interesting. FCM

allows municipalities participating in the program to connect via our Facebook and Twitter (#fcmprotege) accounts.

IMPLICATIONS FOR THE COMMUNITY

Now that there is a group of young women who are well versed in the workings of council, how can the municipality best take advantage of their skills and energy?

One option is to create a Youth Council for the municipality. This could be open to young men and women, and serve an advisory function to the municipal council on issues that affect youth.

Protégés who have completed the program should be encouraged to run for municipal agencies, boards, and commissions, as a way to remain involved in local issues, and to allow the municipality to benefit from the fresh voices these young women bring to the table. The boards of local community groups and non-profits also often seek out new young members. By remaining involved in local issues the young women develop their interest in, and capacity for, serving on municipal governments themselves. Encourage your protégé to look into tenant councils, school councils, youth, advocacy, arts, music, cultural, social, and religious organizations. A list of civic agencies and local community groups should be included in the materials given to the protégés during the program.

**CASE STUDY:
NEXTGEN EDMONTON**

NextGen is a group of young, passionate, community-minded individuals who are taking the future into their own hands by creating a city that attracts and gives voice to the next generation of Edmontonians through events, leadership opportunities and professional development to foster young leaders and support initiatives of interest to the Next Generation.

The group originated in 2005 as a task force created by Edmonton's City Council. The 15-person task force conducted public consultations with over 100 young community members to discover what young Edmontonians wanted to see in the areas of arts and culture, business opportunities, sports and recreation, education, and employment.

NextGen is a hub for networking as well as connecting people, places, community and ideas. The mandate is to engage, inform and empower citizens aged from 18-40 in municipal life.

Check them out at www.edmontonnextgen.ca



PROTÉGÉ PROGRAM: COMMUNITY GUIDE

ANNEX 1

SAMPLE RESOLUTION

Whereas women make up 52% of the Canadian population but just 18% of mayors and 25% of councillors;

Whereas our community needs the resources, knowledge, and skills that women have to offer;

Whereas decisions made with women's participation are more likely to reflect the true community;

Whereas the Federation of Canadian Municipalities (FCM) has launched the Protégé Program, providing the tools necessary for municipalities to offer a mentorship program aimed at increasing the involvement of young women by matching them with councillors;

Be it resolved that the Municipality of (insert name here), will offer such a program, beginning (insert date).

PROTÉGÉ PROGRAM: COMMUNITY GUIDE

ANNEX 2

CONSULTATION QUESTIONS

In meetings with NGOs and people who have worked on women's participation in local governance, these issues can be explored:

Mandate and activities of the organization

- What do they do generally and in relation to women's participation in local government?
- Do they have a focus on youth and/or young women in particular?
- Do they have a focus on young women from diverse communities? If yes, what does this mean in practice?
- How long have they been working on this issue? Have they seen any specific advances and particular changes in that time?
- If they have been involved in a youth/young women internship program: What did they learn? What was successful? What was less successful? How did they evaluate the program?

Barriers facing women/young women when getting involved in local decision making

- What do you see as the main obstacles that stop women from getting involved in local decision-making, such as standing for election and participating on agencies, boards and commissions? How do these differ from those facing men?
- Are these obstacles the same for young women? What is specific about their situation? What barriers do they face that young men don't?
- Are there additional barriers that are faced by young women from diverse communities? (You may need to be specific, as someone with a disability may face different barriers compared to an Aboriginal woman.)
- Can you give us any specific examples of people who you have known who have been discouraged when attempting to get involved?

Supports and successful strategies: women's/young women's involvement in decision-making

- From your experience, what specific strategies or initiatives have supported women's participation in local decision-making, both electorally and in public participation?
- Have you seen any strategies that have supported young women, and young women from diverse communities?
- Do you know of specific examples of young women successfully participating in local government (e.g. public consultations, etc.)?

Program design

- Given the goals of the Protégé Program (you may have to explain these), what advice do you have for the design and operation of the Protégé Program in your community?
- What strategies can you suggest to reach out to young women and ensure applications from a wide range of young women?

Other

- Any other comments or observations?

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ANNEX 3

SAMPLE PRESS RELEASE

FOR IMMEDIATE RELEASE

(Insert date here)

(Insert Community Name) LAUNCHES CALL FOR PARTICIPANTS FOR THE PROTÉGÉ PROGRAM, FOR MUNICIPAL MENTORSHIP AND JOB SHADOWING

Month, XX, 2012, Municipality, Prov. – (Insert Community Name) Mayor and council today launched the first call for applications for the municipality’s new Protégé program. The program, developed with the Federation of Canadian Municipalities (FCM), targets young women, ages 18 to 28, who are interested in becoming leaders and decision-makers in municipal government. It aims to inspire young women to run for office and to familiarize them, through hands-on experience, with what it means to be a municipal councillor.

(Insert quote from local mayor or councillor)

(Insert Community Name) is one of a handful of pilot communities delivering similar programs across the country with FCM and with the financial support of Status of Women Canada. The program is based on a model implemented by the City of Toronto in 2008, and is being adapted to suit a diverse range of Canadian communities. Other pilot programs are underway in Edmonton, Alberta; Quebec City, Quebec; Thompson, Manitoba; and Wainfleet, Ontario. *(Instruction: remove your own community)*

“FCM’s goal is not only to have more women run for election, but to ensure that they have the tools to win,” added Pam McConnell, chair of FCM’s Standing Committee on Increasing Women’s Participation in Local Government, councillor for the City of Toronto and founder of Toronto’s Protégé program, which provided the initial model.

“We are very pleased to partner with Status of Women Canada on a project that will open the door for more women to contribute their skills and experience to local government and community organizations,” said Edmonton Councillor Karen Leibovici, President of FCM and mentor in Edmonton’s pilot Protégé program. “Such partnerships are an example of what the federal government and Canada’s municipalities can achieve by working together.”

–30–

For more information or to arrange an interview, please contact: Maurice Gingues, media relations officer, 613-907-6399, mgingues@fcm.ca.

FCM has been the national voice of municipal governments since 1901. It fosters the development of sustainable communities to improve quality of life by promoting strong, effective and accountable municipal government.

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ANNEX 4

PARTNERSHIPS

Formal and informal partnerships between women’s organizations and municipal governments are an effective and inclusive way to address complex issues in communities. Women’s organizations see municipalities as one of the principal entry points for women and the most accessible form of government. However, partnerships between municipalities and women’s organizations are a largely untapped resource at the national, provincial/territorial and community levels in Canada.¹

This document provides resources from international and Canadian sources to build and support inclusive community partnerships.

Forms of Partnerships: How Municipalities and Community Organizations Work Together

The way in which municipalities and women’s organizations work together can take many forms, from informal information sharing and participation at municipal events, to memberships on formal committees and legal agreements for service delivery. It may be helpful to view all of these different ways of working together as a continuum within a broad community-partnership framework.

A partnership framework allows municipalities and women’s organizations to define more clearly how they work together and the goals towards which they are working. A broad partnership framework values and profiles the informal and more relational interaction that contributes to community building, and recognizes the importance of both informal and formal partnership work. It also makes the partnership work more transparent and acknowledges that work may need to be done at one place in the continuum or in different ways across the continuum at the same time.

The following table outlines some of the ways municipalities and women’s organizations work together across the partnership continuum.



Partnership continuum	Informal	Formal	Legal
Description	<ul style="list-style-type: none"> •Networking •Expertise Sharing •Participation •Feedback •Shared Events •Lobby and Advocacy •Mentoring •Provision of space •In-kind/Volunteer Work •Identification of Needs •Celebrations 	<ul style="list-style-type: none"> •Joint Projects •Community Development •Community Planning •Policy Development •Formal Committees •Boards •Joint Presentations •Research •Training •Protocols •Action Plans 	<ul style="list-style-type: none"> •Service Agreements •Boards •Funding Agreements •Contracts •Legislated Agreements
Examples	<p>Status of Women Council, NWT, works to advance political, social and economic equality of women in the NWT. It acts as a resource for municipalities, hamlets and bands, sending out materials on violence against women, newsletters and resource materials. It supports women and grassroots women’s organizations to develop projects, access funding and write proposals. Status of Women Council NWT has produced toolkits and templates to support women’s leadership, literacy and volunteer development. Partnerships are informal.</p>	<p>City of Charlottetown, PEI, Purple Ribbon Campaign: The city worked with community partners on a community-wide response to domestic violence that included hanging a purple ribbon on City Hall. The partnership received recognition as a winner of the <i>Women and Cities International Women’s Safety Award 2004</i>.</p> <p>Changing Together: a Centre for Immigrant Women, Edmonton, AB, works closely with the city of Edmonton. The organization’s Executive Director is Vice Chair of Greater Edmonton Foundation, and Changing Together board members sit on several city committees. There is collaboration on action plans and protocols on family violence. The centre makes presentations to the city on issues of concern to immigrant and refugee women.</p>	<p>YWCA works with municipalities across Canada, providing a range of services: women’s shelter services, employment training, and recreation services.</p> <p>The City of Saskatoon, SK, was the sponsoring partner for the Increasing Women’s Participation research project. It signed a legal agreement with FCM, administered funds and worked as a member of the Project Advisory Committee with community partners.</p>

Building a Partnership Framework

A partnership framework provides a structure for work between municipalities and women's organizations. The framework includes some key elements that support building, sustaining and evaluating informal and formal community partnerships.

Key Elements for Partnership Work:

- **Agreement on Purpose, Values, Principles and Structure for the Partnership**
When municipalities and women's organizations work together, it is important to discuss and find mutual agreement on:
 - Purpose and objectives of the partnership
 - Central values to support the partnership
 - Principles to guide the work
- **Agreement on the Ground Rules and Structure for the Partnership**
There are many ways for municipalities and women's organizations to work together in partnership. It is important that structures and rules that support the partnership are clearly articulated and agreed upon:
 - Type of partnership (informal or formal)
 - Ground rules for carrying out the work
 - Committee structure and lines of authority
 - Limitations
 - Membership and representation
 - Communication process
 - Decision-making process
- **Agreement on the Goals and Objectives for the Work**
Municipalities and women's organizations need to clearly define the nature of the work they undertake together, as well as their respective roles and responsibilities, and agree on:
 - Description of the work or project
 - Roles and responsibilities of partners
 - Process for carrying out the work
 - Timeframe and work plan
 - Standards for work
 - Outcomes and evaluation
- **Commitment to Collaborative and Respectful Work Together**
Women's organizations and municipalities bring different perspectives, needs and priorities to the partnership. Successful partnerships require a commitment to:
 - Inclusive processes
 - Collaborative approaches to decision-making
 - Full discussion and respectful debate
 - Focus on issues and common ground, not people and differences
 - Skillful conflict resolution
 - Focus on building common ground and finding win-win solutions
 - Zero tolerance for racism, sexism



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- **Resources to Support the Partnership and Carry Out the Work**

Successful partnerships are only possible when they have the resources they need to accomplish the work. Resources required are:

- Support from leadership for the partnership and the work
- Adequate funding resources
- The right people and skillsets for the tasks
- Fair distribution of resources
- Dedicated project staff
- Time to attend meetings and fair distribution of work

Steps to Build Partnerships

The Women in Public Policy (WIPP) research project sets out six steps and a detailed checklist for the development of inclusive public policy process. The six steps were developed to assist multi-sector groups with planning and policy development activities.ⁱⁱ They are presented below in a modified form to support inclusive partnerships at the community level. For more details on the steps and checklist, visit www.dawn.thot.net/wipp

Step One: Identify common understandings and ground rules for working together

- The process is open, clear and inclusive
- Recognition of research (community-based knowledge and academic)
- Activities, materials and forms of communication are accessible
- Accountability

Step Two: Lay the groundwork

- Roles and responsibilities
- Address power imbalances

Step Three: Identify and access information and resource needs

- Appropriate resources are in place for full participation by all parties
- Partners prepare their own departments, community or research group
- Linkages are made with other groups/sectors needed to support the work

Step Four: Build strategies and work plans

- Ensure standards are in place
- Consider possibilities and constraints
- Research and develop strategies
- Identify allies

Step Five: Put strategies and processes into action

- System of shared decision-making is put in place
- Community input
- Communication and network strategies for keeping sectors well informed

Step Six: Evaluate joint processes and outcomes

- Jointly designed evaluation on process and outcomes is conducted
- Evaluation results are shared and monitored
- Documentation of action, work planned, agreements, etc.

Guidelines for Partnership Building between Local Government and Grassroots Organizationsⁱⁱⁱ

The Huairou Commission is an international organization that works to engender local community development and governance, strengthen global networks of women's organizations and increase women's participation in local decision-making processes. It proposes the following guidelines for partnership building:

- Maintain an open and sustainable dialogue
- Be dependable and organized
- Be flexible
- Have a sense of humour
- Engage in compromises
- Have mutual giving: One side should not be perceived as the recipient or client (two-way partnership)
- Use participatory methods
- Have a commitment to change and social improvement: Recognize the boundaries of these partnerships, but that working autonomously is not an option
- Acknowledge that women have a lot to offer when engaging in civil society
- Set criteria to help guide the process of partners learning from one another
- Help NGOs learn how to work with government
- Have participatory processes in determining funding priorities of foundations
- Realize that giving money alone is not a real project or partnership
- Recognize that cultural translation is needed between the grassroots and the mainstream
- Give money to the grassroots—and not through intermediaries—to ensure it reaches the intended recipients
- Look at women in the context of their community. Help women holistically (don't just isolate their problems)
- Know that grassroots women are not always the ones who need their capacity built: Often the funders and government officials need capacity built to begin to engage in real partnership

For additional resources, see the website www.huairou.org/

ⁱ Federation of Canadian Municipalities (FCM). "Increasing Women's Participation in Municipal Decision Making: Strategies for More Inclusive Canadian Communities". FCM. 2004.

ⁱⁱ Women in Public Policy (WIPP). "Steps toward a Credible and Inclusive Public Policy Process". June 2000. (3-13).

ⁱⁱⁱ The Grassroots Women's International Academy (GWIA) Expo 2000, Germany. <www.huairou.org/archives/gwia.htm>



= Protégé Program

www.fcm.ca

PROTÉGÉ PROGRAM APPLICATION

To be eligible, applicants must identify as female, live in the local area, and be between 18 and 28 years old. All questions marked with “*” are mandatory. Use the box to the right to enter your answer. **Please submit a cover letter and current résumé with this completed application.**

Contact Information	
Full Name *	
Full Address with Postal Code *	
Primary Phone Number *	
Alternate Phone Number (home, work)	
Email *	

About yourself	
Are you currently a student?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, are you full-time or part-time? <input type="checkbox"/> f/t <input type="checkbox"/> p/t Which university or college do you attend and what program are you enrolled in?

<p>Have you served on any committees or done any volunteer work? (example: school council, non-profit organization, youth organization, arts and music, religious organization, tenant council, co-op housing, social or cultural organization, etc.)</p> <p>If so, which of these do you think particularly qualifies you for this program?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please describe:</p>
<p>Describe your career goals, and how you feel Protégé will contribute to these goals.</p>	

Interests

Why are you interested in participating in Protégé?

What particular municipal programs or departments interest you? (i.e. policing, policy, parks, environment, recreation, planning, economic development, budget, etc.)

Program Commitment

Participation in this program requires:

- 6–8 hours per month with your mentor
- Attend a minimum of three meetings, such as one council meeting, one municipal committee meeting, etc.
- Attend one community event or activity with your mentor
- Arrange for one presentation to be made by your mentor to a college/university or community audience on the subject of municipal politics or women in politics
- Write a small article in your school, college, community or local newspapers about your participation in this program

I am willing to commit to these hours and tasks:

Yes No

If no, explain:

Agreement and Signature

I give permission for my personal information on this form to be used for the following purposes (check all that apply):

- To assess my suitability for participation in the Protégé program *
- To ensure the involvement of people with diverse perspectives in the Protégé program
- To contact me during my participation in Protégé (e.g. to send relevant documents)
- To grant me access to the online discussion site, hosted by the Federation of Canadian Municipalities

Signature:

Date:

How did you hear about Protégé?

Check all that apply.

- Email circulation
- Notice board
- Media
- At the library
- At the community centre/NGO
- My Councillor
- City staff
- Friend/family
- Other (please specify):

The program commitment is from (insert start date) to (insert end date).

If you have questions about this application, contact:
(insert contact name and contact information)

The deadline for submitting your application is: (insert date)

Submit your **completed application, cover letter, and resume** either by

1. Mail or hand delivery to: (insert address)

2. E-mail: (insert email address)

3. Fax: (insert number) with the subject "Protégé Program"



	<p>3. Have you been involved in civic or campus life through work or volunteer experience? Please describe.</p>
	<p>4. What specific issues in municipal government are of interest to you?</p>
	<p>5. What do you think will be the biggest challenge for you in this role?</p>

- Take questions from the candidate
- Ask candidate to email contact information for 3 to 4 professional references to HR
- HR will be in touch with the candidates by (provide a specific date)



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ANNEX 7A

SAMPLE OFFER LETTER

CONFIDENTIAL

(Insert Date)

(Insert Name)
(Insert Address)

Subject: Letter of Acceptance

Dear (insert name),

Thank you very much for your application to our Protégé program to increase women's participation in municipal government. The response for this program has been truly outstanding. Not only did we receive a large number of applications, but the variety of backgrounds and experiences, along with the high calibre of all the applicants, were exceptional and made the selection process very difficult.

Congratulations! We are pleased to offer you a Protégé mentorship with (insert councillor's name) of the (insert municipality's name).

The program will be officially launched at (insert council meeting or other event) on (insert date).

The terms and conditions of this program are set out in the attached document. Please confirm your participation in the program by (insert deadline date).

Once again, we would like to congratulate you and welcome you. We hope you find your time with us a rewarding experience.

Sincerely,

(Insert Name)
(Insert Title)



The Position: Duties and Responsibilities

As part of your participation in the Protégé program, you are expected to:

- Act as the driving force of the relationship
- Take the initiative to suggest and schedule meetings and activities
- Be punctual and engaged in activities with your mentor, and respectful of their time and experience
- Be open to communication with your mentor; prepare some topics and questions they are interested in discussing
- Take opportunities to network and engage with a wide range of councillors, as well as with local and community leaders
- Be open to constructive feedback on your progress
- Promote your participation in the program

Remuneration

This is an **unpaid** position, with no form of remuneration.

Confidentiality

During your mentorship, you may be privy to information of a confidential and proprietary nature, the disclosure of which may be detrimental to the interests of (insert organization). You shall not, either during your mentorship or at any time thereafter, disclose to any person, unless required by law or upon the express consent of your mentor, any secrets or confidential information concerning the business or affairs or financial position of (insert organization) or any company or organization with which (insert organization) is or may hereafter be affiliated. This obligation shall survive the termination of the mentorship relationship.

Agreement

This letter contains the terms and conditions applicable to your mentorship with (insert organization). Any modifications to this agreement must be in writing and signed by the parties. Prior to signing, we would encourage you to review this agreement. If you agree to these terms and conditions, please sign in the space provided below and return the letter to us. Please keep a copy for your records.

I accept the above terms and conditions.

(Insert name)

(Insert date)



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ANNEX 7B

SAMPLE REJECTION LETTER

(Insert name of recipient)
(Insert address of recipient)

Dear Ms. (Insert name of recipient),

Thank you for your application for participation in (insert municipality)'s Protégé program.

The response for this program was truly outstanding. We received a large number of applications, and we were impressed with your qualifications and achievements. Your credentials make you an ideal candidate, but due to the limited number of spaces available for this campaign, I regret that we are unable to offer you an opportunity at this time. Your enthusiasm and interest in academia, work, and community life is commendable. Keep up the good work and the courage to make change happen.

In recognition of the high calibre of you and the other young women interested in the program, we will be extending invitations to all applicants to our group learning sessions. This opportunity will allow you to network and meet councillors and learn more about the functioning of our municipal government. If you are interested in attending these sessions, please indicate this to (insert contact) at (insert email).

We appreciate your interest in increasing women's participation in municipal government and hope that you apply to the program in future years.

Regards,



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ANNEX 8A

SAMPLE CONFIDENTIALITY AGREEMENT

Confidentiality Agreement

BETWEEN

(Insert Protégé’s name here) (hereinafter referred to as the “Protégé” or Volunteer)

-and-

(Insert municipality name here) (hereinafter referred to as the “Organization”)

(Insert municipality name here) is responsible for securing all of its data—paper files, networks and computing systems—in a reasonable and economically feasible degree against unauthorized access and/or abuse, while at the same time making the data accessible for authorized and legitimate users. This responsibility includes informing users of expected standards of conduct.

CONFIDENTIAL INFORMATION:

The volunteer acknowledges that by reason of the nature of their involvement in the Protégé program they will have access to confidential “corporate” information, which is the exclusive property of the Organization. Without limiting the generality of the foregoing, such confidential information shall include, but shall not be limited to: personal information of staff, including financial records and banking information. In accordance with PIPEDA (federal Privacy Act) and *(insert name of municipal privacy legislation here, if applicable)*, this information must not be disclosed to anyone. Volunteers found violating the Privacy Act are subject to termination of their participation in the Protégé program.

The Volunteer further acknowledges that such confidential information could be used to the detriment of the Organization or contrary to the best interests of the Organization. The Volunteer covenants and agrees to treat all such information as strictly confidential and the Volunteer shall not, during volunteer work with the Organization, divulge, disclose, or communicate to any person, firm, corporation or entity, any such confidential information, or aid or abet others to divulge or to convey to others any information, unless required to do so by law. The Volunteer specifically acknowledges that these obligations and commitments survive the termination of the volunteering relationship, howsoever arising.

By signing this agreement, I, _____, acknowledge the terms of this confidentiality agreement and understand the implications of any breach of confidentiality.

(Name in Print)

(Date)

(Volunteer Signature)

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ANNEX 8B

SAMPLE CONFIDENTIALITY AGREEMENT—COMPUTER

Confidentiality Agreement

BETWEEN

(Insert Protégé's name here) (hereinafter referred to as the “Protégé” or Volunteer)

-and-

(Insert Municipality name here) (hereinafter referred to as the “Organization”)

The users of our computers and networks are responsible for respecting and adhering to local, provincial, federal and international laws. Any attempt to break those laws through the use of the computers or networks may result in litigation against the offender by the proper authorities. Any attempt to violate the provisions of this policy will result in disciplinary action.

GENERAL COMPUTING POLICY:

Users are solely responsible for all actions taken while using our computer systems and network facilities:

1. Use of our computer systems and network facilities and/or services for commercial purposes is prohibited.
2. The installation of any software that has not been approved by the Manager, Finance & Administration, or the IT Support Officer is prohibited.
3. Un-installing or disabling any approved anti-virus software is prohibited.
4. Sexually explicit material may not be displayed, archived, stored, distributed, edited or recorded using our computer or network resources.
5. Deletion, examination, copying, or modifying files belonging to other users in *(insert municipality name here)* without their prior consent is prohibited.
6. Any deliberate action that damages or disrupts a computer system or network, alters its normal performance, or causes it to malfunction is prohibited.
7. Use of our computer systems and/or networks in attempts to gain unauthorized access to remote systems is prohibited.
8. Decryption of system or user passwords is prohibited, unless access by the Administrator is required in an emergency situation.
9. The copying of system files is prohibited.
10. The copying of copyrighted materials, such as third-party software, without the permission of the owner or the proper license, is prohibited.
11. The willful introduction of viruses, worms, Trojan horses or other disruptive/destructive programs into our computer systems or networks or into external networks is prohibited.
12. Any file that is downloaded from the Internet or read from any external electronic media (such as floppy disk, CD-ROM) must be scanned for viruses before it is run or accessed.



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INTERNET POLICY:

(Insert municipality name here) provides its users and associates with Internet access for company-related business purposes only. Employees may use their Internet facilities for non-business research or browsing during meal time or other breaks, or outside of work hours, provided that all other usage policies are adhered to. We reserve the right to monitor employee use of the Internet at any time, if there is reason to suspect violation of this policy or abuse of our email systems disciplinary action will be taken.

If users find themselves connected accidentally to a site that contains sexually explicit or offensive material, they must disconnect from that site immediately, regardless of whether that site had been previously deemed acceptable by any screening or rating program.

PROHIBITED ACTIVITIES:

Users may not participate in the following Internet activities:

1. View, download, send or consensually receive pornographic materials. Any pornographic materials received must be deleted immediately and, whenever possible, reasonable effort must be made by the employee to request that the sender refrain from sending further materials of this nature in the future.
2. Intentionally damage or interfere with others (hacking, distributing viruses, etc.).
3. Distribute or post confidential company information.
4. Gamble.
5. Post any material that is discriminatory, offensive, libelous, illegal, harassing, or derogatory.

As a condition of my participation in this program with (*insert municipality name here*), its subsidiaries, affiliates, successors or assigns, and in consideration of my work with the Organization, I agree to the following:

By signing this agreement, I, _____, acknowledge the terms of this computer use agreement and understand the implications of any breach of confidentiality.

(Name in Print)

(Date)

(Volunteer Signature)



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ANNEX 9

PHOTO CONSENT FORMS—GENERAL AND EVENT

PHOTO CONSENT FORM—GENERAL

Photography/Video/Audio Consent Form

You are participating in a program during which (*insert name of municipality*) will be producing photographs and/or video and/or audio recordings. These photographs and/or video and/or audio recordings are for (*insert name of municipality*) use in its activities, at its events and in its promotional material, in print and electronic format, including on the Internet via the (*insert name of municipality*) website or other social media websites.

These photographs and/or video and/or audio recordings may also be used by the Federation of Canadian Municipalities (FCM), as a funder of the Protégé program. These photographs and/or video and/or audio recordings may be used in FCM activities, at its events and in its promotional material, in print and electronic format, including on the Internet via the FCM website or other social media websites.

Photographs and/or video and/or audio recordings produced may contain your recognizable image and are considered personal information. (*Insert name of municipality*) is collecting, using and disclosing personal information in compliance with the (*insert name of privacy act legislation that applies to your organization, e.g. Municipal Freedom of Information and Protection of Privacy Act, Personal Information Protection and Electronic Documents Act, etc*)

The purpose of this form is to notify you that your personal information (i.e. first name, last name, email and/or phone number and photograph, video and/or audio recordings) is being collected and to obtain your permission should the (*insert name of municipality*) and FCM decide to use photographs and/or video and/or audio recordings that contain your recognizable image and/or voice along with your name in its promotional material, be it in print or electronic format, including on the Internet.

If you have any questions regarding this notice of collection of personal information and consent, please contact (*insert contact information for the person responsible for organizing the event, photo shoot, video/audio recording. Include title, mailing address, email and phone number.*)

PARTICIPANT CONSENT

I UNDERSTAND photographs and/or video and/or audio recordings of me may be circulated widely and that, if posted on the (*insert name of municipality*) and other websites, they will be available to the public. I further understand that (*insert name of municipality*) has no control over, and is not responsible for, the use or misuse of materials on its website, including my photograph and/or video and/or audio recordings of me.

FOR THE PURPOSE STATED ABOVE, I CONSENT to be photographed and/or to be video and/or audio recorded by (*insert name of municipality*) or its authorized representatives.



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I ALLOW (*insert name of municipality*), FCM and its representatives to use, reproduce, publish, transmit, distribute, broadcast and display any photograph and/or video and/or audio recording that contains my image and/or voice along with my name in any (*insert name of municipality*) publication, multimedia production, video, CD-ROM, DVD, display, advertisement and/or on the municipality's website or other social media web sites without further notice or my approval of finished photographs and/or video and/or audio recordings.

Signature of participant

Print name and date

Signature of parent/legal guardian

Print name and date (*if participant is under 18 years old*)

PHOTO CONSENT FORM—EVENT

Event notice

Important notice

Photographs, videos and audio recordings of the Protégé program may be produced and may include your recognizable image. By participating in the program, you therefore consent to being photographed, video-taped and audio-taped and you authorize the Federation of Canadian Municipalities, (*insert name of municipality*) and its partners to use any of these recordings for its activities and events, as well as for its print and electronic promotional material, including on the Internet, via the website or other social media websites. Personal information obtained at this event is collected in accordance with (*insert name of locally applicable legislation*).

If you have any questions, please contact: (*insert contact information*)



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ANNEX 10

SELF-IDENTIFICATION FORM

WORKFORCE SELF-IDENTIFICATION SURVEY

Confidential when completed

The following questions are designed to determine the presence in the Protégé program of designated group members under the *Employment Equity Act*. All information provided is confidential (only available to the municipality's Human Resources section and the Federation of Canadian Municipalities) and will be used exclusively for the purposes of *Employment Equity* measures and initiatives. If you have any questions, please contact HR.

You have the right to decide whether or not to answer the questions. However, you must return the questionnaire whether it is completed or not. It is recommended that you read the entire questionnaire before indicating the categories that apply to you. Please note that you may be a member of more than one designated group.

Please write your name in the space provided below and return the questionnaire to Human Resources by (*insert deadline date*). We thank you for your collaboration.

Name: _____

Date: _____

A. For the purposes of employment equity, please indicate whether you identify as lesbian, gay, bisexual or transgender:

Yes:

No:

B. For the purposes of employment equity, a person is an Aboriginal person if he or she is a member of the First Nations, Inuit or Métis peoples of Canada. Based on this description, do you consider yourself to be an Aboriginal person?

Yes:

No:



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- C. For the purposes of employment equity, a person is a member of a visible minority if the person is, because of his or her race, colour, national or ethnic origin, a visible minority. The fact that a person is an Aboriginal person does not make him or her a member of a visible minority. Based on this description, do you consider yourself to be a member of a visible minority?*

Yes:

No:

*Visible minorities are those groups that are non-Caucasian or non-White.

- D. For the purposes of employment equity, a person is a person with disabilities if he or she has a persistent physical, mental, psychiatric, sensory, learning or dexterity impairment and:

1. *The person considers himself or herself to be disadvantaged in employment by reason of that impairment, or*
2. *The person believes the employer is likely to consider the person to be disadvantaged in employment by reason of that impairment.*

Based on this description, do you consider yourself to a person with a disability?

Yes:

No:

Thank you

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ANNEX 11

MENTORING AGREEMENT

The protégé and councillor-mentor jointly develop the agreement. The following goals are provided as a guideline, and you are free to adapt them and add more of your choosing. A goal could have several activities. Identify the goals you want to achieve and the activities that will meet these goals.

Name of Councillor:

Name of Protégé:

Goal	Program Activities
Building the mentorship relationship	
Skills development	
Learning objectives	
Observing activities	

Both mentor and protégé agree to:

- Communicate openly with one another
- Give and accept constructive feedback
- Be respectful of each other's schedules and responsibilities
- Give 24 hours' notice of cancellation of meetings or phone calls
- Work to make the mentorship interesting and enriching for both participants

Name & signature of Councillor and date

Name & signature of Protégé and date

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ANNEX 12

SAMPLE ACTIVITY PLAN

(Insert municipality) Protégé Program Activity Plan

Meetings	DATE	DATE	DATE	DATE	DATE	DATE
Orientation						
Person-to-person or telephone meetings						
Council meetings						
Committee meetings						
Community meetings						
Job shadowing						
Review expectations						
Tour of city facility						
Learning activity # 1						
Learning activity #2						
Final program review mentee and mentor						

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ANNEX 13

SUGGESTED LIST OF ACTIVITIES FOR MENTOR AND MENTEE

Meetings

- Your protégé can accompany you to meetings such as
 - Council meetings and committee meetings
 - Meetings with community organizations or citizens' groups
 - Meetings with other orders of government such as regional councils or provincial officials

Community Activities

- Attend a community event such as
 - Festivals and cultural celebrations
 - Sporting events
 - Events hosted by local schools
 - Charitable events

Municipal Office

- Show your protégé around city hall or the municipal offices
- Introduce her to municipal employees and ask them to briefly describe what they do
- If possible, give her a project to take on

Protégé-only activities

- Tour a municipal facility, such as a
 - Community centre or library
 - Police or fire station
 - Water treatment facility
- Have local officials such as the treasurer or the fire chief give a presentation about their positions
- Have a municipal administrator give a presentation about an aspect of running a municipality, such as the budget or municipal services
- Have a local community organization that works on political causes give a presentation to the protégés. Some good options:
 - Women's advocacy groups
 - Citizen engagement groups
 - Neighbourhood associations
 - Groups working to increase women's participation in politics
 - Aboriginal advocacy groups
 - Cultural organizations or those that work with new immigrants

Other

- Ask your protégé to observe you in an interview with the local media
- Ask your protégé to contribute to your social media presence by posting on Twitter or your Facebook page
- Arrange an evening for participating councillors and protégés to socialize, such as a wine and cheese or a pub night
- Show a movie set in political life and discuss how realistic it was – Bullworth, Wag the Dog, Ides of March, Election...
- In all settings, always find opportunities to introduce the protégé (to staff, community members, at events, etc.), and explain the program and its intent to further public awareness



Suggested Topics of Conversation and Potential Questions

To prepare yourself for conversations with your protégé you can use these questions to reflect upon your work, as well as her career path and goals. You may also use these questions to prompt discussions about broader issues. Protégés are also provided suggested questions in their guide book.

General Career Related Questions

- Talk about past jobs – your career path
 - What jobs have you held?
 - What impact have these experiences had on your current position?
 - What did you learn from these jobs?
- Career planning
 - What process did you go through in your career planning?
 - How has your career plan evolved?
 - Have your career goals ever changed?
 - What can she do to improve her employability?
 - What are employers looking for?
- Networking skills
- Impact of academics on career preparation
 - How do academics contribute to career?
 - What are some things you wish you had known before entering your career?
 - What skills do you apply to your job that you developed at school?
- Mentoring
 - Did you have mentors?
 - How did they contribute to your success?

Municipal councillor questions

- Skills/experience for council
 - Why did you decide to run for council?
 - What type of professional development is most valuable?
 - What type of experience is expected?
- Elections
 - How was the election process?
 - What strategies did you find useful when running for office?
 - (If applicable) How was your experience running for council as a woman?
- Council
 - What have you done as a councillor that has been most important to you?
 - How has your life changed since you were elected to office?
 - How is being a councillor different from other jobs you have held?
 - What are the positive and negative aspects of elected office?
 - (If applicable) How is being a woman councillor different from being a male councillor?
- Municipal issues
 - Consider choosing a particular municipal issue that is important to you and your protégé, such as poverty reduction, budgeting, municipal infrastructure, policing, community safety, recreation, or other. Discuss some aspects of this issue and try to include her in meetings or activities related to this topic.

Tracking #:



Federation of Canadian Municipalities

In Kind Contribution Report Form

Please refer to "Guidelines" on back of this page when completing this form.

Project: _____

Activity Name: _____

Activity Type: Overseas Mission In-Canada Mission Meetings / Workshops
 Coaching / Communications Peer Review & Knowledge Mgmt Other: (please specify)

Date of activity: _____

Municipality/Organization: _____

Form completed by: _____ Title: _____

Signature (required) _____ Date: _____

TIME CONTRIBUTIONS (Please estimate the contribution of all individuals involved in the activity)

Names	Code	Number of days contributed				Total Days	FCM Use \$
		Prep.	Travel	Event	Reports		
1.							
2.							
3.							
4.							

Add extra sheet if necessary

OTHER CONTRIBUTIONS

	Estimated \$ Value
Hospitality (Accommodation, Meals, Tourism Activities, Gifts)	
Local Transportation	
Facility or Equipment Rental	
Communications/Translations	
Other; please specify: (e.g. equipment, telephone services, office space, facilities, tools, books, publications.)	

CODES FOR TIME CONTRIBUTION

Public Sector	Community/ Groups / NGOs	Businesses
P1 Elected Officials COA, Town Clerks,	CM1 Employees CM2 Volunteers	B1 Executive B2 Staff
P2 Commissioners P3 Senior Managers P4 Staff	CO Consultants	Universities U1 Academic Faculty U2 Staff

For FCM use
Total:
Account No.:
FCM Officer:
Date:
Finance:

**Please FAX completed form to: 613-244-1515
Or Mail to: 24 rue Clarence St., Ottawa ON K1N 5P3**

GUIDELINES ON IN-KIND CONTRIBUTIONS

The *In-Kind Contribution Report* is intended for Canadian municipalities and their partners in Canada that have participated in an activity funded by FCM and the Canadian International Development Agency (CIDA). Reporting on in-kind contributions is important as it shows that CIDA funds are matched by substantial investments from Canadian municipalities and their partners. In-kind contributions represent the value added to the financial support received from CIDA and FCM.

Definition

An in-kind contribution is any item or service that is donated to the program without an exchange of cash. If the item or service were not donated, it would have to be purchased. The representation of in-kind contributions is a financial proxy that is budgeted, monitored, accounted and reported with the same rigour as cash.

Time Contributions

The contribution of all individuals involved, including assistants, in an activity and its preparation ranges from the following:

Prep - Preparation prior to the activity and/or event and/or mission

- intercultural training
- preparatory meetings
- administration and logistics
- conference calls

Travel - Travel to and from the destination of the activity

Event - Participation time of the activity (total days of mission, workshop, event, etc)

Reports - Follow-up to the activity time

- debriefing meetings
- conference calls
- narrative reporting
- expense claims
- in-kind report

Examples of Other Contributions

Donations can include volunteer services, equipment (telephone services, computers and office equipment), the use of office space or facilities, tools, books and publications. Program-related events, objects or services paid for directly by the municipality, and community fundraising for projects are also considered in-kind contributions.

Who Can Make In-kind Contributions?

Municipal government members, elected officials, individuals, groups and organizations that contribute to the community in the municipality participating in the program can make in-kind contributions. Only donations from Canadian sources are included as in-kind contributions. Donations from sources outside Canada or by developing country participants, even when the participants are in Canada, are not included as in-kind contributions.

Valuing In-Kind Contributions

Whenever possible, actual costs are used to value in-kind contributions. If the actual cost is not available, market equivalent rates may be used. Services are monetized at reasonable market values for the type of work involved. To relieve the burden of municipalities in ascertaining individual salaries, FCM has established standard market rates for different positions to give a value to the work performed. The positions of individuals who have contributed their time need only be coded (see list of codes) and the value of their contribution will be calculated accordingly by FCM. As the market rate for professional services include the cost of support services, support services are not normally counted in valuing in-kind contributions. In some cases, proof of attendance will also need to be included with the in-kind contributions report such as during board meetings, workshops, etc.

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ANNEX 16

EVALUATION PLAN

Evaluation Questions	Data Sources
<p>Relevance</p> <ul style="list-style-type: none"> • To what extent are the objectives of the program valid? • Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives? <ul style="list-style-type: none"> - What are the factors affecting young women’s participation that are not dealt with through a mentorship program? 	<ul style="list-style-type: none"> • Evaluation form completed by mentees • Evaluation form completed by mentors • Information requested in final reports from mentees • Input from program administrators • Focus group with mentors • Focus group with mentees • Semi-structured interview with others involved in similar work
<p>Effectiveness</p> <ul style="list-style-type: none"> • To what extent were the objectives achieved? <ul style="list-style-type: none"> - Better identification of barriers to women’s participation - Increased awareness of issues and challenges related to women’s participation - New skills for participants • What were the major factors influencing the achievement or non-achievement of the objectives? <ul style="list-style-type: none"> - What were the strengths and weaknesses of the process from the perspectives of the mentees and mentors? - Were there any challenges and successes in involving young women from diverse communities? - What were the strengths and weakness of the program from the perspective of those administering the program? 	
<p>Impact</p> <ul style="list-style-type: none"> • What has happened as a result of the program or project? • What difference has the project made to the participants – both mentors and mentees? • How many people have been affected? <ul style="list-style-type: none"> - Diversity of participants - Organizations reached through presentations of mentees 	

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ANNEX 17

PROGRAM DEBRIEF WITH PROTÉGÉS

Potential issues to explore with protégés during debrief

- **Objectives**
 - What objectives did you have going into Protégé? Which of these objectives were met?
 - Were there unexpected outcomes? (*Did you learn something or gain something you didn't expect?*)
- **Structure**
 - Did you receive adequate support before and during program? Were your questions and concerns always addressed?
 - Were the expectations regarding time commitment accurate?
 - Was there sufficient written background material?
- **Relationship with the mentor**
 - How did the relationship function?
 - What topics did you cover in your one-on-one discussions?
 - What were the highlights of the relationship?
 - Was there anything that worked less well?
- **Outreach activity**
 - *What did you do for your outreach activity? In your view, was this successful?*
- **Lessons learned**
 - Personally, what lessons did you learn? Did you gain new skills or insights?
- **Moving forward**
 - What were the strengths of the program?
 - If you had to pick one highlight, what would it be?
 - What could be improved?
 - Would you recommend the program to others?
 - How can the program meet the needs of young women from diverse communities (Aboriginal, religious, cultural, LGBT, with disabilities, etc...)?
 - How do you see this program contributing to the overall goal of increasing young women's representation and participation in local government?

PROGRAM DEBRIEF WITH MENTORS

Potential issues to explore with mentors during debrief

- **Objectives**
 - What objectives did you have going into the experience?
 - Which of these objectives were met?
 - Were there unexpected outcomes? (*Did you learn something or gain something you didn't expect?*)
- **Structure**
 - Did you receive adequate briefing and preparation before starting the mentorship program?
 - Were the expectations regarding time commitment accurate?
 - Was there sufficient written background material?
- **Relationship with the mentee**
 - Did the selection process function smoothly?
 - What topics did you cover in your one-on-one discussions?
 - What were the highlights of the relationship?
 - Was there anything that worked less well?
- **Lessons learned**
 - Personally, what lessons did you learn? Did you gain any new skills or insights?
 - Were there lessons learned regarding the program?
- **Moving forward**
 - What were the strengths of the program?
 - What could be improved?
 - Would you volunteer again?
 - Would you recommend the program to others?
 - How can the program meet the needs of young women from diverse communities (Aboriginal, religious, cultural, LGBT, with disabilities, etc.)?
 - How do you see this program contributing to the overall goal of increasing women's representation and participation in local government?



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ANNEX 18

EVALUATION FORMS—SAMPLES FOR PROTÉGÉS AND MENTORS

Evaluation Form – Protégé Program

To be completed by protégé

Community: _____

Thank you for participating in this program. Your thoughts on the experience are very important to us and will help inform similar programs across Canada. Please use additional sheets if you do not have enough room on this form.

Your name (optional): _____

Date this form completed: _____

1. General

Overall, for you, was the mentorship experience successful? (Circle your response) yes / no

What did you hope to get out of this experience at the beginning of the program?

1) _____

2) _____

3) _____

Were you able to accomplish these objectives: yes / no

If yes – what do you think supported the achievement of these objectives?

If no, can you explain why not?



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Were there any unexpected outcomes of the program for you (something you learned or gained that you had not expected)?

Was the time commitment required of you: (circle your response)

Less than anticipated / too little

Just right

More than anticipated / onerous

If you had a particular interest (such as environmental issues, disability issues, LGBT issues, Aboriginal issues, etc.), were you able to explore this during the program? (Please circle your response)

Yes / No / Didn't have a particular interest

Please explain

2. Application Process

How did you find out about the Protégé program?

Please rate the ease of the application process from 1 to 4, with 1 being straightforward and 4 being difficult.

1

2

3

4

If you circled 1, please explain why you thought it was difficult:



3. Interactions with your mentor

How many times did you meet face to face: _____

What other contacts did you have with your mentor (job shadowing, email, phone conversations, other) and how often?

- 1) _____
- 2) _____
- 3) _____

Which of these forms of contact do you think were the most worthwhile?

- 1) _____
- 2) _____
- 3) _____

4. Other Activities

Of the other activities that were part of the program (including seminars, community events, etc.), what did you find the most useful?

- 1) _____
- 2) _____
- 3) _____

What did you find least useful?

- 1) _____
- 2) _____
- 3) _____

Comments:



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5. Supports

IF THERE WERE WRITTEN MATERIALS

Please rate the usefulness of the manual/guidebook, etc from 1 to 4, with 1 being poor and 4 being excellent.

1

2

3

4

If you circled 1, please explain why you thought it was poor.

6. Lessons Learned

Please name 3 things you learned about yourself or issues relating to women in municipal politics as a result of this program:

1) _____

2) _____

3) _____

7. Outreach

What did you do for your outreach portion of this program (for example – wrote an article, gave a talk)?

Comments (What did you learn? Did you have enough support to carry out this activity? Was it difficult? etc.)

8. Looking forward

How could the Protégé program be improved?

Thinking towards your future and given what you have learned in this program, are you more or less likely to get involved in municipal politics and decision-making (in an elected or non-elected capacity)?

More / Less

Why?

How can this program better meet the needs of young women with diverse needs and perspectives (Aboriginal, from particular cultural groups, with disabilities, LGBT, etc.)?

Would you recommend the Protégé Program to other young women: yes / no

Why or why not?

Do you have other comments?

Thank you for completing this evaluation.



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Were there any unexpected outcomes of the program for you (something you learned or gained that you had not expected)?

2. Interactions with your mentee

How many times did you meet face to face: _____

What other activities were part of the program (job shadowing, email, phone conversations, other) and how often?

4) _____

5) _____

6) _____

Which activities do you think were the most worthwhile?

4) _____

5) _____

6) _____

Was the time commitment required of you: (Circle your response)

Less than anticipated / too little

Just right

More than anticipated / onerous

3. Supports

IF THERE WERE WRITTEN MATERIALS

Please rate the usefulness of the manual/guidebook, etc from 1 to 4, with 1 being poor and 4 being excellent.

1

2

3

4

If you circled 1, please explain why you thought it was poor.



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What other resources did you draw on to help you in your role as mentor?

- 1) _____
- 2) _____
- 3) _____

4. Lessons learned

Please name 3 things you learned about your mentee, yourself or issues relating to women in municipal politics as a result of the mentor/mentee relationship

- 4) _____
- 5) _____
- 6) _____

5. Looking forward

How could the Protégé program be improved?

- 1) _____
- 2) _____
- 3) _____

Are you willing to serve as a mentor in the future? yes / no

Would you recommend the Protégé program to:

Other potential mentors yes / no

Potential mentees yes / no

Why or why not?

Do you have other comments?

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ANNEX 19

ADDITIONAL RESOURCES

Here is some additional information regarding women in politics and municipal elections.

FCM Resources:

Municipal Elections in Canada: a Guide for Women Candidates:

[http://www.fcm.ca/Documents/tools/Women/Municipal Elections in Canada a Guide for Women Candidates EN.pdf](http://www.fcm.ca/Documents/tools/Women/Municipal_Elections_in_Canada_a_Guide_for_Women_Candidates_EN.pdf)

Campaign Training Webinars for Women: <http://www.fcm.ca/home/programs/women-in-local-government/getting-to-30.htm>

Increasing Women's Participation in Municipal Decision Making: Strategies for More Inclusive Canadian Communities:

[http://www.fcm.ca/Documents/reports/Women/Increasing Womens Participation in Municipal Decision Making Strategies for More Inclusive Canadian Communities EN.pdf](http://www.fcm.ca/Documents/reports/Women/Increasing_Womens_Participation_in_Municipal_Decision_Making_Strategies_for_More_Inclusive_Canadian_Communities_EN.pdf)

Increasing Women's Participation in Municipal Decision Making Toolkit:

[http://www.fcm.ca/documents/tools/Women/Increasing Womens Participation in Municipal Decision Making Toolkit en.pdf](http://www.fcm.ca/documents/tools/Women/Increasing_Womens_Participation_in_Municipal_Decision_Making_Toolkit_en.pdf)

Provincial and Territorial Election Information:

Government of Alberta Municipal Affairs – Municipal Election Information and Forms:

http://www.municipalaffairs.alberta.ca/mc_elections.cfm

Candidate's Guide to Local Elections in B.C.:

http://www.cscd.gov.bc.ca/lgd/library/election2011/Candidates_Guide.pdf

Manitoba Local Government – Municipal and School Board Elections:

http://web5.gov.mb.ca/mfas/mfas_elections.aspx

Elections New Brunswick – Information for Municipal and Rural Community Election or By-Election Candidates: <http://www.gnb.ca/elections/general/generalmuncandidateinfo-e.asp>

Newfoundland and Labrador Municipal Training and Development Corporation – Resources:

<http://municipaltraining.nf.ca/Resources.html>

Government of the Northwest Territories – Municipal Candidates Manual:

http://www.maca.gov.nt.ca/resources/election_information/2011_Candidates_Manual_Hamlets_and_Chartered_Communities.pdf

Service Nova Scotia – Candidate's Guide to Municipal Elections:

<http://www.gov.ns.ca/snsmr/muns/manuals/pdf/msd-candidate-guide-to-municipal-elections.pdf>

Elections Nunavut -- Information on Municipal Elections:

http://www.elections.nu.ca/apps/authoring/dspPage.aspx?page=run_office

Ontario Ministry of Municipal Affairs – Municipal Elections information:

<http://www.mah.gov.on.ca/Page219.aspx>

Prince Edward Island Department of Municipal Affairs – Municipal Elections information:

<http://www.gov.pe.ca/mapp/index.php?number=1040437&lang=E>

Director General of Québec Elections – How to run as a candidate:

<http://www.electionsequbec.qc.ca/english/municipal/candidate/how-to-run-as-a-candidate.php>

Government of Saskatchewan Municipal Affairs – Election information:

<http://www.municipal.gov.sk.ca/Administration/Elections-General/ElectionInformation>

Yukon Municipal Election Guide:

http://www.fcm.ca/documents/tools/Women/yukon_municipal_election_guide_EN.pdf

Provincial and Territorial Unions and Associations of Municipalities:

Alberta Association of Municipal Districts and Counties: www.aamdc.com

Union of British Columbia Municipalities: www.civicnet.bc.ca

Association of Manitoba Municipalities: www.amm.mb.ca

Association francophone des municipalités du Nouveau-Brunswick: www.afmnb.org

Union of Municipalities of New Brunswick: www.umnb.ca

Municipalities Newfoundland and Labrador: www.municipalitiesnl.com

Northwest Territories Association of Communities: www.nwtac.com

Union of Nova Scotia Municipalities: www.unsm.ca

Elections Nunavut: www.elections.nu.ca

Association of Municipalities of Ontario: www.amo.on.ca

Federation of Prince Edward Island Municipalities: www.fpeim.ca

Fédération Québécoise des Municipalités: www.fqm.ca

Union des municipalités du Québec: www.umq.qc.ca

Saskatchewan Association of Rural Municipalities: www.sarm.ca

Saskatchewan Urban Municipalities Association: www.suma.org

Association of Yukon Communities: www.ayc-yk.ca

Other Resources:

UNESCO –Toolkit for Municipalities, Organizations and Citizens - Canadian Coalition of Municipalities Against Racism and Discrimination: <http://www.unesco.ca/en/home-accueil/~media/Unesco/Sciences%20Sociale/CCMARD%20Toolkit%20WEB-EN.ashx>

City of Edmonton – Diversity and Inclusion Framework and Implementation Plan: http://www.edmonton.ca/city_government/documents/Final_Diversity_Inclusion_Framework_Implementation_Plan.pdf