

Peterborough's Coalition Against Poverty Fundraising Manual

Includes:
Fundraising Manual
Reflection Paper

By Daniel Bastien

Completed for:

PCAP

Supervising Professor: Prof. Jim Conley, Trent University

Trent Centre for Community-Based Education

Department: Political Studies

Course Code: POST 487

Course Name:

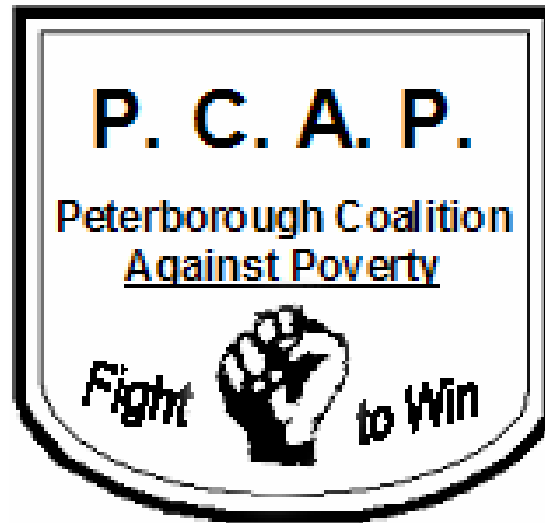
Term: Spring 2006

Date of Project Submission: May, 2006

Project ID: 681

Call Number: 650 Bas

Peterborough Coalition Against Poverty Fundraising Manual



Prepared by Daniel Bastien

For the Peterborough Coalition Against Poverty, Professor Jim
Conley, and the Trent Centre for Community Based Education

May 2, 2006

Table of Contents:

| | |
|--|-----------|
| Section A: Introduction..... | 4 |
| Section B: Some Basic Rules About Fundraising For PCAP..... | 6 |
| B1: No Strings Attached!..... | 6 |
| B2: Build Community..... | 7 |
| B3: Say Thank You..... | 8 |
| B4: Be Organized..... | 8 |
| Section C: Grants..... | 9 |
| C1: Funding Proposals..... | 9 |
| C2: Trent University Student Groups..... | 12 |
| C3: Trent Central Student Association Events Funding..... | 15 |
| C4: T.E.W. Nind Funds..... | 16 |
| C5: Unions..... | 18 |
| C6: Religious Groups..... | 22 |
| Section D: Merchandise..... | 23 |
| D1: What Sort of Merchandise Works?..... | 23 |
| D2: Make Your Own Merchandise..... | 24 |
| D3: Merchandise From Other Organizations..... | 27 |
| D4: Selling Your Merchandise..... | 29 |
| Section E: Publicity..... | 36 |
| E1: Word of Mouth..... | 36 |
| E2: Posters..... | 37 |
| E3: Handbills..... | 39 |
| E4: Trent Radio 92.7 FM..... | 39 |
| E5: Email..... | 41 |
| E6: Community Listings..... | 42 |
| Section F: Media Releases..... | 44 |
| F1: How to Write a Media Release..... | 44 |
| F2: Sending Out Media Releases..... | 46 |
| Section G: Events..... | 48 |
| G1: Organize an Event in Eight Simple Steps!..... | 48 |

| | |
|---|-----------|
| G2: Example: How to Organize a Benefit House Part Step by Step... | 50 |
| Section H: Trent Student Levy..... | 54 |
| H1: What’s a Trent Student Levy?..... | 54 |
| H2: Why May PCAP Need To Run Another Levy Campaign?..... | 54 |
| H3: How to Run a Levy Campaign..... | 56 |
| H4: How to Get the Actual Levy Money..... | 60 |
| H5: Levy Refunds..... | 62 |
| Section I: Asking Individuals For Money..... | 63 |
| I1: Emergency Appeals For Funds..... | 63 |
| I2: Sustainer Programme..... | 64 |
| I3: Direct Mail..... | 64 |
| Section J: Conclusion..... | 66 |
| Appendix A: Tips For Successful Delegation..... | 67 |
| Appendix B: Sample Trent Women’s Centre Funding Proposal..... | 68 |
| Appendix C: Sample Nind Fund Proposal..... | 69 |
| Appendix D: Sample Union Funding Proposal..... | 72 |
| Appendix E: Peterborough and District Labour Councils’ List of Union Locals..... | 75 |
| Appendix F: Sample Poster..... | 78 |
| Appendix G: Sample Media Release..... | 79 |
| Appendix H: Sample Emergency Appeal For Funds..... | 80 |
| Appendix I: Sample Call For Sustainers..... | 81 |
| Appendix J: Sample “Thank You” Note..... | 82 |

Section A: Introduction

Poverty is getting worse and governments aren't doing all that much about it. This isn't all that surprising as governments are made up of rich people and mostly care about the interests of other rich people. Not only are people on welfare being starved with absurdly low payments, but workers rights are being eroded, union labour is being replaced by part-time "flexible" work, post-secondary tuition rates are getting so high only the children of the rich won't graduate with a crippling debt.

History has shown time and again that governments only help poor people when they are forced to. This means that poor people and their allies must organize themselves to take up the fight against oppression wherever they find. Whether it is homeless shelters mistreating their residents, people getting evicted because they can't afford the rent, or a government that keeps welfare rates too low for people to be able to live healthily, people need to struggle.

Having a permanent organization of poor people and their allies allows us to institutionalize our resistance like governments have institutionalized their oppression. Organization brings people committed to change together and allows people to present a united front to confront poor-bashing practices wherever they happen. Organization also allows bridges to be made between poor people between different cities, and with people who are struggling for the rights of women, workers, the racialized, etc.

A healthy organization needs a healthy financial footing. It's hard to fight oppression if all of an organization's efforts are being put into desperately scrambling for money to pay the bills. This manual was made to help create a financially sound organization. It was made specifically for the Peterborough

Coalition Against Poverty, a local direct-action anti-poverty group. However, the resources in here can be useful to other groups in and out of Peterborough fighting for social justice.

This manual should be used as a tool. However, the most valuable tool at your disposal is your brain. Successfully fundraising requires creativity. Your second most valuable tool is other people. Fundraising is all about making links with other people. You will need to work with people to organize events, find out what funding is available in your community, and creating social change.

Everything you do should mirror the kind of society you are trying to create. This applies to fundraising. You can use fundraising to get new people involved in your organization, teach people valuable skills, create community, and raise awareness. When fundraising, never forget what Emma Goldman said: "If I can't dance, it's not my revolution". While fundraising can be a lot of work, it should also be fun.

Section B:

A Few Basic Rules About Fundraising

B1 No Strings Attached!

This is the first rule of fundraising for PCAP or any other direct action group: never accept any money that comes with strings attached. That means that if someone offers you money with conditions, like “here’s \$5000, but you have to spend it on feeding poor people, or on the condition you don’t criticize us” turn it down.

You cannot rely on money that will limit what your organization can do politically. Funding must help your organization further its goals, not force you to follow the goals of your funders. PCAP does not accept any money from governments because that would prevent us from criticizing its policies. As well, PCAP cannot accept money from any political party. They all have some policies that are harmful to poor people, and PCAP is going to have to criticize them at some point.

PCAP also does not accept any money from agencies like the United Way that could be cut off for “being political”. There’s a lot of money from foundations like the United Way or the Trillium Fund available for charity and service work. However, this funding is often not allowed to be spent on “political” work. So just stay away from it.

There’s a difference between asking for money for a specific reason, like paying for your bills or a bus, and getting money with strings attached. If you’re seeking money from other groups, you will usually have to justify it by saying the money will be used to fund XYZ. This is OK, as long as this money doesn’t limit what

you can do politically.

B2 Build Community

PCAP seeks to unite people affected by our system to fight for systemic change. People in general and poor people in particular are often disconnected from one another and feel powerless. In our capitalist society, people are constantly being told that the rich are rich because of hard work and intelligence, and the poor are poor because of laziness and personal failures.

We know that poverty is inevitable in a society in which most of the wealth gets concentrated in the hands of a few, there are not enough jobs for everybody, and social assistance rates are disgustingly low. Nevertheless, the capitalist myth that people “deserve” their place in society can be psychologically damaging.

Fundraising should try to overcome this and empower people. This can be done by having people involved in fundraising work. Actively participating in an anti-poverty organization can give people a feeling of belonging. Being surrounded by others who are fighting together for the same thing is also empowering. Some people may not feel comfortable or able to do advocacy or direct action work. Fundraising is a good way to get these people involved in PCAP.

As well, fundraising can be used to make bridges between people and organizations. Fundraising events, if well organized, can become community events in which people can come, socialize, and feel like they are part of a community of resistance. Working on fundraising projects with other groups can also build links between PCAP and these other groups. For example, getting funding from a union makes the union connected to PCAP. A union that is helping fund PCAP (with no strings attached, of course) is a lot likelier to step up

to the plate and support us on political campaigns.

B3 Say “Thank You”

Whenever anyone gives you anything, whether it’s their time or money, be sure to thank them. People like to feel useful and appreciated. If they don’t, they may not bother helping you out in the future. So whenever you receive a donation, send a thank you note. If someone is especially helpful, don’t be afraid to give them some free merchandise.

B4: Be Organized

A whole book can be written about organization. That would be well beyond the scope of this handbook, so I’ll just make a couple of comments on this. To make sure things get done, you need give people some responsibilities. At the same time, you want to avoid activist burnout. So try to find a balance by effectively delegating tasks so that the work is spread around evenly. For some projects, it might be best to have one person “in charge” of organizing it. However, to avoid having one person monopolize all of the skills, knowledge and power in the group, it is necessary to rotate tasks.

In order to have a solid organization, you need to have a group of dedicated volunteers. Too often people go to a meeting or two and then drop out because they feel like spectators. So always make the effort to recruit new people, and get them involved. Start them off with little tasks, like postering or tableing, and soon they may become full-blown core organizers.

See Appendix A for some useful tips on delegation.

Section C: Grants

This section will deal on getting other organizations to give you money. There is a lot of available money out there for you to take, you just need to know where and how to ask for it.

You can get grants to cover the costs of an event by having one or many other groups sponsor it. Sometimes, you can get money to help fund a political campaign. Other groups may just give you money because they like you and you asked them nicely for it. Usually though its best to give a concrete reason why they should give you money (ie. To pay for a rented bus to Toronto)

*Note: If you are getting a group to help pay for an event, you will most likely be expected to list them as sponsors on whatever promotional materials you put out.

C1: Funding Proposals

(For sample funding proposals, consult Appendices B, C, D)

A funding proposal is a written request for funding from an organization. Whenever you are asking another organization for money, you will most likely need to write a funding proposal. All organizations have their own unique expectations for proposals they accept. When in doubt, ask them.

Keep in mind that all organizations have their own mandates. Tailor your proposal to the specific organization. If you are seeking funding from a union, you will need to say something about workers, and if you are seeking funding from a womens' group you will need to say something about women.

Your proposal usually be 1-2 pages long. Anything longer than that might irritate or bore your potential funders. Remember that your proposal will represent PCAP to the donor organization, so make sure you put careful thought in your proposal to make sure it doesn't look sloppy. If you have never written a funding proposal before, try to have someone with more experience proofread it.

What goes into a funding proposal?

Be sure to include a brief summary of the proposal in your first paragraph (who you are, how much you want and why).

A good funding proposal will have the following information:

-Your organization's letterhead. This makes your proposal look more professional.

-Who are you? Provide a brief description of your organization and its work. Make your organization look like its worth funding.

-How much money you are asking for.

-Who else is giving you money. How much, and is it confirmed or anticipated? You will mostly need to do this if you are seeking funding for an event. You don't need to list off every person who has ever given you money, just organizations who are helping fund the event.

-Why you need the money. It is helpful to mention any campaigns you may be engaged in, even if it is a long drawn-out one (for example, the Raise the

Rates/Special Diet campaign has been going on for years, but it's still important to say the money will help fund). If you have any specific needs, like money to get internet access, make sure you mention that. People like to know where their money is going and are likelier to give money for a specific reason than just to boost our coffers.

-Why the hoped-for donor should give you money: Here, you will need to show that your work overlaps with their interest. This means you also have to know what their interests are. This is generally pretty easy. Unions care about workers' rights and minimum wages, and the Trent Central Student Association or the union representing Trent teaching assistants care about the accessibility of post-secondary education. So if you're writing a proposal for the TCSA, you can include something like

PCAP believes all struggles against neoliberalism are interconnected. It is the same drive to erode public goods and strengthen the so-called free market for the benefit of the rich that pushes governments to slash social assistance rates and limit access to postsecondary education by raising tuition fees. We believe that it is necessary for poor people, students, faculty, workers, and all those being affected by neoliberal policies to come together and present a united front. It is in this spirit that PCAP members attended a TCSA rally in March against tuition hikes and made a speech highlighting the importance of unity.

If you are asking for a group to sponsor an event, let them know their name will appear on all promotional material.

-A contact person: Give them a name and contact information. This can include a phone number and email address. It is preferable to give the PCAP email address than a personal – is just looks more professional.

C2: Trent University Student Groups:

(For a sample fundraising proposal to the Trent Womens' Centre, see Appendix B)

Trent University is home to a large array of student groups, from the Film Society to the Queer Collective.

Throughout the history of PCAP, there have been informal links between members of student groups and PCAP. The so-called Trent 'activist community' can be a bit incestuous with activists being active members in several different student and community groups as well as travelling in overlapping social circles.

Practically this means that it's very easy to have co-operation between PCAP and student groups. The 'activist community' tends to be supportive of its members; activist student groups whose members are personal friends of PCAP members are a lot likelier to be supportive of our activities than social agencies with which we have few personal ties and conflicting political views.

The communication between members of PCAP and student groups means that it's easy for PCAPers to informally ask around to see where the money's at and how to get it.

For example once PCAP needed to fundraise approximately \$450 in under two weeks to finance a bus to Toronto. The new fundraising committee organizer was stressed by having to come up with so much money on such short notice and with no prior fundraising experience. That night, he went out to the bar with some

friends. As luck would have it, the friends in question were either the paid co-ordinators or were on the boards of directors/steering collectives of OPIRG, the Trent Women's Centre, and the Trent Queer Collective. Within a half hour he had verbal assurances that he could successfully apply for a combined amount of about \$650 to these groups. The moral of the story is that informal activist networks are incredibly useful to tap into for last minute fundraising.

Like snowflakes, all student groups are unique. They all have their own mandates and budgets, all of which must be taken into account when applying for funding.

A good way to know how much you can get from a group is simply to ask a sympathetic co-ordinator or director how much you can reasonably expect to get. It's part of their job to give out money to groups like ours so they can be expected to know what they're talking about. Also, there's a prevailing mentality of "we're all on the same side so we'll help you however we can".

Make the proposal fit the mandate

Student groups all have different mandates. They will generally fund activities or events that can be shown to fit with their mandate. For example, to get money from the Trent Women's Centre, it's necessary to mention something about women. If you want money from the Trent University Music Society, it has to be for a musical event.

List of useful student groups:

This list only includes groups that have donated to PCAP in the past. This list

may leave out other student groups that have donated to PCAP. The Trent Central Student Association gets its own section. A complete list of Trent student groups can be found at <http://www.trentu.ca/stuorg/>.

Ontario Public Interest Research Group – Peterborough (OPIRG):

Tel: (705)741-1208

E-mail: opirg@trentu.ca

Part of OPIRG's mandate is to "address power imbalances in our society, and the connections between them." They can do this by giving us free photocopies, and by occasionally giving us money. They can usually give between \$100-200. They hold board of directors meetings every 2 weeks at which they decide whether or not to give money. Email proposals at opirg@trentu.ca or call them at (705) 741-1208.

Trent Women's Centre:

Tel: (705)742-7195

E-mail: info@trentwomenscentre.ca

They can give up to \$200 provided you explain in the funding proposal how your work helps women. Just say something at the end about how gender and class oppression are interconnected. See Appendix B for an actual PCAP proposal to the Womens' Centre.

Trent Queer Collective:

E-mail: queer@trentu.ca

The Queer Collective is usually run by leftwing folk who are supportive of PCAP.

They once gave PCAP \$450 in one shot. Email them a proposal at queer@trentu.ca. Their 'hub' will have to approve your proposal. When this manual was written, the TQC organizers were hard to track down. If this is the case, you can always ask the OPIRG co-ordinator about them. She usually knows how much money they have and other useful gossip.

Trent Film Society:

E-Mail: no permanent address. They use the co-ordinators' personal e-mails, which change from year to year.

The Trent Film Society can provide funding for any film related event. If PCAP chooses to host a benefit film night, the TFS could pay for the location and copyright. That leaves you with pure profit. Sweet, sweet profit. Oh yeah!

C3: Trent Central Student Association Events Funding

The Trent Central Student Association can provide funding for an event. PCAP got funding from the TCSA in 2001 to help pay for a bus to Toronto. You will need to fill out a "Supplementary Levy Group Funding Application", which is available at the TCSA office.

As well as filling out the form, you will need to include a separate application letter. It must include:

- What PCAP does
- A description of the event planned

- The number of students expected to attend
- Purpose of the event (Is it a fundraiser? Is it meant to be a service? Is it meant to raise awareness?)
- The benefit to Trent students or the Trent community
- What the TCSA will receive for its sponsorship (i.e. listing as event sponsor)
- Who is your target audience
- Any other relevant information the finance committee needs to make its decision.

Because you are getting this money from a student union, you do have to explain why your event is of concern to students. You can do this by saying that:

- a) There are student PCAP members, and PCAP advocacy services help students

- b) Students are coming to your event

- c) “PCAP believes that it is the same neoliberal ideology that is pushing governments to maintain social assistance rates below the poverty line and restricting access to post-secondary education to the rich by increasing tuition fees. This is why we feel it is important for low-income people, students, and all other people adversely affected by neoliberal policies to unite and struggle together.” (You can rephrase this to suit the your individual proposal)

C4: T.E.W Nind Funds

For a sample proposal Nind fund proposal, see Appendix C

Nind Funds are given out by the Trent President to help fund events up to \$500. The official website provides all of the necessary guidelines to obtain it:

Projects will be eligible for support from the Nind Fund if it can be demonstrated that they will enhance campus life. Those projects that are potentially of interest to broad segments of the university community will be particularly welcome. Nind Fund support will be granted to assist in bringing people and events to Trent or in organizing special projects. Events, programs, conferences, services, etc., in order to be eligible, must be open to, and likely to appeal to, all segments of the university and where appropriate, the wider Peterborough and Oshawa communities. Applications for faculty, staff, or student travel will not normally be considered. Proposals that will enhance the formal academic programs of the University will not usually be supported by the Nind Fund, but may be eligible for support from the Academic Innovation Fund.

The Nind Fund will provide support in amounts not normally in excess of \$500. Up to 50% of annually available funds may be used for recurring programs/projects that have proven successful in the outreach component of their activity and where in the absence of the Nind Fund support would not be sustainable.

Applications from students, faculty and staff are invited and should state: the purpose and benefits of the project; a full description including dates; a complete balanced budget, including all anticipated sources of revenue (Nind Fund and other) and expenditures; and names of all organizers. Applications should be addressed to the President and submitted to the Office of the President, Bata Library. Applications will be considered at any time of the year.

<http://www.trentu.ca/president/tewnind.htm>

What the website doesn't mention

*PCAP has unsuccessfully applied for the Nind fund before. A friend from another social justice organization told us that the Nind fund did retroactive funding (gave out money after events) and was available to non-student

community groups; the Trent president's secretary told us otherwise. Now that PCAP has a student levy, it is officially seen as a student group. That should make it easier to apply for Nind funding.

*They don't look at your post-event budget, which means you can high-ball the costs on the budget you use to apply for the money and keep what you don't spend.

*If applying for Nind funding, make sure you do it well in advance of your event. Try to make it educational and vaguely related to the University if possible. For example, you could organize an event that would 'raise awareness of poverty issues'.

*If you want to apply for the Nind fund and want some practical advice, ask the Kawartha World Issues Centre at kwic@trentu.ca or (705) 748-1680. This organization is run by very friendly people and have experience with Nind funding.

C5: Unions

(For a sample of union funding proposal, see Appendix D. For the Peterborough and District Labour Council's list of union locals, see Appendix E)

Trade unions have a long history of supporting radical movements. Of course, not all unions are the same. Some are more conservative while others are likelier to fund our activities. Unions representing public sector workers tend to be more militant than private sector unions. When Mike "the Knife" Harris started his poor-bashing 'common sense revolution', it was the public sector workers who took to the streets alongside the Ontario Coalition Against Poverty.

How to apply for union funding:

The usual procedure is to send over a written funding proposal to a union local,

who will then either approve or reject your proposal at their monthly meetings. You can either mail, hand deliver, or sometimes email the proposal. Call a union local and ask for details on how to apply to that specific local. You may also make a presentation at their monthly meeting, particularly if you are asking for a lot of money.

What to apply for from unions:

Unions tend to have a lot of money. For example, up until a controversial mock eviction of an MPP in 2001, \$10 000 of OCAP's \$50 000 annual budget was provided by the Canadian Auto Workers union. Currently, OCAP's office space is being paid for in full by the CUPE local representing York University's part-time faculty. PCAP could at some point try to get a union to pay for our office space, or our bills, or some other big regular expense.

Some unions have special funds set aside for funding anti-poverty work, or political action committees to fund political work. Don't be afraid to call them and ask about what funds they have available for you to access.

(For the official Peterborough District and Labour Council list of unions, see Appendix E)

A few unions who might be into funding PCAP:

***Canadian Union of Public Employees, Local 3908 Units 1 and 2:**

CUPE 3908.1:

Room 106, Bradburn House, Traill College, Trent University

310 London Street Peterborough, ON K9H 7P4

Tel: (705) 748-1011ext: 1759

Fax: (705) 748-1134

E-mail: cupe@trentu.ca

CUPE 3908.2:

E-mail: cupe3908.2@gmail.com

CUPE 3908 Unit 1 represents part-time faculty and teaching assistants at Trent University. Many members of the executive committee are very supportive of PCAP. Unit 2 represents graduate students at Trent. This unit is much less well funded than Unit 1.

***Amalgamated Transit Union Local 1320**

Tel: 705-743-8636

6-294 Aylmer Street North,

Peterborough, ON K9J 3K7

They represent Peterborough bus drivers. PCAP officially supported them when they went on strike in 2005, and had some people with PCAP banners stand with them at the picket lines. This may give them a soft fuzzy spot for us.

***Canadian Union of Postal Workers**

Tel: 705-742-3513

294 Aylmer Street North,

Peterborough, ON K9J 3K7

This is probably one of the most politically radical unions in Canada. It is a member of the People's Global Action network, which is global network of organizations that are anti-capitalist and support direct action.

***Ontario Secondary School Teachers Association (District 14 Political Action Committee)**

Tel: (705)748-3444

At one point, they were supposed to pass a motion on whether or not to give PCAP \$1000, but they never got around to it. It would be worth trying again.

***Elementary Teachers Federation of Ontario – Kawartha Pine Ridge Local**

2155 Davis Road
P.O. Box 10091, RR3
Peterborough, ON K9J 8G0

Tel: 705-743-8573

Fax: 705-743-3125

They have funded PCAP in the past. To apply for funding from the ETFO, you will have to complete an "Anti-Poverty Group Funding Application" form, which should be available at the office listed above.

C6: Religious Groups

This is an area of fundraising that has been almost completely neglected by PCAP. If your organization chooses to seek money from religious groups, be very careful that there are no strings attached.

Many religious groups hold a strong belief in social justice and “charity”. While PCAP is not a charity, it can still play the “help us help the poor” angle to get some money. Having churches on our side also wouldn’t hurt our public credibility and ability to draw in supporters. Just think of the Black Civil Rights Movement that was pretty much entirely run out of churches.

A Catholic school in Bancroft once agreed to run a fundraiser for us. What you have to do to get a Catholic school to give you money is find the pastor and talk to them. They’re the ones in charge of running fundraisers and that sort of thing. Some Catholic high schools run “dress down days” where students get to pay \$1 in exchange for not wearing their uniform for a day. Maybe you could make something like that happen for PCAP.

Another idea is to go and talk to the priest/pastor/minister/rabbi/imam/druid of a church/temple/synagogue/mosque/coven and ask them to pass the hat around for you or organize a fundraiser.

If you’re applying for funding from a religious group, remember you’re not talking to student radicals or militant trade unionists. Try to speak in terms of ‘helping the poor’ rather than ‘kicking the ass of the ruling class’, and feel free to quote scripture at them.

Section D: Merchandise

Merchandise is a great fundraising tool. First, it increases your visibility within the community. Every person wearing your t-shirt is a walking advertisement for your organization. People buying your merchandise will often feel this involves them in the organization and makes them a visible supporter. Merchandise can also be used as propaganda if it contains a message of resistance.

Merchandise also makes good financial sense. Merchandise sales can help you have a steady cash flow from concession revenues. If you're in a financial pinch, you can just grab some merchandise and go get people you know to buy some.

D1 What sort of merchandise works?

It all depends on your audience. It's good to have a variety of products to appeal to different demographics. For example, in the past PCAP has sold T-shirts and patches of the Monopoly Man getting punched in bottom with a caption saying "PCAP – Kicking the ass of the ruling class since 2000". These, along with a benefit punk-rock CD produced by OCAP were popular among youth and countercultural types. At the same time, we sold OCAP calendars which were more popular with people who wanted to support us but didn't want punk rock or obscene t-shirts.

By diversifying your line of merchandise, you will appeal to a wider audience, sell more, and make more money. Really, the only real way to find out what merchandise works is to go out there and try to sell it.

A final note on this is that you may have the best merchandise in the world, but nobody will buy it if they don't know it's there. It is absolutely vital to advertise your merchandise. Consult the section on publicity for more information on how to do this.

D2 Make your own merchandise

Producing your own merchandise has many benefits. It can be a fun project, a good way to involve artists or other crafty people who otherwise wouldn't be actively involved in the group, and give you some nice unique Peterborough merch that people will want to buy to give their out of town friends and family. It can promote local artists and artisans and thereby benefit the whole community. The downside is that it can be a bit labour-intensive.

PCAP has had some success selling PCAP T-shirts in the past. People always like good T-shirts. As well, t-shirts or other clothing items serve as portable billboards for PCAP. People walking around town with "PCAP: Kicking the Ass of the Ruling Class" on their chest helps build up PCAP's community presence and credibility. Also, people may feel that wearing PCAP merch connects them to the group, and serves to tell people "I support PCAP. Be like me and support PCAP too".

Of course, you can produce all sorts of different merchandise: benefit CDs with local musicians, zines, handicrafts, buttons (ooh, those are a lot of fun! They don't make much money, but everyone likes them). For the purposes of this fundraising manual, I will limit myself to explaining how the PCAP T-shirts were made. You can then use that information and apply it to other sorts of merchandise. For example, if you are trying to create a local benefit CDs, you may need to find a local person willing to donate studio time and expertise instead of their silk-screens.

1) **We got a nice design**

An idea we had was to advertise a “design the PCAP t-shirt” contest. Luckily, there was a local artist who was friends with some PCAP organizers who was able to do all the design work, saving us the hassle of organizing a contest. PCAP told her what we generally wanted (“We want something that says ‘Look out, ruling class, PCAP is out to get you!’ and looks cool enough that people will want to give us \$15 for it”)

2) **We found a silk-screen artist who cut us a deal**

When we first made T-shirts, we spoke to Myles Conner from Renegade Apparels. He’s very supportive of PCAP and is a part of the Peterborough activist community, so he was willing to screen the T-shirts in exchange for the cost of materials (about 50 cents per shirt).

Renegade Apparel can be reached at 705-748-6857, 247 Hunter Street West, renegade_apparel@cogeco.ca.

If we were unable to use Renegade Apparel, we would’ve tried asking people from other activist/social justice groups who they go to for silk-screening. We would’ve had to use the “we’re a poor non-profit organization so please give us a discount” line, and shop around for the best price.

3) **We found clothing.**

We had to ask the silkscreen artist what kind of fabric works (ie. With some

inks, it's necessary to use clothes that are least 50% cotton).

We bought a bunch of dirt cheap blank coloured t-shirts from a store in Chinatown in Toronto. All this took was a bit of wandering around Spadina Street and looking for the cheapest store with decent quality. We got t-shirts for \$2 a piece this way.

We couldn't find any black t-shirts in Chinatown so we had to get Myles to order some through his wholesaler. The downside is that this cost us more than the Chinatown shirts - \$3 a piece.

4) **We figured out how much to sell them for**

We first calculated our costs for each shirt produced, which ran to about \$3-4. So to make a healthy \$10 per shirt, we would've had to sell it them for \$13.50. Nobody likes fumbling around for change, so we rounded it up to \$15.

This is a reasonable price because it isn't particularly expensive for a t-shirt (dare we say, its actually on the cheap side), yet it gives us a good profit.

To make our merchandise more accessible, we sold the shirts on a \$10-15 sliding scale to allow people with little income to be able to afford it while still giving us a profit.

5) **We figured out where to sell them**

We sold them out of our office, at tabling events, and at the Spill Coffee Bar. We just asked around downtown businesses until we found someone who would sell them for us. Part of this is knowing your audience. Our t-shirts had

some naughty language on it, so we figured it would make more sense to sell it in a youthful café than a shall we say “greyer” and more conservative venue.

D3 Merchandise From Other Organizations

An easier way to get merchandise is to get it from outside your organization. Usually, you will want to go to other activist groups for this as they will cut you deals for-profit businesses won't. Another benefit of getting merchandise from activist groups is that it often has 'radical content', i.e. sends out a healthy, constructive message. It usually sounds something like “The government is there to protect the rich. Unite and fight to win!”. This is closer to PCAP's values than most things you'll find on the capitalist market, which tend to say “Buy stuff. It's the only way you'll achieve satisfaction in life.”

Merchandise Ideas:

*In the past, PCAP has successfully sold OCAP benefit CDs and calendars, which they let us have at cost. OCAP can be reached at (416)925-6939 or ocap@tao.ca.

*Some PCAP members have also sold issues of the Northeastern Anarchist magazine, a quarterly anarchist theoretical publication produced by the Northeastern Federation of Anarcho-Communists (NEFAC). These magazines are good for spreading a radical consciousness and can be sold at bookstores. Ordering information:

Current issue is \$5 (\$6 international) per copy. For distribution, bundle orders are

\$3 per copy for three or more copies, and \$2.50 per copy for ten or more.

Subscriptions are \$15 for four issues (\$18 international).

Back issues are \$2 (\$3 international) per copy; special offer package for the entire set of back issues (#1-9) now only \$15.

Checks or money orders can be made out to "Northeastern Anarchist" and sent to:

Northeastern Anarchist

PO Box 230685 Boston, MA 02123, USA

email: northeastern_anarchist@yahoo.com

*The Slingshot Collective produces an annual organizer for radicals. It includes an international radical contact list, unique artwork on every page, some radical history tidbits for each day of the year, a menstrual calendar, and information on dealing with police. Their website is <http://slingshot.tao.ca/>.

*The Crimethinc Ex-Workers Collective has a lot of benefit CDs, stickers, magazines and novels available for purchase at very affordable prices. Check out their online store at www.crimethinc.com.

Shipping Costs

Shipping costs across the US-Canada border can be prohibitively expensive. This is why its best to get merchandise from Canada, and if possible have someone who is travelling anyways do the ferrying to avoid shipping costs. If you are still interested in importing some merchandise from the US, consider teaming up with other organizations to split the costs. One possible organization you could do this with is Toronto's radical Uprising Book Store, which can be reached

at:

www.uprising.ca

e-mail: uprising at tao.ca

telephone: 416 850-7795

mailing address:

Uprising/Books without Borders

6A Kensington Avenue

Toronto, ON M5T 2J8

D4 Selling your merchandise:

a) Tabling

Tabling events are a good way to perform public outreach as well as raise money.

Bring up-to-date propaganda with meeting times to hand out, a phone/email list to sign people up, merchandise. Never underestimate the importance of a donation dish. You can get surprisingly lots of toonies with a donation dish.

1) The Peterborough Farmers' Market:

Tel: (705)742-3276

<http://www.farmersmarketsontario.com/marketinfo.php?id=117>

Exhibition Grounds at the corner of George St. and Lansdowne St.

The Peterborough Farmers' Market has been held pretty much every Saturday

since 1825. After all that time, the market has gotten itself a very loyal following. Non-profit groups (like us) can get a free table there once a month. This is a good place to sell merchandise, perform outreach, and sell food.

However, selling food at the market is a bit tricky; you're not allowed to sell anything that directly competes with a registered vendor. If you're selling a meat dish, it has to either be prepared in a certified kitchen [check up on the actual law], or you have to have a way of reheating it.

The first time PCAP sold venison chilli at the market, we were told we wouldn't be allowed to sell it in case the health inspector came. However, nobody had any problems with us "giving" "free bowls of chilli" for a 3 dollar "donation". Still, bring a Coleman Stove or something if you want to sell meat, which probably will allow you to sell the meat.

To book a table at the Farmers' Market, call (705)742-FARM (3276) and leave a message. Or, if you're at the market, try to find the co-ordinator. When this guide was written, the farmers' market co-ordinator is Brenda. She can usually be found at her table to the right of the entrance or wandering aimlessly around the market. Ask a vendor to point her out to you.

You'll be expected to bring your own table. In the winter time, there might be some extra ones you can use, but in the warmer months you'll definitely need to bring your own.

2) LETS Market:

Tel: (705)749-3910

E-mail: ptbolets@pipcom.com

The LETS (Local Economic Trading System) is a bartering club that had over 700 members at its peak. They hold monthly Food Fairs, usually at Knox United Church (at the corner of Wolfe and Rubidge St.). It costs \$10 to get a vendors' table. While the LETS isn't as big as it used to be, the people who attend tend to be supportive of PCAP and will buy something cheap or donate some change.

PCAP's experience shows that people there are most likely to buy food, although now Food Not Bombs started serving for free at the LETS market. That may make people less likely to buy food. One solution could be to bring homemade candy or cookies. FNB focuses more on healthy soups and salads and not so much on tasty treats.

3) Trent TCSA tables:

Tel: (705)748-1000

E-mail: info@trentcsa.ca

Table bookings at Trent are done through the Trent Central Student Association. This sort of thing is handled by their accounts manager. They usually charge community groups \$100, but if you tell them you're a broke anti-poverty organization they can waive the fee. If you want to cite precedent, you can tell them they waived the fee for PCAP to use the Wenjack Theatre table on February 14 2006.

4) Out Of Town Events

There are many out of town events at which PCAP could sell merchandise, such as the **Montreal Anarchist Bookfair**. This is an annual event held every May

since 2000. It describes itself as “the largest anarchist event in North America, and an important exchange of anarchist and anti-authoritarian ideas. The Bookfair is for anarchists and non-anarchists alike, in French and English, with participants from all over North America and beyond.”

(<http://salonanarchiste.tactic.org/>) The contact info for this event changes from year to year, so just run an internet search to find an up to date contact. If you want to book a vendor's table at this event, be sure to reserve it well in advance. OCAP often has a table at the Anarchist Bookfair, so it might be best to get them to sell some of your stuff for you.

Toronto sometimes runs its own anarchist bookfair in October, but it seems they haven't done this since 2004. However, Toronto does have the Canzine festival, the “Largest Zine Fair and Festival of Alternative Culture” every fall.

If you would like to find other out of town events at which to sell your merchandise, snoop around. Due to the costs of transportation, make sure you think you can realistically make a profit of such a venture, and if possibly try to team up with other organizations.

5) Local Events:

The main sort of event that PCAP has tabled at is concerts, although we could probably do it at other sorts of events. Sometimes, show promoters will invite us to hold a table at their event. This usually happens through networks of friends (X is friends with a PCAP organizer and of the show promoter; the promoter will tell X to invite PCAP via the organizer).

If PCAP hasn't been invited to table at a concert you can always go and ask the promoter for permission. An easy way if for a PCAP member to go to a concert, track down the promoter (the bands and the person doing the door usually know who she is) and ask for permission to table at the next show. Most of the time they'll say yes. If the promoter doesn't have their next show booked yet, you can

swap contact info.

People tend to forget to follow through on things, so it's best if the PCAPer is in charge of contacting the promoter rather than the other way around.

One of the most important things to keep in mind when tabling at concerts is that people are a lot likelier to buy merchandise or make donations later in the evening. There are two reasons for this:

- * people gradually get drunker as the evening goes on, and alcohol is great at loosening the purse strings
- * during the concert, people are either watching bands or socializing. At the end of the concert they start milling around and checking out the merch tables.

So don't be discouraged if you were sitting at your table for 3 hours and only got \$3.25 worth of donations. Stick it out and you'll make a lot more at the end.

Also, it helps if at the end of the concert a PCAPer either gets to the microphone or yells out an announcement encouraging people to visit the merch table.

b) **Concession**

This means going to a store and getting them to sell your merchandise for you. Usually, you will simply leave the merchandise, wait a while and come back to pick up the money. Sometimes the store will buy the merchandise off of you up front and then sell it.

The advantage of doing this is that the businesses have a clientele who would otherwise not be exposed to your merch. Having your things in stores also increases your community visibility and credibility, and helps create a rapport with local businesses who may then be likelier to donate door prizes or whatever for your events.

While a lot of your merchandise will be bought up by walk-in customers, it is a good idea to advertise where your merchandise is located. This lets your supporters know where to go to find your merch, and also provides free publicity for the business. The business likely isn't getting anything else out of the deal, so this helps maintain a good working relationship between the two of you.

Use your common sense when approaching businesses to get them to sell your merchandise; bookstores are likely to sell magazines and calendars, and music shops can sell your benefit CDs. Nevertheless, you can always ask businesses to sell things that aren't in their usual field. For example, the Spill Café isn't a clothing store but they still sold our t-shirts for us.

Here is a list of local businesses that have sold PCAP merchandise on concession. Don't limit yourself to just these. By the time you read this, they may all be out of business anyway.

Bluestreak Records:

Tel: 705-742-6078 **Address:** 444 George Street North

Sold: OCAP benefit CDs

Speak Volumes Books & Stationary

Tel: 705-755-0597 **Address:** 446 George Street North

Sold: OCAP benefit CDs and calendars

The Spill Coffee Bar

Tel: (705) 748-6167 **Address:** 414 George St.

Sold: PCAP T-shirts

Don't forget to thank the business owners!

Office Variant of Concession Sales

It's always good to have some of your merchandise at your office, and advertise that its there. This can attract people to your office, and can be sold to people during your meetings.

c) Mail Orders

One way many organizations sell their merchandise is by mail order. Simply ask people to send cash, cheques or money orders and mail them their merchandise. This can also be done via online payment programs such as PayPal (visit www.paypal.com for more info). You may have to charge people a bit extra for shipping costs.

When this manual was written, PCAP had never tried this although it may prove worthwhile to do so.

Section E: Publicity

Whether you're trying to promote an event, your sustainer programme, an action, or pretty much anything, you're going to need to publicize it. Depending on what you're trying to advertise, some forms of publicity will be more effective than others. In this section we will look at different ways of publicizing what you're doing.

E1 Word of mouth

Academics have done research in social movement theory. In particular, some focused on resource mobilization theory – how activists get people involved. What they found is that the most important factor in people's involvement is social networks and personal contact. If someone's friends are getting involved in something, there is a good chance that other person will too.

This is why direct contact with people is your best publicity strategy. This has been confirmed time and time again in PCAP's experience. For example, in 2005-6 we set up a Direct Action Flying Squad phone/email list. The idea was that people was that if we wanted to organize an action, we could just email the entire list and phone whoever didn't have email, and they would show up. We quickly realized that the only people who showed up were the people present at the planning meeting, other core PCAP organizers, and friends who got talked into coming. Not a single person who only received an email showed up.

Think about it. How many posters, advertisements, and mass-emails do you see in the average day? How many do you actually remember the next day? Now how many conversations you've had do you remember the next day? Odds are you're likelier to remember a talk you've had than an impersonal mass message.

So whenever you're trying to let people know about any event, direct human contact is usually your best bet.

E2 Posters

(See Appendix F for a sample PCAP poster)

Posters are only as effective as their design and placement: you have to make them informative, eye-catching, and put them where they will be read. It is usually best to place them in highly trafficked areas. When placing your poster, remember who your target audience is. PCAP has tended in the past to focus on the downtown core of Peterborough. This makes some sense as there is a lot of foot traffic, cafes with bulletin boards inside, and many PCAP members hang out downtown.

Inclusivity in postering

However, when trying to reach low-income people one should make the effort to get out of the downtown and poster in low-income neighbourhoods and areas. Shelters, food banks, social assistance offices, laundromats, and low income neighbourhoods should all be targeted. As well, the posters themselves ought to be designed to be inclusive towards low-income people. For example, unless you plan on turning people away at the door for lack of funds (which you generally shouldn't), clearly write "\$ 5, or Pay What You Can. Nobody will be turned away for lack of funds."

Don't you dare pay a cent for your photocopies!

One of the main rules of fundraising is “never pay when you can get something for free”. Posters are one of those things PCAP can always get for free. Yet PCAPers can often be seen scrounging for change to make some photocopies so this knowledge isn’t as widespread as it should be.

PCAP has an agreement with the Ontario Public Interest Research Group (OPIRG-Peterborough) that allows us to make free photocopies on ‘Jammy’ (that’s what they call their photocopier). Simply go to the OPIRG office on the first floor of Sadleir House at 751 George St (just north of Parkhill). Their office hours are usually Tuesday-Friday from 10-5. They are sometimes closed for lunch. If you don’t want to make a trek to find their office is mysteriously deserted, you can phone them at (705) 741-1208.

To make photocopies at OPIRG, just go there, tell whoever is working there you would like to make photocopies for PCAP. Then just write down your name, organization, and number of photocopies made on their photocopier sheet.

How to make a poster

Your poster will have to have the basic What, Who, Where, When information presented in an eye-catching manner. The general format is:

- Large print headline at the top. Should be able to tell the viewer what the event is in 2 seconds.

- Attention-grabbing image

- Any additional information in smaller print

-Location, cost/“pay what you can”, time

-Sponsor organizations (PCAP + whoever else is involved in organizing or funding the event). This can include a brief description of PCAP.

-Contact info for more information (email, phone number, office location and hours)

E3. Handbills

Handbills are a delightful blend of word of mouth advertising and posters. They're like posters that you individually give out to people. You can also leave little stacks of them around for people to take. They can be made by shrinking a poster down to quarter size, putting 4 on a single page, making copies and then cutting them up.

These are very effective as they have the human touch of one on one contact, and can be carried around either as a reminder of the event or for people to pass around to others. If you are holding a less-than-completely-legal, handbills are an effective yet low-key way to get the word out.

E4. Trent Radio 92.7 FM

While Trent Radio isn't the most popular station in Peterborough, it does have a devoted following. As well, the people running it tend to be hold progressive political views and support the work of PCAP. They can be counted on to help

out with free publicity.

Get in touch with them by going to the station at 715 George St (right on the intersection with Parkhill) or call them at 741-4011.

Advertise on Smooth Operator

Whenever Trent Radio has an empty slot, they have a wonderful programme called Smooth Operator. This programme runs a couple of times a day and consists of an operator playing a few tunes and making public service announcements. To get free publicity on this programme for an event or whatever you want advertised, simply bring a poster to Trent Radio and ask to put it up in Studio A. Once it is up in there, it will be announced on Smooth Operator free of cost. As a bonus, people doing other programmes may choose to read your poster on the air.

Create a Public Service Announcement (PSA)

According to CRTC regulations, licensed broadcasters must play a certain amount of PSAs. Take advantage of this! Go to Trent Radio and ask someone (the Programme Manager preferably) to make a PSA. They will help you record a brief message that will be periodically played on the air. Because it can take a few hours to make and edit one, you might want to reserve this option for long term advertising rather than upcoming events (like “PCAP does this. Come to our meetings” or “Buy our t-shirts. They’re at the office and will likely continue to be there for a good long while.”)

You could also bring it to local commercial radio stations and see if they could play it. PCAP has never tried this, but it’s worth a shot.

E5. E-mail

This one is really simple. Write up a description of your event, include the usual when/where/cost information, and email it out. It's a good idea to include "Please forward widely" on top of the email. Email is particularly useful for putting out calls for donations.

PCAP email list.

PCAP should always have an email administrator who knows how to send an email to the entire membership list. The downside with this method is that emails are very easy for people to ignore, and not everyone has access to it.

Other groups' email lists

Some other social justice groups maintain extensive email lists that can be used to advertise PCAP events or announcements.

The Kawartha World Issues Centre sends out a monthly Community Calendar. This gets read by a lot of students and community activists (especially the older, Council of Canadians/NDP/Ploughshares crowd) who otherwise wouldn't have much contact with PCAP. For your event to be included to this, email KWIC with an event description or media release as soon as possible at kwic@trentu.ca.

OPIRG sends out a weekly e-mail bulletin to its members, which are mostly student activists. To get in on this, send either your event description or announcement (this can include calls for volunteers or donations) to

opirg@trentu.ca as soon as possible.

E6. Community Listings

www.quidnovis.com

This is a Peterborough and region website that can be used to advertise events. PCAP hasn't really used this much in the past, but we should. It describes itself as "a full service *Award Winning* Internet Marketing and Production Agency". To submit your event, go to www.quidnovis.com, follow the link to "Post Your Event On Quid Novis!", fill out all the required fields and Bob's your uncle.

TV Cogeco 10

Cogeco is a local television station that runs a televised community billboard. To post an event here, go to <http://quidnovis.com/cogeco/publicservice.asp>. Click on "Peterborough/Lindsay Public Service Announcements", pick the appropriate category (you will probably want "Events and Fund Raising – Public"), click on "Post" and fill out all the appropriate boxes.

Their website offers the following helpful tips:

"Please use the Headline and Summary area for a title such as your events name. In the body of the message include the most important information you can give our viewers: date, time, place, event name, cost and a contact number for more information"

...and...

- We cannot guarantee airtime.

- Messages are posted on a first-come first-served basis.
- We are only able to post messages promoting non-profit groups, organizations and events.
- We check your message before it is posted to ensure it meets the proper criteria. If your message does not meet the criteria, it will not be posted. You will not be contacted regarding your message.
- Please allow at least 48 hours for your message to appear.

If you are having trouble with all this, check out their tutorial at <http://www.tvcogeco.com/peterborough/bin/tutorial.htm>.

Arthur, Trent University's Student and Community Newspaper

The Arthur has a community listing in all of their weekly issues. Post your event, advertisement or announcement here by emailing it to listings@trentarthur.ca . Try to keep it short.

Peterborough Examiner

This widely read local daily newspaper lists community events in its half-page "Life" section. To have your event mentioned here, get in touch with Caroline McConnell at 876-7087 or northcrest_column@yahoo.ca. When this fundraising handbook was written, PCAP had never tried this yet but it's worth trying.

If Caroline is no longer in charge of this section, you can call the Examiner for information at 745-4641.

Peterborough This Week

This free bi-weekly newspaper reaches 47 500 homes, and has a community calendar. PCAP has never tried getting an event listed on it when this manual was created. Their managing editor can be reached at prellinger@mykawartha.com.

Section F: Media Releases

(See Appendix G for a sample media release)

Think your event is newsworthy? Make the news by sending out media releases! If you send these before a big event, you may get a news piece either before the event and/or coverage of the event. Keep in mind that the more you appear in the media, the more known and credible you will appear, and the easier it will be to convince people to give you money.

If you are running an event at which media is expected, be sure to designate a spokesperson who can speak on behalf of the group.

F1: How to write a media release

A media release must state in *one page* or less (journalists are busy so don't waste their time) what your event is, when it is happening (be specific so the media will know when exactly to show up), why it is happening, why it is interesting and newsworthy. Remember, you are trying to *convince* the media to cover you.

Start off with a quick summary of everything in the first paragraph, and go into

more detail later in the release. Be sure to use people's full names and position titles. Always include a contact person with contact information.

Your release should look like this:

MEDIA RELEASE

(put this in a top corner of the page)

IDENTIFICATION OF WHO IS SENDING IT

DATE: FOR IMMEDIATE RELEASE

CATCHY HEADLINE

Body of the media release. Include who, what, when, where, why and how. Try to keep the most important information at the top, and develop it in following paragraphs. Always try to include a quote the media can drop in their article. This saves them time and looks professional. It's best to double space and have space between paragraphs. When you're done, write "-30-" two lines beneath the text. This shows the release is done.

-30-

Contact person: Bazooka Joe

Phone: 555-1234

E-Mail: bazookajoe@gumisyummy.ca

You can include a brief profile of your organization here.

F2: Sending out media releases

Now where do you send your media releases? To the local media, or course!

A complete listing of Peterborough and region media can be found at this website:

<http://www.peterboroughchamber.ca/community/contacts/>

Here is a partial listing of the main ones:

Newspapers:

Peterborough Examiner

Tel: (705) 745-4641

Fax: (705) 743-4581

Email: news1@peterboroughexaminer.com

Peterborough This Week

Tel: (705) 749-3383

Fax: (705) 749-0074

Email: prellinger@mykawartha.com

TV

CHEX Local TV

Tel: (705) 742-0451

Fax: (705) 742-2930

Email: newswatch@chextv.com

TV Cogeco

Tel: (705) 743-8602

Fax: (705) 742-3563

Email: yourtv@cogeco.ca

Web site: www.cogeco.com

When sending out media releases, it is important always to follow up with a phone call to make sure they have received the release. Also, the personal touch of a phone call makes your event stick out in the editors' minds.

Section G: Events

Fundraising events are a good way to raise awareness and make money at the same time. Because they are by nature very public, it is important to put careful planning into them. A poorly organized and attended event will reflect badly on your organization and lower your credibility. People may think “If they can’t even organize a concert, what chance do they have of changing government policy?”.

Another important thing to keep in mind is who you’re seeking to attract to your event. PCAP has a history of having lots (although not only) student-run events that attract students and twenty-something bohemian types. There’s nothing wrong with this, but an anti-poverty organization should run events that appeal to older low-income people as well. The best way to do this is getting low-income people to organize some events.

This section on organizing events is a bit short. If you are new at organizing events, your best resources are your creativity and other peoples’ experience. Just think of something that you think would draw people in, and ask other activists how to do specific things like room bookings.

G1: Organize an event in 8 simple steps!

- 1) **Figure out what your event will be.** It can be a concert, a movie night, or whatever you want it to be.
- 2) **Find a location.** If possible, make it somewhere that you can get for free. If a venue asks you for money, tell them you are a poor non-profit and you may get a deal. Try to make it wheelchair accessible.

Be very nice to whoever is letting you use space for free if you want to keep using the space for later events.

- 3) **Get your attraction.** This can be bands, or speakers, or films. As with everything in fundraising, try to get them for free.
- 4) **Find sponsors.** They can help pay whatever costs you may have. For example, if you're running an event about poverty and race, you can get the Peterborough Race Relations Committee to pay most of the costs. If it's a vaguely academic event, Trent academic departments (Women's Studies is an example of an academic department) and the Nind fund (see section C4) can provide some funding. If your event deals with poverty in a global context, the Kawartha World Issues Centre can help pay, etc. Don't forget to include your sponsor on all of your promotional materials.

Sponsors aren't just good for their money. They can also provide valuable organizing experience, labour, and contacts to draw in a wider audience and make your event as successful as possible.

- 5) **Think of ways to make some extra money at your event.** Can you have an information table with a donation jar, can you pass a hat around, run a raffle (with prizes donated for free from local businesses), sell some merchandise?...
- 6) **Do the math.** What are your costs? How many people are you expecting? How much money do you want to make? Take all of these factors into account and come up with a cover price that is low enough that people will come, but high enough that you'll make a profit.

- 7) **Make it accessible.** Think of how to make your event accessible to as many people as possible. Consider having a suggested cover charge and making it “pay what you can” for people with low or no incomes. Try to provide childcare if you want parents to come. Try having a venue that is wheelchair accessible and close to a bus line. Don’t make publicity that has racist or sexist imagery.

- 8) **Publicize like crazy!** An event that isn’t well advertised will probably be a demoralizing failure. There is always lots of events going on. Yours will probably be in competition with 2 or 3 others happening at the same time. Use as many media as possible to reach as wide an audience as possible.

G2: Example: How To Organize a Benefit House Party

Step by Step

Warning: Keg parties are probably illegal. This example is totally hypothetical and is merely being used to illustrate some points about event organizing in general.

- 1) **Figure out what your event will be:** House parties are good social events. They’re fun, don’t have any of the hassles of dealing with licensed establishments, and can make a lot of money if well organized.

- 2) **Find a location:** The hardest part is finding a house in which the residents are willing to let you run a benefit party. If you have potential hosts, suck up to them like crazy. Offer to do all the work of preparing and running the event, and doing the clean-up afterwards. Offer to pay any noise violation tickets that may arise. If you are selling alcohol, give

it for free to the hosts.

- 3) **Get your attraction:** Kegs of beer and bands are both big crowd drawers. Finding kegs is easy enough. Just go to a U-Brew place (they usually need at least 8 days notice). To get bands, ask some well connected friends if they want any.
- 4) **Find sponsors.** Formal organizations are unlikely to sponsor a house party. However, the bands who agree to play for free (or free beer) can be thought of as sponsors. As well, some U-Brew places can offer you a discount if you tell them you're a charity.
- 5) **Think of ways to make some extra money at your event.** OCAP once had a benefit house party at which they ran a skills auction (instead of auctioning skills, you're auctioning lessons) at about 11PM. By this point, the guests had all had a few drinks and were eager to spend money. OCAP made \$1000 from the auction. 6)
- 6) **Do the math:** 5 kegs at \$90 each = \$450 initial investment
80 guests at \$10 each = \$800 gross revenue and most of a keg leftover
 $\$800 - \$450 = \$350$ net profit.000
- 7) **Make it accessible.** If possible, try to find a house that is wheelchair accessible. Also, if you advertised a \$10 cover fee and someone comes with less don't worry about letting them in. Loose change is better than nothing and it doesn't cost you anything.
- 8) **Publicize like crazy!** House parties are best advertised through word of

mouth and handbills. Do this ruthlessly and relentlessly. You know you're on the right track when you invite someone and they say "Oh yeah, three other people already told me about that. Sounds like everyone will be there"

Legal considerations:

On any given weekend, there are plenty of keg parties going on in Peterborough. Unless yours is particularly loud or visible, or someone called the cops to make a complaint the police are unlikely to care about it.

Make sure the neighbours know what is going on and are OK with it to avoid having them call the cops on you. Keep a manageable number of guests, try to avoid having many people hanging out in front of the house, and keep everyone outside relatively quiet. The police will usually come and warn you about the noise levels before ticketing you. However, if they are in a bad mood they can ticket you without warning so be careful.

If anyone gets harmed during the party, you or the residents can be held legally responsible. Use your common sense. Try de-escalating potentially violent situations if they arise, kick out rowdy people if need be, and cut people off if they've had too much to drink.

As well, there are legal risks involved with selling alcohol without a license. A devious solution to this problem is to say people are paying for cover (this is especially effective if there are bands playing) and that there just happens to be lots of free beer inside.

Moral considerations:

Hosting a party where alcohol is served can be morally dicey, Some people feel it is inappropriate for social justice groups to hold events that promote drinking seeing as how alcohol abuse can be destructive to individuals and their communities. This is something to keep in mind and discuss with the group before going forward.

Section H: Trent Student Levy

H1: What's a Trent Student Levy?

A levy is an amount of money each full-time Trent University student pays as a part of their ancillary fees with their tuition. It may or may not be refundable at the student's request. Groups can get levies by running a 'levy question' during Trent Central Student Association elections (there is one in the fall and one in the winter). If the question reaches quorum (at least 10% of full-time undergraduate students vote) and a majority of voters vote to grant the group a levy, they have one.

As a fundraiser, it can be your best friend. Having a Trent student levy is a good way to have some financial stability. It can't be taken away from you unless someone runs a campaign during a TCSA election to have it taken away from you. These are exceedingly rare.

H2: Why may PCAP need to run another levy campaign?

1) To keep the existing levy:

It is possible for students to put forward a referendum question during TCSA elections calling for a group's levy to be revoked. If that happens, PCAP will need to register a "No Committee" (committee of PCAP volunteers who will try to get students to vote 'no' on the question of whether or not to take away our levy) and campaign. It is exceedingly rare for people to put in the effort to take away a group's levy; OXFAM-Peterborough hasn't existed for years but still receives a \$3 levy (the money goes to OXFAM-Canada, in case you were wondering).

Nevertheless, PCAP takes controversial positions on some issues, and our direct action tactics in particular might upset someone enough to go through with this.

2) To increase the existing levy:

It is possible to put forward a levy question calling for an increase to an existing levy. PCAP's levy of \$1 is very low compared to other groups, so we may need to run a campaign in the future to have it increased. The procedure to do this is the same as with running a regular levy campaign.

3) To annually index the levy to the consumer price index:

To what in the what now? All this means is that our levy will increase with inflation, which is measured by the consumer price index. So if the average cost of living goes up 5% and our \$1 levy just got indexed, the levy would go from \$1 to \$1.05. This is mostly used by larger levies. For example, Sadleir House's levy is indexed to the consumer price index because they need the money to pay down a huge mortgage.

However, PCAP's levy is small enough that increases in the cost of living wouldn't really affect us all that much. Also, because "annually indexing a levy to the consumer price index" sounds confusing as well as implying that students may have to pay more and more each year for the same group without being asked, students tend to vote against groups trying to do this.

4) To make the levy non-refundable

PCAP's levy is refundable, which means we have to give students their levy money back if they ask for it. This is currently a rare practice that doesn't really

affect most levy groups' finances in any noticeable way. However, some universities have automated their levy refund process. At these schools, students can go to a website, push a button, and get a refund.

H3: How to run a levy campaign

PCAP already has a refundable \$1 levy, so why bother with this part? Because in the future, PCAP may either try to increase its levy, make it non-refundable, or be forced to fight to keep its levy. In either of these cases, many of the same principles of running a levy campaign will apply.

1) Do the paperwork

Go to the Trent Central Student Association office well before the campaign period starts. The TCSA tends to follow its own Constitution and rules to the letter. That means that if you hand in a form a day late, there is a very good chance they won't accept it. Seriously. The TCSA will start the 2006-7 school year without a President because the only candidate was a day late with his forms.

When PCAP ran the 2006 levy, many of the forms contradicted each other about regulations, dates, and deadlines. When in doubt, ask a TCSA electoral officer. It's better to annoy a TCSA person than to lose your campaign on a technicality.

What you will need to do:

Write your levy question:

What are you asking for? Be brief and to the point. This is what students are

going to see on their ballots. The question PCAP ran in 2006 was “*Do you support the creation of a \$1.00 refundable levy fee for the Peterborough Coalition Against Poverty, a locally based organization committed to social justice?*” If you are trying to get an existing levy increased and annually indexed to the consumer price index, your question would look like this: “*Do you support a fee increase for the Peterborough Coalition Against Poverty from \$1.50 to \$3.00 and to be indexed annually to the consumer price index?*”

Write your blurb

This is your last chance to convince voters to give you what you need. The blurb will appear in the Arthur student newspaper and will be present at the ballots. Your blurb will likely be your only contact with many voters so make it convincing.

You have 500 words to explain who you are, what you do, why students in particular should care about you, and why voters should give you more money. While you have a maximum of 500 words, it’s advisable to keep it as short as possible; many students don’t want to read a 500 word manifesto. Here’s the blurb that PCAP successfully used in 2006:

“The Peterborough Coalition Against Poverty (PCAP) is a group dedicated to political struggle against an economic system that maintains and profits from the inequality, indignity and needless suffering of poverty. PCAP does advocacy work on behalf of individuals facing problems with their landlords, OW/ODSP (welfare and disability), hydro, and bosses; PCAP has prevented evictions and hydro cut-offs. Our advocacy services have helped students as well community members. PCAP has organized rallies and direct actions to pressure the

government to make affordable housing, a liveable minimum wage, and welfare rates that allow people to live without the threat of hunger priorities.

Your refundable one dollar levy will go towards paying for a wheelchair accessible office space, hydro, and telephone bills. Financial stability will allow us to focus more of our efforts towards delivering advocacy services and fighting for policies that will eliminate poverty.”

Register your committee

If you are trying to get a new levy passed, or amend an existing one (increase it, index it to the consumer price index, or make it non-refundable), you will need to register a “Yes Committee” because you’ll be encouraging people to vote “Yes” on your question. If you are trying to stop your levy from being revoked, you will need to register a “No Committee”.

For this, you will need 5 students to sign a form with their names and student numbers. One of them will have to act as the Chair of the Committee – this person will be responsible for making sure the levy campaign goes well. It will also be the main person who will talk to the TCSA during the campaign. The chair of the committee will also need to sign a Code of Conduct.

2) Do the fieldwork

Basically, your job during a levy campaign is to get as many students as possible to vote. It’s preferable if they vote for you, but your main concern is getting them to vote at all. TCSA elections often don’t reach quorum.

When PCAP ran its levy campaign, there was a highly controversial referendum

question about changing students' bus passes. So whenever making presentations to students, PCAPers would point out the issue without taking a position either for or against it. This encouraged a lot of students to go out and vote.

Putting up posters is one way of raising awareness around your levy question. You are allowed \$10 worth of free photocopies from the TCSA office for your campaign.

However, students don't pay too much attention to posters. Direct contact is much more effective.

A very effective strategy in mobilizing voters is talking to large classes. You can find a complete listing of all classes with their times and locations on the Trent website. Compile a list of all the biggest ones – mostly first and second year core courses – and get PCAP volunteers to go to as many classes as possible to make brief presentations before the class starts. Walk up to the instructor a few minutes before class starts and ask them for permission. They will almost always say yes.

Remember to sell yourself. Convince people that PCAP does valuable work and that it *needs* the money. Tell all your friends to talk up your levy to everyone they know and in their classes.

Another idea that was discussed when PCAP ran its levy campaign but was never followed through on was to create short public service announcements (PSAs) advertising the campaign on Trent Radio. These are totally free. If you want to create a radio PSA at Trent Radio, call them at (705)741-4011 or email at info@trentradio.ca. If you do this, make sure they stop playing the PSAs whenever the TCSA decides campaigning must stop.

3) Don't break any of the rules.

As mentioned earlier, the TCSA can be quite vigorous when enforcing its rules. Straying from the rules while campaigning could get you disqualified for the campaign. The specific rules change from year to year, but the big ones you will likely encounter are:

- * To not advertise either for or against any levy question other than your own, or TCSA candidate. Stick to your own issue.
- * Have any promotional material relating to the campaign approved and stamped by the TCSA electoral officers.
- * Take down all promotional materials after the campaign period.

The TCSA can provide with a more complete list of all the rules, regulations and deadlines.

H4: How to get the actual levy money

Pick up your cheque

In September, go to the Financial Services office at Trent University to pick up your cheque. They can be found in Suite 114 of Julian Blackburn College at Symons Campus of Trent University. The person in charge there of dealing with levies is the Assistant Manager of Accounting Services. When this handbook was written, the person doing this job was Marlene Davis and could be reached either at (705)748-1011 extension 1650 or mdavis@trentu.ca. You can just go to the front desk at Suite 114 and ask about getting the PCAP cheque, and the receptionist will steer you in the right direction.

Have a budget ready in January

They will only give you a portion of the cheque in September because the University won't have exact enrolment figures then. The rest of the money will come in January. Getting the January cheque requires you to prepare a budget of the past year. If you are getting a cheque in January 2007, they will want a budget from September 2005-April 2006.

This budget must list all of PCAP's income, with dollar amounts and sources (ie. CUPE 3908.1 grant: \$200; individual donors: \$500...) and expenditures (ie. Bus Rental: \$450; office supplies: \$20...). Trent's financial services don't ask for receipts. So while it's best to have as accurate financial information as possible, nobody is going to dig too deeply into the numbers you provide.

Because PCAP engages in direct actions that aren't always legal, this allows us to leave out any compromising expenditures or incomes. For example, you could turn "Insert questionable item here: \$1000" into "Speaker's fees: \$1000".

Advertise your levy refund deadline!

See section H5 dealing with levy refunds.

H5: Levy Refunds

Students may come to PCAP asking for refunds on their levy. PCAP's levy is refundable, so we are obligated to give people their one dollar back.

Levied organizations can set a deadline for levy refunds. This deadline must be advertised in the student press. OPIRG generally sets their deadline for mid-

October. Ask the TCSA for more details on this.

The standard procedure for dealing with refunds is to write a cheque and have the person come into the office to pick it up. It's a good idea to write a receipt and keep a copy at the office for accounting purposes. Trent's financial services may want to know how many refunds we give out.

Some cash-strapped groups with more substantial levies try to guilt students out of getting refunds. When students contact them, the person answering the phone say "Of course you can get a refund, but so you know the levy money goes to..." and then lists off everything the group does. They will then say "So come to the office to pick up your cheque and we'll show you our resource library and our meeting space and our etc etc.". Students will usually not bother showing up.

Whether or not PCAP does this to will be up to the discretion of the group. The fact that our levy is only \$1 makes it unlikely that many people will bother trying to get a refund at all.

WARNING! At some point, the Trent administration may automate the levy refund process. This would allow students to go to a website and get their refund by clicking a button. Queen's University has already done this. As a result, groups with refundable levies have seen their funding plummet. When this manual was written there were no formal plans to do this at Trent, but rumours are circulating that the administration has been considering this.

If it appears this will go through, consider running a levy campaign to make your levy non-refundable.

Section I: Asking individuals for money

When Cesar Chavez organized poor migrant Mexican grape pickers, he made them pay union dues even if it meant they couldn't pay for groceries. This made the workers have a real feeling of ownership over their union, and helped give them the strength to organize the first successful union of migrant workers.

Likewise, when PCAP first started up, all of its expenses were paid by passing a hat around at meetings. This is an impressive accomplishment considering all of its members were poor.

Never underestimate the power of getting people to fund their own organization. While PCAP may not want to make its members pay regular mandatory dues, getting members and supporters to directly pay for the group is effective both for paying the bills and strengthening the commitment of members.

I1: Emergency Appeals For Funds

(See Appendix H for a sample appeal)

This is a fundraising strategy that has gotten PCAP out of a pinch a few times. The way this works is you send an email to the PCAP membership list and the mailing lists of allied organizations such as OPIRG stating that PCAP is desperately broke and needs money ASAP. The usual result is a flood of last-minute donations.

It is thanks to this strategy that PCAP has always managed to pay for its phone, hydro and rent on time.

Having a simple online payment program such as PayPal that allows people to

donate by clicking a button on our website makes it easier for people to donate.

Always send people a thank you note when they have made an individual donation!

This makes them feel appreciated, and makes them much likelier to donate again in the future.

I2: Sustainer Programme

(See Appendix I for a sample call for sustainers)

This is a programme in which individuals agree to donate a certain amount of money each month for a year. The advantage of this method is that it helps stabilize the group's income. A tried and tested way of doing is requesting people to send 12 post-dated cheques to our office. Online payment programmes such as PayPal usually have a feature that allows people to do this.

If you have a sustainer, make sure you butter them up. Invite them to all of our events, send them thank you notes, newsletters, maybe some free merchandise. Do whatever it takes to keep them happy.

I3: Direct Mail

Direct mail is a marketing method that can be used to solicit either one-time or sustainer payments. Instead of sending out a mass "Hey everyone, give us money" email, direct mail is sent to individuals who are known/likely to be supportive of our organization's work and asking them for donations.

PCAP hasn't used this method much in the past although it is one of the most profitable fundraising tools at the disposal of non-profits.

Your letter will be basically like a funding proposal, but more personal. State who you are, everything you've accomplished, why you need money, etc. The key to direct mailing is the personal touch. Make sure to have someone hand sign each and every letter.

Also, try to make it as easy as possible for people to donate to you. This can mean including pre-paid envelopes in your letters.

For more information about direct mailing, consult <http://www.malwarwick.com/direct.html>. If this site is down, there are plenty more websites that deal with this. Just run a search on "direct mail".

Section J: Conclusion

Fundraising is a vital part of an organizations' work. Fundraising is necessary to pay for your necessities like office space, hydro and phone, as well as useful extras like transportation costs.

Fundraising is not an activity that is done besides the organizations' "real work", but can be done in a way that furthers its goals. It can do this by attracting new members and teaching them valuable organizing skills, creating links between different organizations committed to social justice, increasing your organizations' visibility in the community, and raising public awareness of your cause.

There are many different ways of raising funds, each with its own benefits and drawbacks. Events are great at raising awareness and building links with sponsor organizations but drain a lot of time and effort, whereas applying for funding from other groups is fairly quick and easy but completely off of the public radar.

With the information in this manual, your own common sense and creativity, and a supportive network of comrades you will be able to effectively find the fundraising strategy that works best for your organizations' goals at any given time.

Good luck raising funds to raise a ruckus!

Appendix A: Tips for Successful Delegation

1. **Get someone else to read this... but seriously.**
2. **Be specific...** It's easy to give someone a vague assignment ("You take care of publicity") only to find out later that what they understood this to mean is very different from what you intended. People need to know what tasks they're responsible for and what the finished product should look like. Example: "Prepare a press release and send it to the local newspapers, TV and radio one month before the event."
3. **...but don't micromanage.** Tell them enough so they understand what's expected of them, but not so much that they have no chance to think for themselves. Leaving the person room to make some independent decisions lets them choose a style of doing things that suits them best. It makes them feel respected and trusted and part of the team. It builds a greater sense of pride and ownership in the project, and it gives them a chance to develop their skills and confidence. They might not do the outstanding job that you think you would have, but it might still be good enough--and the benefits to the person doing it are probably worth the tradeoff. *So learn to let go!*
4. **Agree on deadlines.** Make sure the person understands when they can expect things they need from other people, when their part of the task needs to be done, and how this fits in with the larger timeline for the whole project.
5. **Follow up.** Check back with the person you've delegated to, to find out how it's going. Ask if any questions have come up since you last talked. Make sure they have what they need to do the job, and that they're getting the necessary assistance and cooperation from others. Sometimes people are reluctant to admit they didn't understand something, or that they're having trouble. Asking gives them an opening and permission to say so. It's also a way of finding out if someone simply isn't doing the job, before it's too late.
6. **Match assignments with people's skills...** Some people write well, but *hate* to talk on the phone. Some people can schmooze anything out of anybody, while others would rather do *anything* besides ask for donations. Find out what people are good at, and what they like to do, and make the most of it.
7. **...but don't let people get typecast against their will.** People with particular skills (artistic, computer, etc.) often get stuck with the same jobs over and over, because they do them so well. If they like it that way, that may be fine (although you might want to encourage them to stretch a bit and do something unfamiliar once in a while). But they may be more than ready for a change--and someone else may be just waiting for a chance to do "their" job.
8. **Make sure assignments get handed out fairly and realistically.** Most groups have at least one workhorse who tends to take on too much--sometimes to the point of exhaustion and burnout. Another problem is the person who gets carried away with the enthusiasm of a moment and volunteers for things, then finds her/himself unable to follow through. Encourage people to take a realistic look at their workload and abilities, and to take on the jobs they can reasonably handle.
9. **Give accurate and honest feedback.** People want to know how they're doing, and they deserve your honest opinion. Praise effort and good work, but also let them know where they might have done better. Encourage risk-taking and growth by treating mistakes and less-than-successful efforts as a chance to learn and do better next time.

Prepared by Mary McGhee

http://www.uhc-collective.org.uk/knowledge/toolbox/meetings_and_organisation/successful_delegation.htm

Appendix B: Sample Trent Womens' Centre Proposal

Here is a sample proposal written for the Trent Women's Centre. Notice how poverty and gender issues are connected in this letter.

PCAP Funding Proposal:

I am writing on behalf of PCAP to request \$100 from the Trent Women's Centre. We are currently engaged in the Ontario Common Front's Special Dietary Supplement campaign. Every month in Ontario, hundreds of thousands of people receive welfare and ODSP cheques that are far too small for them to pay the rent and eat properly. The Ontario Common Front is mobilizing people to force every penny we can out of the system to push the government to raise social assistance rates to a liveable amount. There is a special payment of up to an extra \$250 per month available for people, and each of their children, if a doctor, dietician, nurse practitioner, or midwife fills a form stating it is needed. If you are living on the measly amount that the government gives to OW and ODSP recipients, then you need this money to survive. It is a fundamental human right to be able to be housed and fed adequately. Thousands of people and families have gotten this money, the government has since responded by making it harder to get. We continue to fight to force the government to raise our welfare and disability rates.

OCAP is holding Hunger Clinics in Toronto on Saturday, October 3rd, at which medical professionals will sign up welfare recipients and their families to the special dietary supplements. The estimated costs for renting a bus to attend this event are between \$400 and \$500. The results of this action will put thousands of extra dollars every month in the pockets of Peterborough residents on social assistance. As well, it will put pressure on the provincial governments to raise the social assistance rates that have been cut under Harris, which will do much to raise the standard of living of many Ontario residents.

We have applied for \$450 from the TQC, but remain unsure whether or not we will receive this amount. We will also be applying for \$50-100 from OPIRG.

Seeing as how gender and class oppression are intimately linked, and that women and their children are disproportionately represented on the welfare rolls, it falls within the Trent Women's Centre mandate to support initiatives that hold the promise of providing people on social assistance with something approaching a living income. Support for this initiative would be consistent with the Trent Women's Centre history of support for anti-oppressive campaigns.

In solidarity,

Peterborough Coalition Against Poverty. 749-9694; pcap@riseup.net

contact person: Daniel Bastien: 743-3843; agent_puppy_art@hotmail.com

Appendix C: Sample Nind Fund Proposal

Here is a sample successful Nind Fund Application (some names and contact information were altered):

To: Bonnie Patterson

Re: Nind Fund Application

Who Are We?

I am applying for the Nind Fund Endowment on behalf of the Kawartha World Issues Centre, who are hosting this year's International Development Week Organizing Committee. It has been an annual tradition for social justice groups at Trent University and in the Peterborough community to collaborate and help put together International Development Week (IDW) every February. This year, the Kawartha World Issues Centre (KWIC), and its staff and volunteers have become the central planning committee for the week, so although we are collaborating with other groups for certain events, it will be KWIC who acts as an umbrella organization for the week, providing funding, finding venues and taking care of details.

Why Is International Development Week Relevant?

The week for February 2006 will feature events focusing mainly on the issue of HIV/AIDS, and will attempt to take up some of the many discourses the devastating effects of the disease has spurred in various communities and social, academic and geographical areas in an accessible way. The issue is extremely relevant to many sections of Trent's student population, touching the lives of many Canadian students and many international students, as well. All of the events will attempt to address the ways in which our lives within local communities tie into the global discourses on the topic. The main objective of the week is to open up constructive dialogue on the subject, which links interested individuals with groups active in helping support communities who suffer from the effects of the disease. The week also aims to begin dispelling the stigma around the subject and the condition, which still exists in many communities, and to open up parts of the issue which do not get much press in the mainstream media. We believe a sense of commitment to dialogue, and a space to carry on discussions in a safe space is integral to any community, and it is with this hope of teaching, learning and pulling people together that we are undertaking the project of planning International Development Week.

What Are We Doing?

We have a number of events planned for the week. The larger of the events include:

- * A presentation/workshop run by a facilitator with the Ontario Aboriginal AIDS Strategy from Kingston;
- * An HIV/AIDS trivia game presented by the Student Association for International Development (SAID);
- * A presentation by Vijaya Chinerbani of a Toronto organization for members of the South Asian community suffering from HIV/AIDS, ASAP, sponsored by the South Asian Association at Trent (SAAT);
- * A Speaker's Panel which will feature speakers from Toronto, Montreal and Professor Colleen O'Manique of Trent University and which will include time for more focussed discussion groups facilitated by the speakers;
- * An arts night showcasing local art, contributed by members of the community living with the reality of HIV/AIDS;
- * The Margaret Lawrence Lecture, which the IDW Organizing Committee will not be funding, but which we will be promoting nonetheless;
- * A World Affairs Colloquium workshop on how interested individuals can become involved in local and global AIDS activism;
- * A movie night, organized with the Ontario Public Interest Research Group (OPIRG) featuring the Canadian film "Who's Counting?", with an opening speech given by the director, followed by a discussion group facilitated by her.

The organisers of this event include:

Peggy Texas (KWIC)
 Ricardo Ohio (World Affairs Colloquium)
 Maneesh Florida (OPRIG/SAAT)
 Kate Minnesota (Trent Queer Collective)
 Zahra Alaska (KWIC)
 Noah (Student Association for International Development)
 Dianne Louisiana (Student Association for International Development)
 Kim Possible (Trent Women's Centre)

Our costs, as they appear now are:

In addition to the \$500 we are seeking from the Nind Fund, our working budget consists of: \$725 (without the NIND fund)

\$200 from the International Development Studies Department
 \$200 from the Kawartha World Issues Centre
 \$100 from the Ontario Public Interest Research Group
 \$100 from the Trent Women's Centre
 \$75 from the Women's Studies Department
 \$50 from the Community and Race Relations Committee

With additional funding requested from: \$600

TCSA: \$200

Native Studies Department: \$50

Trent International Program: \$200

Trent Colleges: \$100

Political Studies Department: \$50

Total Income: \$1825

Expenses: \$1838

Speakers:

→ Transportation: \$780 (including \$300 for transport from Montreal)

→ Honoraria: \$150

Venues:

→ \$608 (including \$300 for Cinema 379)

Food:

→ \$100

Printing & Promo

→ \$200

The \$13 deficit will be accounted for out of KWIC's petty cash.

Many thanks for your consideration. I can be reached for further information at diddlywinks@yahoo.ca or at home at 555-6724.

Appendix D: Sample Union Funding Proposal

(Originally on official PCAP letterhead)

To: Canadian Union of Public Employees Local 3908 Unit 2
From: Peterborough Coalition Against Poverty
Re: Request for Funding for Anti-Poverty Group
Date: April 23rd 2006

The Peterborough Coalition Against Poverty (PCAP) wishes to apply for \$200 from your organization. We understand the Canadian Union Public Employees supports anti-poverty organizations in the province. As a grassroots organization which actively addresses local poverty issues in the Peterborough community, we believe that PCAP is worthy of funding. We are currently engaged in the special diet campaign to get the McGuinty government to raise OW/ODSP rates in light of the dietary and health problems caused by the current rates. This campaign has been officially endorsed by the Ontario Federation of Labour. Below, we have briefly outlined our mandate, current work and financial situation. If you have any questions, please contact us at pcap@riseup.net.

What is PCAP?

PCAP is dedicated to political struggle against an economic system that maintains and profits from the inequality, indignity and needless suffering of poverty. PCAP is not a political party, does not work for profit, and has no paid staff. PCAP is dedicated to organized resistance and struggle through immediate and direct intervention in the political, social and economic processes that exploit and oppress poor and homeless people.

PCAP organizes particular actions to support or protect low income persons or groups who are being oppressed. When requested, PCAP will assist people in dealing with social service agencies and government offices to ensure access to the services and resources that they deserve and are entitled to. PCAP advocacy most clearly demonstrates that collective action can make a difference by concretely mobilizing to defend individuals and families under attack. PCAP's advocacy services are increasingly in demand and we've been successful in almost every case we've taken on - winning social assistance benefits, preventing evictions, stopping police harassment and much more.

PCAP holds monthly public meetings to introduce new members to the group, get directions from the membership and provide opportunities for people to get involved.

PCAP has organized political campaigns which have resulted in concrete benefits for low income families in Peterborough. Due in part to PCAP's visible protest of the National Child Tax Benefit clawback, this money has been partially redirected to low income families on social assistance in Peterborough. In the past, PCAP identified a contamination problem in the local food bank system and successfully pressured the umbrella food bank to adopt new policies to prevent the problem from recurring. In the summer of 2003, PCAP squatted an abandoned, city-owned house at 1130 Water St. This action brought Peterborough's lack of affordable housing to the spotlight. When the Amalgamated Transit Union Local 1320 went on strike in September 2005, PCAP stood in solidarity with the strikers on the picket line and helped organize a telephone campaign to pressure city

councillors to ratify a contract.

PCAP believes all struggles against neoliberalism are interconnected. It is the same drive to erode public goods and strengthen the so-called free market for the benefit of the rich that pushes governments to slash social assistance rates and limit access to postsecondary education by raising tuition fees. We believe that it is necessary for poor people, students, faculty, workers, and all those being affected by neoliberal policies to come together and present a united front. It is in this spirit that PCAP members attended a TCSA rally in March against tuition hikes and made a speech highlighting the importance of unity.

Alongside our allies in the Ontario Common Front, we are currently engaged in the Special Diet Campaign to pressure the McGuinty government to recognize that hunger is a health problem faced by many Ontario residents on OW/ODSP and raise welfare rates. This campaign has put millions of dollars into low-income peoples' pockets and brought welfare issues into the limelight. The Ontario Federation of Labour unanimously endorsed the Special Diet Campaign on November 22nd 2005 and resolved "that the OFL encourages affiliates to support local groups involved in the special diet campaign".

PCAP's Financial Situation

Since its inception in December 2000, PCAP has largely survived on local fundraising projects and contributions from its own membership - most of whom are homeless or low income people and/or students. Generous donations from community members have also been invaluable. PCAP operates on a budget of little and sometimes no money. Expenses are kept to a minimum and mostly consist of rent (\$160), hydro (\$60), and phone payments (\$60). However, without a consistent or adequate source of funding, it is a struggle each month to make these ends meet. In many ways the pattern of PCAP's existence reflects that of many people living in poverty - day to day, dollar to dollar. As well, we are currently searching for a downtown wheelchair-accessible office space. This is crucial, if only because many of the people who would require our advocacy have health problems that make hiking a steep flight of stairs impossible. Finding such a space would increase our rent costs considerably, maybe up to \$800 monthly.

We have recently won a \$1 refundable levy from Trent students which will help us stabilize our financial situation. However, we won't see any of this money until September. As well, most of our fundraising committee will be gone for the summer, making it imperative for PCAP to receive some funding to last us through this period.

How will the money be spent?

Your contribution of \$200 will provide PCAP with some security in maintaining our office space, an essential factor in running our organization. PCAP committees, Peterborough International Workers of the World, Stop the Cameras Coalition and the Peterborough Mad Housers have all used the PCAP office for regular weekly meetings. Open daily to the public, the office also serves as a resource centre, food and clothing cupboard, and sometimes even as temporary shelter. PCAP's accessibility and capacity to organize and offer advocacy services are all reliant on maintaining an operational space and a telephone line.

Our first priority is getting the internet for the office, which would cost about \$30 per month. A

working internet connection would greatly facilitate our organizing work. Some of the money raised would also be allocated toward buying a fax machine and computer printer, purchasing basic office supplies, and expanding our resources. This would increase our abilities to assist advocacy clients as well as our capacity to work more closely with other groups in Peterborough and across the province.

Thank you for considering our application.

On behalf of the PCAP Membership,

Daniel Bastien

Appendix E: Peterborough and District Labour Councils' List of Union Locals

Consult your phone book for current phone numbers.

| Name | Abrv. | Local# | Place of Work |
|--|-------|----------------|---|
| Amalgamated Transit Union | ATU | 1320 | Peterborough Transit |
| Public Service Alliance of Canada | CEIU | 628 | EI Office |
| Canada Employment and Immigration Union | | | |
| Canadian Auto Workers | CAW | 524 | GE Canada |
| | CAW | 830 | Hunt Brothers, Pleasant Meadow Manor (Norwood) |
| | CAW | 1987 | Canada Talc, Messier-Dowty, NHB Pan Oston, Ventra Plastics |
| | CAW | 1996 | Pepsico Canada |
| Canadian Office and Professional Employees | COPE | 343 | Safety Centre Representative (associate member) |
| Canadian Union of Postal Workers | CUPW | 590 | Canada Post Rural and Urban Operations and Retail |
| Canadian Union of Public Employees | CUPE | 131 | Fairhaven Home for the Aged |
| | CUPE | 1000 | Ontario Power Generation, Hydro One |
| | CUPE | 1453 | Peterborough, Victoria, Northumberland, Clarington Catholic District School Board Support Staff |
| | CUPE | 1833 | Peterborough Public Library |
| | CUPE | 1943 | Peterborough Regional Health Centre |
| | CUPE | 2280 | St. Joseph's at Fleming |
| | CUPE | 3908 Unit 1 | Trent University Part Time Instructors |
| | CUPE | 3908 Unit 2 | Trent University Academic Assistants |

| | | | |
|--|-------|-----------|---|
| | CUPE | 4911 | Paramedics, County of Peterborough |
| United Brotherhood of Carpenters and Joiners of America | UBCJA | 397 | Representing carpenters in the building trades in the Peterborough, Belleville, Cobourg and Oshawa areas |
| Communications, Energy and Paperworkers Union | CEP | 29 X | Bell Canada |
| | CEP | 247 | AIL Canada Insurance |
| | CEP | 599 | GE Canada |
| | CEP | 685 | Genpak Processors |
| International Association of Machinists and Aerospace Workers | IAMAW | 905 | Hispano-Suiza Canada, Nefab |
| International Federation of Professional and Technical Engineers | IFPTE | 164 | GE Canada Draftpersons |
| Ontario English Catholic Teachers Association | OECTA | PVNC Unit | Ontario Roman Catholic School Teachers |
| Ontario Public Service Employees Union | OPSEU | 308 | representing Peterborough staff at the Ministry of Community and Social Services, the Ministry of Education, the Ministry of the Environment, the Ministry of Food and Agriculture, the Ministry of Housing (Land Registry Office), the Ministry of Labour, the Ministry of Public Safety and Security (formerly Attorney-General and Corrections) and the Ministry of Transportation |
| | OPSEU | 315 | Peterborough Community Access Centre |
| | OPSEU | 373 | Peterborough Regional Health Centre |
| | OPSEU | 345 | Peterborough Regional Health Centre |
| | OPSEU | 351 | Support staff at Sir Sandford Fleming College |
| | OPSEU | 352 | Faculty at Sir Sandford Fleming College |
| | OPSEU | 358 | Peterborough and District Association for Community Living |
| | OPSEU | 362 | Ministry of Natural Resources |
| | OPSEU | 365 | Support Staff at Trent University |
| | OPSEU | 368 | Staff at Millbrook Correctional Facility |
| Ontario Secondary | OSSTF | Dist 14 | Public Secondary School Teachers |

| | | | |
|--|------|-----------|---|
| School Teachers Federation | | | |
| Service Employees International Union | SEIU | 1.on | Extendicare Lakefield, Extendicare Peterborough, Kawartha Quality Care, Peterborough Manor, Riverview Manor, Rubidge Hall, Cruikshank Cleaners, Springville Nursing Home, Peterborough Humane Society |
| | SEIU | 528 | Representing workers at Kawartha Downs Raceway and Slots in Fraserville |
| United Food and Commercial Workers Union | UFCW | 175 & 663 | A&P, G.U.S., Havelock IGA, Minute Maid, Morello's Independent Grocer, United Canadian Malt, Zellers |

Appendix F: Sample Poster

Anti-Poverty Film Night



A Video History of PCAP
by David Newberry (35 minutes)

Direct Action 00:17
by S.K. Hussan and Brendan Bailey (16 minutes)

Cinema 379

Friday, May 12

7 PM

\$5-10 or pwyc

All proceeds go to the Peterborough Coalition Against Poverty.
749-9694, pcap@riseup.net

Appendix G: Sample Media Release

Media Release

Date: March 7, 2006

FOR IMMEDIATE RELEASE

Anti-Poverty Activists Rally to Demand Increase to Welfare Rates

This Friday, March 10th 2006, the Peterborough Coalition Against Poverty will rally at Jeff Leal's office to demand a 40% increase to social assistance rates in the upcoming provincial budget.

This action is timely as March 1st was the cut-off date for people on the special diet allowance. The special diet supplement allowed people on social assistance to get up to \$250 extra per month provided a medical practitioner deemed it medically necessary. When people actually started using it, citing 'hunger' as a medical problem, the McGuinty government responded by restricting access to it. Over 10 000 people in Toronto alone are affected by this decision. Many in Peterborough have also been impacted.

An increase of 40% is needed to make up for the 21.6% cut brought in by the Harris the government. Since 1995, there has been important cost of living increases. The McGuinty government has only paid lip service to the plight of those on social assistance by raising the rates a mere 3%.

This is why PCAP and allied organizations will be rallying at Grassroots Café (Hunter and Aylmer) on March 10th at 1PM. From there, we will march to Liberal MPP Jeff Leal's office to demand a 40% increase in OW/ODSP. "Many Peterborough residents going to the March 15 Hunger March in Toronto are expected to attend this March. This is part of the province-wide struggle for human dignity." commented PCAP member Daniel Bastien.

-30-

Contact person: Martin Chiard
Cell number: (416)555-5086

Appendix H: Sample Emergency Appeal for Funds

Hello Friends of PCAP,

Unfortunately, PCAP has found itself in a tight financial situation this month. Actually, we're facing the potential disconnection of our phone if we do not pay \$177.18 by May 13, 2004. At another \$160, our rent is also due this week. We've got about \$70 in the bank so we're looking for around \$270 to get caught up. If you are able to assist us financially at this time it would be most appreciated!

Donations can be mailed or dropped at 393 Water St., Unit 17, Peterborough, Ontario, K9H 3L7. Alternatively, email pcap@riseup.net and we can arrange to pick it up.

As you are probably aware, The Peterborough Coalition Against Poverty (PCAP) is one group actively addressing local poverty issues. In addition to our regular work, PCAP is currently working on two major campaigns, the first is a local and the second a provincial initiative - Stop the Surveillance Cameras in Downtown Peterborough and Raise the Rates for OW, ODSP, and minimum wage.

PCAP has enjoyed much growth and success over time. With no consistent or adequate source of funding, however, PCAP is constantly struggling to keep our finances afloat. We get by on fundraising efforts and the kind generosity of our members and supporters. Usually we manage, but sometimes we come up short.

We try to keep our expenses to a minimum. They basically consist of rent (\$160), hydro (\$60), and phone payments (\$60).

Right now, we're especially concerned about keeping our phone line up and running. The use of the phone is essential to the running of the organization. Our accessibility and capacity to organize and offer advocacy services are all reliant on maintaining an operational space and a telephone line.

Thank you for your ongoing support and for considering this request for assistance.

Solidarity,
PCAP Membership

Appendix I: Sample Call For Sustainers

Become a Regular Sustainer

For fifteen years, the Ontario Coalition Against Poverty (OCAP) has been mobilizing the poor and homeless to fight back. We have won a great number of victories in that time but the overall attack on poor communities has not been stopped. It is only continuing under new management.

In the last months, we have worked with others to confront the McGuinty Government with a campaign to raise social assistance rates by 40%. We have occupied a City-owned property in Toronto that could and should be housing but that is being sold, instead, to a condo developer. We are now taking up the fight against a new municipal bylaw that would ban the homeless from sleeping at City Hall and set in motion a wave of social cleansing in Toronto. At the same time, of course, we are defending individuals and families each and every day when they are denied assistance, threatened with eviction, face abusive employers or have the threat of deportation hanging over their heads.

OCAP operates its office, pays two organizers and plans its meetings and actions on about \$5,000 a month. At the moment, we are only receiving about \$2,000 a month in regular funding and we urgently need to change this. If more people who respond to our periodic crisis appeals would make, small ongoing contributions, it would help us enormously.

In order to become a sustaining funder of OCAP, all you need to do is send us a voided cheque along with a letter telling us how much you would like to give us each month. We will then be able to arrange for an automatic transfer of funds from your account into ours. Any amount helps!

Please send your support to OCAP at 10 Britain Street, Toronto, ON, M5A 1R6

Appendix J: Sample “Thank You” Note

Dear Bakunin,

We would like to extend our sincerest appreciation for your recent financial contribution to the Peterborough Coalition Against Poverty. Without the generous donations of our members and supporters we would not be able to carry on with the work that we do. Your donation to PCAP is a significant contribution to the ongoing success of the organization.

We can now report that we received donations which amount to well above our immediate costs. This is not just a wonderful response to an appeal but a truly inspiring expression of support and solidarity for the work of our organization.

Thank you and we hope that you will continue to remain involved with PCAP in whatever capacity is best suited for you.

In Solidarity,
PCAP

Daniel Bastien

POST 487

Reflection Paper

More Money, But at What Cost?

Resource Mobilization Strategy in a Direct Action Anti-Poverty Social Movement Organization.

Money... Everyone wants some, but some get less than others. Much as poor people often struggle to pay the bills, so do their organizations. I spent eight months as a student researcher for the Peterborough Coalition Against Poverty where I tried to help them increase stabilize their income. During the time I spent with the organization, I saw the group struggle with a lack of funding as well as intense divisions. While the divisions were complicated, a common oversimplification was that it was a conflict between the poor people who had been there from the get-go and student interlopers who were taking over the organization. In fact, there were many personal problems between individual members, and there never were clear-cut camps of poor people and students. Reality is rarely so clear. But that problems often got framed in terms of a student takeover was telling. Is it possible for a militant, anti-poverty group to retain its original character while broadening its membership and income base?

Because of an apparent lack of academic research in the interrelations between class dynamics, human resource and financial resource mobilization, this paper is light on academic references. This paper will nevertheless draw on resource mobilization theory, which is namely found in the work of McCarthy and Zald (1987). This theory claims that a successful social movement organization is one that can successfully mobilize resources. In this case study, I will show that a group's organizational structure is an important determinant in mobilizing human resources. A group's capacity to mobilize human resources within a group and social networks outside of the group affect a group's ability to mobilize financial sources. However, as a previously small group composed

entirely of low-income people grows and manages to attract human and financial sources from new social networks, tensions may arise that can sink the group if they are not properly managed. As Piven and Cloward (1977) have noted, social movement organizations who institutionalize themselves run the risk of displacing the groups' original goals and being pacified. However, my conclusions from my participation within PCAP are that it is possible for a militant anti-poverty organization to expand its membership to people who are not affected by chronic poverty and widen its sources of funding without necessarily falling into the trap of bureaucratization.

From its inception, PCAP has mainly relied on donations from individual members. When it was first founded as an organization primarily composed of low-income and homeless people, expenses for the office space and bills (totaling \$220 per month) were paid for out of the pockets of its active members by passing a hat around at meetings. Considering the low-income of the original PCAP membership it may seem surprising that the organization was able to get its members to make such financial sacrifices. How can we explain this?

PCAP's organizational model may go a long way towards explaining this. One of the founding members explained to me once that PCAP was seen as an organization over which low-income people felt real ownership. While there are many other established social justice groups in Peterborough advocating on behalf of poor people such as the Peterborough Social Planning Council, these are formally organized. This means that they often have paid staff members whose role is to carry out the directions given out by the mainly middle-class board of directors. Moreover, these organizations are typically funded by government grants and/or social agencies. Many social justice organizations get the majority of their financial resources from the Canadian International Development Agency, the Trillium Fund, and the United Way. These well-funded yet non-confrontational organizations typify the pacified organization criticized by Piven and Cloward, who argued that formal organizations only impeded social movement activity (1977)

These funding agencies require that the recipient organizations not be “political”. It may seem absurd to demand that a social justice organization be apolitical as poverty is influenced by government policy. Yet government and United Way funding requires that recipient organizations either focus on delivering services to alleviate some effects of poverty, as with food banks, or organize educational events around social justice issues without taking a political stand. Consequently, these formalized social justice organizations are unable to take political action to directly confront practices that are oppressive to poor people.

This stands in contrast to PCAP, whose organizational structure is designed specifically to organize low-income people and allies to carry out direct actions against oppressive practices, institutions, and laws. Instead of having a board of directors, it has an elected committee of ‘organizers’ representing the various sub-committees (such as direct action, advocacy, fundraising, outreach, etc). PCAP is still much more open to participation. Every month there is a ‘general meeting’ in which all PCAP members and supporters are encouraged to get updates on the groups’ activity and give directions to the organizers, who in turn do the day to day organizing and meet weekly for this purpose. The weekly organizers’ meetings are de facto open to all members – at a typical meeting, there are as many “regular” members as organizers present, and all have a say in decision-making.

Whereas most social justice groups’ mandates is limited to service delivery and education, PCAP is a social movement organization whose main role is to confront and change practices and policies that are seen as oppressive to low-income people. It does this primarily through “direct action advocacy”. This is a form of legal advocacy that helps people facing problems related to poverty such as evictions, hydro cutoffs, denial of social assistance benefits. It combines legal advocacy with disruptive action to win cases. PCAP also organizes demonstrations, occupations, and squats to push for policy changes at all levels of government.

PCAP's openness to participation by low-income members and willingness to act and win victories for low-income people helps explain PCAP's early resource mobilization strategy of collecting money directly from members, and these members' willingness to donate so willingly. The human resources that PCAP has mobilized for political action were also its main financial resource, illustrating the connection between mobilizing human and financial resources.

PCAP has eventually diversified its financial resource mobilization strategy. This was made possible by a demographic shift within the core constituency of PCAP as students gradually took on a greater role within the organization. Students have access to different social networks than non-student low-income people; students brought in social capital that helped PCAP mobilize more financial resources.

When mobilizing financial resources from outside the group, framing collective action becomes much more important. Because most of the other sources of funding depend on people who are not active members of the group, peoples' perception of PCAP can become as or more important than their direct experience with the organization. Nevertheless, in many cases latent social ties between members of PCAP and donor agencies were crucial in mobilizing various resources needed for fundraising.

During the period in which I worked as a fundraiser with the group, other social justice organizations became important sources of funding. Many of these were Trent student organizations, namely the Ontario Public Interest Research Group, Trent Women's Centre and Trent Queer Collective. Social ties between PCAP members and decision-making members of these groups were key in mobilizing both the knowledge of how to apply for funding for these groups. A telling example is when I was entrusted with raising \$450 for PCAP in under two weeks to send a charter bus to Toronto. Being very stressed out by this seemingly huge task, I went to grab a drink with some friends. At least one high-ranking member (current or past director or co-ordinator) of each of the

aforementioned groups were present. Within fifteen minutes of chatting, I had verbal assurances that I could quickly raise up to \$650 from the three of them combined, along with instructions on how to effectively do it.

While social networks facilitated PCAP's mobilizing of financial resources from social justice groups, effective framing of collective action was also key. In this case, there were two different forms of framing that were at play. The first was PCAP's public reputation as the main political action group in Peterborough. Over the years since its inception, PCAP has fought a number of high profile political battles, particularly the several week-long 1130 Water St squat in 2003, which had won it the respect of certain social justice activists. During these campaigns, PCAP had effectively framed its actions in the media (despite often hostile editorials against them) as effective defenders of the interests of poor people against a poor-bashing government. PCAP's willingness to take illegal direct action also gave it a romantic mystique in the eyes of some. Thus, PCAP's effective framing of collective action campaigns was key in its securing of funds from other social justice groups.

The second way in which collective action framing was used to mobilize financial resources from outside the group laid in the funding application process. Whenever PCAP sought to get funding from another group, it had to engage in frame bridging by showing how the two groups' had similar goals and should therefore work together (Snow and Benford, 1986). So when PCAP sought funding from a trade union, in the written proposal it had to draw parallels between anti-poverty work and workers' rights, while when applying for funding from the Trent Women's Centre it had to link anti-poverty activism to women's issues. This excerpt from a funding proposal to the Women's Centre ought to illustrate this point:

Seeing as how gender and class oppression are intimately linked, and that women and their children are disproportionately represented on the welfare rolls, it falls within the Trent Women's Centre mandate to support initiatives that hold the promise of providing people on social assistance with

something approaching a living income. Support for this initiative would be consistent with the Trent Women's Centre history of support for anti-oppressive campaigns. (PCAP, 2005)

As we have seen earlier, the arrival of students within PCAP opened the group up to new social networks which were effective in mobilizing new financial resources, as well as mobilizing new actors for collective action. However, this shift in the makeup of the organization wasn't an entirely positive change. Tension between low-income and student members of the organization nearly crippled the group. This can be explained by X factors. First, students can be seen as a privileged demographic. While students typically have little income, more often than not they come from middle-class backgrounds. The poverty experienced by students is usually seen as temporary as the obtention of a university degree is a tool that can be used for upward social mobility. This leads some low-income people to see students as slummers who don't really have to deal with the effects of chronic poverty. While a university degree isn't a guaranteed ticket to a comfortable middle-class existence, there is some truth in the belief that students aren't affected by poverty in the same way as people with less educational privilege. Thus, students' relatively privileged socio-economic status within an organization by and for low-income people can be problematic.

This problem is compounded by the social networks to which students have access; students tend to socialize more with other students. This can lead to a form of cliquishness within the organization that impedes constructive dialogue about privilege. It is the combination of the co-existence of two more or less distinct social groupings within the organization and cliquishness that led to a particularly poisonous atmosphere within PCAP. This situation led to the framing by some members some internal issues in terms of a student/poor person power struggle, while others framed them in terms of violent behaviour and disregard for the interests of the group as a whole by others. The situation got so bad that there were shouting matches before meetings even got started, several

members left in disgust, and Ontario Common Front (an umbrella organization of direct action anti-poverty groups) members gossiped about “Battleship PCAP”.

The shift in PCAP’s demographic was also problematic in terms of its ability to mobilize resources for collective action. While PCAP had never been so financially prosperous, for a period of time many low-income members of the group had dropped out and almost only students could be mobilized for political actions. It should go without saying that it is very problematic for a dozen students to be protesting at the local MPP’s office in the name of social assistance recipients.

As well, at times PCAP’s push to mobilize new financial resources compromised its political autonomy. While PCAP had never ceased to take strong political positions or advocate direct action as a necessary tactic, there were times when plans for direct actions were shelved as being too controversial for potential donors. In particular, when PCAP was preparing to run a levy campaign to get Trent students to vote whether or not to include an annual \$1 payment to PCAP per student as part of their ancillary fees, there had been plans to shut down an upscale supermarket to protest social assistance policy. While there were other reasons why this plan was shelved, the desire not to alienate students just before the referendum was a major factor. Was Cloward and Piven’s prediction that social movement organizations inevitably lose their spunk as they get more funding?

The experience of PCAP seems to indicate otherwise, as the group has since that time begun to actively address the cleavages between students and other low-income people, and has effectively mobilized up to 40 people for disruptive collective actions such as shutting down Rental Tribunals and forming picket lines to prevent hydro cut-offs from occurring.

While Cloward and Piven argued that poor peoples’ movements must remain disorganized to prevent bureaucratization, and pacification, the experience of the Peterborough Coalition Against Poverty shows otherwise. It is true that when a direct

action anti-poverty group is established and begins to attract new active members who are not as directly affected by poverty in the same way as the original members, there is the risk that the original members may feel marginalized within their own organization and that divisions arise within the group. Sometimes it is doubtlessly true that they are marginalized to some extent within the organization, as they may not be included in the informal social networks which the students are a part of. However, these divisions are often much more complicated than a demographic shift within the organization. While this shift may exacerbate some problems, it is just as likely to be used to mask their actual causes. It must be said that there needs to be a conscious effort to recognize and proactively deal with problems of class difference within an organization if it is to remain functional.

The dangers be run by anti-poverty groups who expand their membership to include students and other allies are not insurmountable and may be outweighed by the benefits. As the organization manages to mobilize new human resources from different classes, it also gets access to the knowledge and connections (and in the case of students, free time) of its new members which allows the organization to mobilize more financial resources. This can actually enhance the groups' capabilities for disruptive direct action as it can now pay its bills and focus on organizing politically, pay for transportation costs for out of town actions, pay for members' childcare and other such expenses.

References:

McCarthy, John and Zald, Mayer (1987), *Social Movements in an Organizational Society*. New Brunswick, NJ: Transaction Books

Piven, Frances Fox and Cloward, Richard (1977) *Poor Peoples' Movements: How they succeed and why they fail*. New-York: Vintage Books

Snow, David E, and Benford, Robert (1988). "Ideology, Frame Resonance, and Participant Mobilization." In Bert Klandermans, Hanspeter Kriesi, and Sydney Tarrow,

eds., from *From Structure to Action: Comparing Social Movement Research across Cultures*. International Social Movement Research, vol 1. 1988, Greenwich, Conn.: JAI Press