



# **APAC Arts Advocacy Initiative – 2013 Final Report**

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## **I. Background on APAC**

The Alberta Partners for Arts and Culture (APAC) is a coalition of Alberta's 8 Provincial Arts Service Organizations and 4 Cultural Industry Associations that came together in the spirit of partnership after the 2012 Alberta Culture Forum in Red Deer. APAC formed to determine how these organizations might collectively be of greater service to their member groups, the Government of Alberta, and all fellow Albertans. The twelve organizations that comprise APAC have 7,000 members – individuals and organizations, businesses and schools, amateurs and professionals – and this realm of influence includes potentially all citizens of Alberta (as well as its visitors).

The organizations that form APAC represent and serve the needs of all aspects of art and culture in Alberta, including craft, visual arts, media arts, theatre, dance, music, arts touring, writing, francophone arts and culture, as well as book and magazine publishers, film and media art production, and the sound recording industry. Each organization within this collective membership has its own network of affiliate organizations and consequently, APAC has deep roots that reach throughout the province.

Collectively, APAC is: Alberta Craft Council, Alberta Dance Alliance, Alberta Magazine Publishers Association, Alberta Media Arts Alliance Society, Alberta Media Production Industry Association, Alberta Music Industry Association, Arts Touring Alliance of Alberta, Book Publishers Association of Alberta, Regroupement artistique francophone de l'Alberta, Theatre Alberta, Visual Arts Alberta – CARFAC, and Writers Guild of Alberta.

For contact information and the mandates of each APAC organization, please see Appendix B: APAC Arts Advocacy Initiative 2013 - MLA Advocacy Handout.

## **II. Project Goal and Primary Objectives**

### ***Project Background***

In September 2013, APAC put out a public call seeking a Project Coordinator who would organize and execute the 2013 APAC Arts Advocacy Initiative, matching APAC Volunteers with their Alberta Members of the Legislative Assembly (MLAs) in order that each volunteer carry an advocacy message to the legislature. The APAC Arts Advocacy Initiative Project Coordinator was hired on Oct. 15, 2013.

Working under the supervision of an APAC Advocacy Committee, it was mandatory that the Project Coordinator be located in Alberta, have her/his own office equipment, requisite technology and telecommunication devices. Wages were set at \$20/hour, with an estimated duration of 125 hours over a three month span. The total budget for the project was thus established as \$2,500.

### ***Project Goals and Primary Objectives***

The primary goal of the inaugural APAC Arts Advocacy Initiative was to arrange meetings between Alberta's 87 MLAs, which were to take place in their home constituency offices during Home Constituency Week, Nov. 12 – 14, 2013. APAC Volunteers were to be recruited from the member ship of each of the 12 organizations that constitute the APAC Coalition. The APAC Volunteers were to deliver key messages about the importance of arts and culture in Alberta, carefully established within two documents (the APAC Volunteer Preparation Kit and the MLA Advocacy Handout). A secondary goal for the project was to develop rapport between Alberta's elected representatives and the cultural sector, through these meetings.

Another goal embedded in the APAC Arts Advocacy Initiative was to garner the support of Culture Minister, Heather Klimchuk, and increase awareness of the APAC Coalition through her office. APAC wished to deliver a common, positive message about Alberta arts and culture to the provincial government and present its message through one voice that would speak on behalf of the many individual arts and cultural organizations across the province.

Home Constituency Week for Alberta MLAs in 2013 was scheduled for Nov. 12 - 14. Originally, the bulk of the meetings were to take place during these three days, while it was also known

that each MLA was expected to return to their home riding to meet with constituents every Friday, excluding Bank Holidays. Therefore, the timeframe for the 2013 Advocacy Initiative was first set for the month of November. It was acknowledged that Edmonton MLAs would also be more widely available to their home constituents even while the House was sitting.

Concrete project feedback from the APAC-MLA meetings was to be garnered through the development of an online Volunteer Feedback Survey; the objective was to obtain feedback from every volunteer in the APAC Volunteer database.

And finally, the Project Coordinator was to write a final report, to be delivered to the APAC Coalition and subsequently forwarded to the Premier's Council on Culture.

### **III. Methodology**

The APAC Arts Advocacy Initiative Project Coordinator broke the project down into four phases, as follows: Phase One – Volunteer Preparation; Phase Two – MLA Meetings; Phase Three – Volunteer Feedback Survey; and, Phase Four – Final Report.

The timeline and critical path for each activity in the four phases is outlined below.

#### **A. Phase One: Volunteer Preparation**

##### **1. The Volunteer Preparation Toolkit**

Project Coordinator develops the Volunteer Preparation Toolkit.

Project Coordinator sends draft to APAC Advocacy Committee for review by APAC Coalition.

APAC Coalition revisions are delivered to the Project Coordinator via the Advocacy Committee.

Project Coordinator makes revisions, resends to APAC Advocacy Committee.

APAC Coalition approves final draft.

**Critical Path:** The APAC Volunteer Preparation Kit must be finalized, approved, revised and then sent to the APAC Volunteers in advance, so as to allow volunteers the time required to conduct the research suggested in the toolkit. Ideally, volunteers would be given a minimum of two weeks to prepare before scheduled meetings.

##### **2. The MLA Advocacy Handout**

Project Coordinator researches and develops the MLA Advocacy Handout.

MLA Advocacy Handout is sent to the APAC Advocacy Committee for review.  
APAC Coalition revisions are delivered to the Coordinator via the Advocacy Committee.  
Project Coordinator makes revisions and returns the second draft to the APAC Advocacy Committee for review and approval by the APAC Coalition.  
Final revision requests or approval is received from the APAC Advocacy Committee.  
Project Coordinator prepares final draft.  
APAC approves final draft and in turn files it with the Culture Minister's office for comments/suggestions.  
Project Coordinator makes any final changes to the document as requested.  
MLA Advocacy Handout is sent to all APAC Volunteers.

**Critical Path:** The MLA Advocacy Handout must be researched, drafted, approved and/or revised before being sent to both the APAC Volunteers and to the MLA offices. Given the many steps in the feedback loop, the preparation of this document requires several weeks between first draft and final approval, before it can be sent out. Each step must occur well in advance of any targeted dates for scheduled meetings between APAC Volunteers and the MLA Constituency offices. Ideally, the volunteers would receive their Volunteer Preparation Kit and the MLA Advocacy Handout together, as one Volunteer Toolkit. Ideally, the MLA offices would receive the Advocacy Handout at least one month prior to any targeted dates for scheduled meetings.

### **3. Creating the Volunteer Database**

APAC Coalition to supply member contact information for APAC volunteer database.  
Project Coordinator builds the APAC Volunteer database.  
Project Coordinator solicits any missing information requisite to the volunteer database through the APAC Advocacy Committee or individually from each Coalition member (requisite information includes home postal code, full name, and telephone contact information).  
Project Coordinator creates a group contact email list for all APAC volunteers.

#### **Critical Path:**

Ideally, the call for volunteers would go out 1.5 – 2.0 months before any attempts to schedule meetings, so as to allow enough time for volunteer response to the call, the creation of the volunteer database, including all requisite information, by the Project

Coordinator, and, the smooth delivery the Volunteer Preparation Kit, including the MLA Advocacy Handout. While it is expected that some volunteers may be added to the database at a later date, all requisite contact information must be in place before any attempts are made to match volunteers to their MLA offices. The bulk of the APAC Volunteer Database should be confirmed well in advance of outreach to MLA Constituency Offices.

#### **4. Mobilizing the Volunteers**

The Project Coordinator mobilizes the APAC Arts Advocacy Initiative volunteers through the following steps:

- a. Send all volunteers a welcome introductory email.
- b. Disseminate the Volunteer Preparation Toolkit.
- c. Deliver the MLA Advocacy Handout.
- d. Field all queries.

### **B. Phase Two - MLA Meetings**

#### **1. Create the MLA Database**

Project Coordinator builds a list of all current Alberta MLAs, including the addresses and contact information for every home riding.

Project Coordinator develops an electronic database and email contact list for each MLA office that has a matching volunteer.

#### **2. Set MLA Meetings for Volunteers**

Project Coordinator sends an introductory email to each MLA Home Constituency Office where there is an APAC volunteer; attached to the email is the APAC Advocacy MLA Handout which explains the parameters of the project to inform scheduling staff who will request and book the meetings with the MLA on behalf of APAC.

Project Coordinator liaises between all volunteers and all MLA offices until a meeting can be confirmed, as follows:

- a. Receives suggested times/dates from MLA Office;
- b. Relays this information to the relevant APAC Volunteer(s);
- c. Receives confirmation or counter offers from volunteer(s);
- d. Relays this information to the relevant MLA Office; and,
- e. Facilitates any sudden changes to meeting times/dates.

Project Coordinator makes follow-up phone calls to all matched MLA constituency offices that have not responded to the introductory email.

Project Coordinator repeats the cycle of coordinating meetings via email and follow-up phone calls until meetings have been confirmed, denied, and/or the deadline has passed.

**Critical Path:**

The targeted dates for the 2013 APAC Arts Advocacy Initiative were strategically linked to Home Constituency Week (Nov. 12 -14, 2013), in order to accommodate potential meetings with as many volunteers from across the province as possible. Acknowledging that Friday meetings in home ridings might also provide opportunities, the initial deadline for the meetings was set at Nov. 30, 2013.

**C. Phase Three: Volunteer Feedback Survey**

**1. Confirm Survey delivery mechanism.**

APAC establishes the method for survey delivery and data collection for the Volunteer Feedback Survey.

**2. Develop survey questions**

Project Coordinator drafts questions and submits these to APAC Advocacy Committee. APAC Advocacy Committee circulates draft questions for discussion among the APAC Coalition.

Project Coordinator amends the survey as required.

Survey questions are ratified by the APAC Coalition.

**Critical Path:**

The launch of the survey relies upon the timely creation of the survey questions, their approval and subsequently, their input into the survey delivery mechanism.

**3. Launch the Volunteer Feedback Survey**

Project Coordinator creates an email list composed of every APAC Volunteer that stepped forward to participate (whether they managed to successfully hold a meeting with their MLA or not).



Project Coordinator prepares the email introductory text and launches the survey. Project Coordinator monitors the feedback survey while it is uploaded and sends out a reminder email to those who have not completed the survey half way through the time frame that has been established.

**Critical Path:**

The deadline date for the close of the survey is directly linked to the end of the time frame established for the MLA meetings and the deadline date set for the preparation of the first draft of the final report. The survey should be up for at least three weeks after the time frame for the meetings has closed.

**4. Compile the Statistics**

Project Coordinator compiles qualitative and quantitative data from the survey results.

**Critical Path:**

Ideally, the Project Coordinator would have 1 week to analyze the data and compile statistics and qualitative information from the survey after it has closed.

**D. Phase Four: Final Report**

**1. Draft Report**

Project Coordinator prepares first draft of the final report and submits to the APAC Advocacy Committee in accordance with the established deadline. APAC Advocacy Committee gathers feedback from the Coalition and reports all suggestions for revision to the Project Coordinator.

**2. Final Report**

Project Coordinator revises first draft report in accordance with feedback from the APAC Coalition.

Project Coordinator delivers the revised and final draft of the APAC Arts Advocacy Initiative Final Report.

#### **IV. Scope**

Potentially, the APAC Arts Advocacy Initiative would schedule meetings with all 87 Alberta MLAs in their Home Constituency Offices, requiring at least 87 APAC Volunteers. The APAC Volunteer database included any active member of an arts or cultural organization that was represented by the 12 member groups that compose the APAC Coalition. Please see Appendix C: APAC 2013 Ledger of Meetings - Volunteers and Alberta MLAs for a full list of all Alberta MLAs in 2013 and the names of those volunteers who were matched.

#### **Delimitations**

The project automatically becomes delimited in all cases where there are no APAC Volunteers matched to any particular Alberta MLA riding.

#### **V. Reporting**

The job call for the APAC Arts Advocacy Initiative Coordinator clearly stated that the Project Coordinator would report to the APAC Advocacy Committee. In certain circumstances, the Coordinator might also be expected to report to the full APAC Coalition via telephone conference meetings. During the 2013 APAC Arts Advocacy Initiative, three such meetings were held: October 18, 2013, October 25, 2013 and, October 30, 2013 (ratification of the project outline with benchmark deliverables, discussion of Volunteer Preparation Toolkit and discussion of APAC MLA Advocacy Handout).

In addition to the above, during Phase 1 (Volunteer Preparation) each member of the APAC Coalition (12) was to report to the Project Coordinator the names and contact information for at least seven APAC Volunteers per member-group, for a total of 84 potential APAC Volunteers.

During Phase 2 (MLA Meetings), the Project Coordinator fielded individual questions from APAC Coalition member group representatives and continued to add new volunteers to the database.

During Phase 3 (Volunteer Feedback Survey), the Project Coordinator reported solely through the APAC Advocacy Committee.

During Phase 4 (Final Report), the Project Coordinator sent preliminary drafts of the Final Report to the APAC Coalition. Suggestions for revisions were to be collected by the APAC

Advocacy Committee and sent to the Project Coordinator, who would in turn conduct one final revision and present the final draft of the 2013 APAC Arts Advocacy Initiative Final Report.

## VI. Summary of Findings

### A. Phase One: Volunteer Recruitment and Preparation

Given that the names of volunteers were to be provided to the Project Coordinator by each member of the APAC Coalition, and it given that it could take the APAC Coalition several weeks to compile the APAC Volunteer Database as names arrived piecemeal, and because the APAC Arts Advocacy Initiative Volunteer database is intricately linked to the critical path of the project (the preparation of a matched MLA-Volunteer Database and subsequent MLA meeting mail-outs cannot take place until the Volunteer Database is established), the timing for the call for volunteers is critical to the smooth unfolding of the first phase of the project.

#### Recommendation 1:

Send out an early call for volunteers, 6-7 weeks before any Volunteer/MLA meetings are to be scheduled.

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Given that volunteers need a clear understanding of what will be required of them, and that the APAC Volunteer Database will be built of individuals from many different arts and cultural organizations within the 12 member groups representing the APAC Coalition, it is important that each representative for each member group of the APAC Coalition sends out the same call to action/request for volunteers.

Information provided in the Call for Volunteers might include the following:

- For this project, you will be called upon to volunteer within the following time frame; if you are not available during this date/time frame, do not answer this call. If you are only available for part of this time period, please state your availability clearly.
- This project requires that you meet with your MLA in your home riding. You will be sent a Volunteer Preparation Toolkit; if you do not feel comfortable with the task at hand after reading the kit, please let your sponsor organization from APAC or the Project Coordinator know immediately. It may be possible to provide you with additional information, or you may need to withdraw from the initiative.

**Recommendation 2:**

Build a project template for the APAC Call for Volunteers, and have each representative from the 12 member groups that forms the APAC Coalition circulate the same invitation to all prospective volunteers. Within the call, clearly state the objectives of the initiative and the duration of the project so that volunteers can make an informed choice as to whether or not they are able to complete the required tasks that are being asked of them within the time frame.

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Because some ridings cover large territories and contain more than one Home Constituency Office, the collection of specific address information is required for each volunteer: the Project Coordinator needs to know what city or town each volunteer lives in, or near, and their home postal code.

Also, MLA offices do request last minute changes to previously confirmed meeting dates and/or times. And at times, volunteers do not respond to their email in a timely fashion. In circumstances such as these, it became critically important that the Project Coordinator has a telephone contact number for each volunteer through the Advocacy Initiative.

Some volunteers came forward to represent ridings that were not associated with their own MLA (home address), but rather the MLA that represented the riding of their place of work. In one case, a volunteer representing his work riding left his place of employment during the Advocacy Initiative and no information was available regarding his home riding, his personal email address or a telephone number.

**Recommendation 3:**

The Call for Volunteers must request detailed information for each potential volunteer that includes the following:

- Full name (mandatory)
- Telephone number(s) (mandatory)
- Home address postal code (mandatory)
- Place of residence - city/town/county (mandatory)
- Workplace postal code (optional)

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Gap Analysis and Project Scope

Starting the volunteer recruitment process as early as possible will allow the Project Coordinator to conduct a reliable gap analysis near the beginning of the project, thus potentially permitting an additional call for more volunteers in order to fully reach any projected scope and increase instances of MLA/Volunteer matches.

Every effort to reach full scope should be made. While the 2013 APAC Arts Advocacy Initiative Volunteer database might have consisted of 84 volunteers, if every member of the APAC Coalition were to have obtained seven volunteers, there are a total of 87 MLAs, so this would not have approached full scope. Further, even had each volunteer responded positively to the call to action, some of them would inevitably have been from the same riding, also narrowing the potential scope for outreach.

At the end of the 2013 APAC Arts Advocacy Initiative the volunteer database consisted of 52 names; two additional people were removed from the database - one dropped out citing time constraints and the other because she moved out of country during the course of the project. There were several instances where there was more than one volunteer in a riding. And, in two instances, volunteers requested meetings with two different MLAs (Lethbridge and Fort McMurray), but in both cases only one meeting was able to be arranged. For a complete list of all volunteers, matched to their respective MLAs, with additional information charting whether or not they took a meeting, with whom and when, please see Appendix C: APAC 2013 Ledger of Meetings - Volunteers and Alberta MLAs. For more information regarding the MLA meetings, see also: Summary of Findings, Phase 2: MLA Meetings, to follow.

**Recommendation 4:**

The APAC Coalition is encouraged to expand its outreach into its member organizations to acquire a minimum of 12 volunteers per organization for the APAC Volunteer Database.

**Recommendation 5:**

The timeline for a project such as the 2013 APAC Arts Advocacy Initiative should allow enough time for the Project Coordinator to conduct a thorough gap analysis during the campaign and in turn, permit the APAC Coalition to put out a second call for volunteer recruitment, should this be warranted.

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The Volunteer Preparation Toolkit

As the project methodology illustrates, the APAC Arts Advocacy Initiative required the creation of a Volunteer Preparation Toolkit, which was initially drafted by the Project Coordinator presented to the 12 members of the APAC Coalition and then discussed during a telephone conference. Required revisions were made and the Volunteer Preparation Toolkit was resubmitted for final approval before going out to volunteers. Please see Appendix A: APAC Arts Advocacy Initiative 2013 Volunteer Preparation Kit.

In order to avoid the potential pitfalls of such a tight turnaround for the feedback loop, and given that each APAC Coalition representative is extremely busy:

**Recommendation 6:**

Allow 4 – 5 weeks for the preparation and subsequent approval of the Volunteer Preparation Toolkit, and its dissemination to volunteers.

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The APAC Advocacy MLA Handout

The APAC MLA Advocacy Handout contains key messages that are to be delivered to each participating MLA, both by email to Home Constituency Offices and by hand, via volunteers as they took their meetings. Clearly, these key messages are critical and as such, they must be well researched and grounded in statistics, preferably from several publications and/or recent reports. In the 2013 APAC Arts Advocacy Initiative, information was taken from the following documents: Alberta Culture, About the Ministry, Facts and Stats (2013) and *Spirit of Alberta* (2008); Alberta Foundation for the Arts, *Arts Impact Alberta: Ripple Effects from the Arts Sector* (2013); Alberta Finance and Enterprise 2011: Alberta Economic Multipliers 2007, and feedback from APAC Coalition members who had been involved in similar arts advocacy campaigns, including those of the Professional Arts Coalition of Edmonton (PACE), the Independent Media Arts Alliance (IMAA) and the Canadian Arts Coalition.<sup>1</sup>

Further to the preparation of the APAC MLA Advocacy Handout, the Project Coordinator was also asked to build a document, subject to approval by the APAC Coalition, which

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<sup>1</sup> Thanks are expressed to the Canadian Arts Coalition, who has conducted national advocacy initiatives with members of parliament; they provided a copy of their Advocacy Toolkit (2012), which was helpful in the construction of the APAC Volunteer Preparation Kit and the APAC Advocacy MLA Handout. Their Volunteer Survey was likewise instructive when preparing the APAC Volunteer Feedback survey. with members of parliament; they provided a copy of their Advocacy Toolkit (2012), which was helpful in the construction of the APAC Volunteer Preparation Kit and the APAC Advocacy MLA Handout. Their Volunteer Survey was likewise instructive when preparing the APAC Volunteer Feedback survey.

succinctly summarized the mandates of each APAC member organization; this supplemented a list with contact information that had been provided for each representative from the APAC Coalition. Together, the key messages and this contact/mandate document became the MLA Advocacy Handout. Please see Appendix B: APAC Arts Advocacy Initiative 2013 MLA Advocacy Handout.

The APAC Advocacy MLA Handout was initially drafted by the Project Coordinator then presented to the 12 members of the APAC Coalition before it was discussed during a teleconference. The APAC Coalition members then submitted comments to the Project Coordinator individually via email. The revised second draft was re-circulated, then a second round of required revisions was made by the Project Coordinator before the APAC Advocacy MLA Handout could be resubmitted for final approval. Once ratified, the APAC Advocacy MLA Handout was submitted by APAC to the Minister of Culture's office for comment, from which there were no suggested changes, largely given the approaching deadline for getting the package to the MLA offices prior to Home Constituency Week.

In order to avoid the potential pitfalls of such a tight turnaround feedback loop, the project timeline should build in enough time for all of the above and any final adjustments that might come from the Minister of Culture's office, if deemed necessary in the future.

**Recommendation 7:**

Allow at least 4 weeks for necessary research and preparation of the APAC Advocacy MLA Handout, which includes time for the feedback loops required to produce the final draft, including comments from the Minister of Culture's office.

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The statistical information that was imparted to APAC volunteers in the MLA Advocacy Toolkit was complex and may have been difficult for some volunteers to grasp without doing further reading from the cited reports. It is important to allow volunteers enough time to conduct further research and otherwise prepare in advance of their prospective meetings with their MLA. One respondent to the APAC Volunteer Feedback Survey suggested that APAC conduct additional research into each party platform on arts and culture and present this to the volunteers within the preparation package(s).

**Recommendation 8:**

APAC should consider including a researched brief on each party's platform on arts and culture within the Volunteer Preparation Kit.

To fully validate the importance of the APAC volunteers they must be given enough time after receiving the APAC Advocacy MLA Handout to adequately prepare for their meetings, which may involve conducting additional research.

**Recommendation 9:**

The final version of the MLA Advocacy Handout should be sent to APAC volunteers and MLA offices at least 4 weeks in advance of the established timeframe for the meetings.

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## **B. Phase Two: MLA Meetings**

As stated, the APAC Arts Advocacy Initiative was to initially have taken place during the month of November; the bulk of the meetings were to be scheduled during Home Constituency Week, (Nov. 12 - 14, 2013) with the understanding that additional meetings might also be scheduled on Fridays when MLAs were expected to return to their home ridings. This information was communicated in the introductory email that was sent, along with the APAC MLA Advocacy Handout, to every MLA office with a matched APAC Volunteer, 40 in total.

During the process that led to booking meetings for the initial timeframe of the project (Home Constituency Week: Nov. 12 – 14, followed by Fridays, until Nov. 30, 2013), it quickly became obvious that very few meetings could indeed be scheduled at the MLA Constituency Offices at such short notice; time became a crucial factor. Many Home Constituency Offices expressed surprise at the November 30 deadline; they were already booking meetings into 2014. It was decided that in order to accommodate as many meetings as possible, the deadline would be extended up to the holiday break, Dec. 20, 2013.

A total of 21/87 meetings between APAC volunteers and Alberta MLAs were held between Nov.12 and Dec. 20, 2013. In 10 instances there were more than one volunteer per MLA. For a complete list of all Alberta MLA Constituency Offices and paired volunteers, please see Appendix C: APAC 2013 Ledger of Meetings - Volunteers and Alberta MLAs. This Appendix also includes detailed information that provides regional/municipal breakdown (Calgary/Edmonton/Other) and the party affiliation of each MLA, as well as the name of each volunteer and the time/date of the meeting, when possible.

APAC volunteers were matched with an additional 19/87 MLA Home Constituency Offices, but these meetings did not take place. There were a number of reasons why, as follows: the APAC volunteer could not make the time/date suggested by the MLA Office; circumstances changed within the Constituency Office itself and the MLA could no longer take the confirmed meeting; the APAC volunteers withdrew from the Advocacy Initiative; the volunteer stepped forward too close to the end of the initiative and meeting dates could not be mutually agreed upon; and, as noted in Summary of Findings: Phase 1, several APAC volunteers were refused meetings because they did not actually reside in the riding within which the MLA operated.

In the case of Culture Minister Klimchuk's riding, there were four APAC volunteers who stepped forward, but no meeting materialized with that Constituency Office. This is most likely because that office was closely involved in the APAC Arts Advocacy Initiative during Phase 1, specifically, reviewing the APAC MLA Advocacy Handout before it was circulated. On top of this, the House was in session; Minister Klimchuk was herself very busy. Still, this is something that could be examined more closely in future advocacy initiatives. Perhaps the office of the Culture Minister could arrange to introduce the APAC volunteers, constituents after all, to the Legislature (as was offered by MLA Blakeman's office), or the APAC Coalition might themselves seek such an introduction to the House as representatives who work on behalf Alberta arts and culture with members reaching widely across the province.

**Recommendation 10:**

The APAC Coalition should work closely with the office of the Culture Minister to discern the most appropriate manner in which to welcome volunteers from his/her riding or otherwise highlight the efforts of the APAC Coalition through an introduction to the Legislature.

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As for the invitation from MLA Laurie Blakeman's office, wherein the three volunteers were immediately invited to be introduced to the house prior to taking their private meeting, the offer created some complications. On one hand, the opportunity to highlight Alberta arts and culture was well received, but the APAC Coalition also became concerned as to how this might be viewed politically. Additionally, one of the volunteers felt uneasy about this high profile exposure, because of reasons around funding to her centre. In the end, while it was eventually decided that the volunteers could certainly participate as constituents should they wish, it was too late to secure passes as the Visitor's galley was full. The meeting went ahead as scheduled but there was no high profile introduction in the Legislature.

While several additional meetings were booked as a result of the extension into December, the Project Coordinator's attempts to renegotiate meetings were not always positively received. Setting an initial and realistic end date is well worth the extra effort. Further, the extension introduced a level of confusion for both APAC volunteers and the MLA Constituency Offices, and certainly, the altered deadline extended the number of hours needed by the Project Coordinator to successfully set meetings for the additional 3 weeks. Major changes to the

project's parameters such as this invariably affect the bottom line.<sup>2</sup> So, while the timeframe during which meetings will take place can vary, once this time frame is established, it should not be changed.

**Recommendation 11:**

The Project Coordinator must work closely with the MLA Constituency Offices to set mutually agreeable meeting dates and times for each APAC volunteer, therefore once the time frame for these meetings has been established, it should not be altered.

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In two cases, meetings were not taken with the MLA herself, but rather, with Home Constituent Office staff, who promised to take the handout and the notes from the meeting to the MLA (Calgary-Varsity and Highwood).<sup>3</sup> Feedback from the APAC Volunteer Survey expressed some concern as to whether these messages would actually be relayed appropriately.

**Recommendation 12:**

Establish ahead of time whether or not it is advisable to schedule meetings for APAC volunteers with office personnel as opposed to the MLA his or herself; if this is thought to be fine, such information could be included in the introductory email to the MLA Constituency Offices.

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It was suggested by one MLA Constituency Office that the optimum time for the APAC Arts Advocacy Initiative would be in the summer, when most MLAs are at home, or in very early fall *before* the House sits. It should also be noted that many scheduling assistants announced that while the house is in session, the Fridays when the MLAs would normally be *expected* to be in his/her home riding either fill up too quickly or the MLAs do not in fact return home due to extenuating caucus business.

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<sup>2</sup> The 25 hours budgeted for the initial time frame was reasonable, however booking meetings for the extended three week period required that she work an additional 20 hours. Effectively, this amounted to an increase to the project budget of \$400.00.

<sup>3</sup> Highwood is one of those rural ridings that hosts two Home Constituency Offices; there were two APAC volunteers in the riding, each residing in a different area, therefore two volunteers met with two different staff people in each of the towns of High River and Okotoks.

**Recommendation 13:**

Choose a different time of year to conduct such an Advocacy Initiative, instead of November to mid-December, a time frame wherein meetings would be booked to commence in late summer and culminate with Home Constituency Week.

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Further, in almost every case where an MLA was also a Minister, the Home Constituency Offices could not set a date while the House was sitting, neither during the month of November nor during December, with the extended time line set at Dec. 20, 2013.

**Recommendation 14:**

The Project Coordinator should be aware of those MLA offices represented by a Minister and note this carefully in the MLA database; these people will have added responsibilities and be less available as a result.

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The Project Coordinator is responsible for securing a meeting for every volunteer, but in four cases, APAC volunteers scheduled their own meetings, presumably because they were more intimately involved with their MLA and his/her office(s). It is advisable that if this is to be the case, under special circumstances, the APAC volunteers or their member organization from the APAC Coalition immediately alert the Project Coordinator to avoid confusion. While it is a lot of work to have one person liaising between all MLA offices and every APAC volunteer in order to secure meetings, confirm availability and reconfirm both dates and times between each party, this does help maintain a cordial and consistent message on behalf of APAC.

**Recommendation 15:**

In order to deliver the desired consistent message on behalf of APAC, the Project Coordinator should book every meeting his/herself and be given adequate time to allow for this constant feedback loop between MLA office and APAC volunteer.

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Several MLA Home Constituency Offices reported to the Project Coordinator that they would only book meetings with voting members of the public who were from their constituency. In four cases where APAC volunteers chose to supply information that connected them to an MLA

based on their place of work, not their home address, the meetings were refused outright or later cancelled because of ineligibility.

In the first case, the address that was submitted on behalf of a volunteer was that of her parents; she had moved and now lived in another riding and, as there were no other APAC Volunteers who stepped forward from that particular riding (while the volunteer moved into a riding with 3 other volunteers), the meeting had to be cancelled. In the second case, the volunteer had supplied an e-address from his place of work, and when the Project Coordinator sought to confirm the invitation for a meeting with the volunteer, the email bounced back stating that the person was no longer with the organization; attempts were made to connect with the volunteer, to no avail, so the meeting had to be cancelled. In the third and fourth cases, the MLA Constituency Offices cancelled the meetings when they discovered that the APAC volunteers did not reside within the riding; work addresses were not acceptable.

However, the APAC Volunteer Feedback Survey revealed that 6 volunteers did take meetings with an MLA based on their place of work. A more in-depth analysis of each of these survey respondents would elicit whether these were group meetings or solo meetings, which might further indicate whether or not such a practice should continue. In light of the nature and objective of this campaign, however, it is felt that a uniform approach to all MLAs is required, and further, it is important that APAC presents itself professionally and cohesively in every way.

**Recommendation 16:**

It is recommended that volunteers come forward to take meetings with MLAs on the basis of their home address only.

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Phase 2 is a very busy phase of the project and unless conscientious notes are taken from the very beginning, things can go awry. With over 50 volunteers and over 40 MLA offices in the mix during the 2013 APAC Arts Advocacy Initiative, it was imperative that the Project Coordinator track and note every change as the she and the MLA office administrators worked to secure mutually acceptable meeting times/dates.

**Recommendation 17:**

The Project Coordinator must carefully track every transaction between each volunteer and every MLA office in order to maintain clear records, respond in a timely fashion to all requests and follow-up appropriately wherever necessary.

\*\*\*\*\*

Given that all of the meetings are to be booked through the Project Coordinator, who essentially becomes the voice of APAC, it was discovered that the email chains between the Project Coordinator and the APAC volunteer should remain separate from that between the Project Coordinator and the MLA Office. In one instance where this chain of communication was not maintained, the volunteer stepped in to deal directly with the MLA office administrators: he tried to change the location of the meeting and invite the MLA to an open house event at his arts organization instead of taking the meeting at the MLA office that had been arranged. While the MLA office administrator thought lightly of this, it might have turned out differently elsewhere, and in any case, the objective of the project was to highlight the business of APAC and speak directly to the 3 key messages outlined in the APAC MLA Advocacy Handout.

### **C. Phase Three: Volunteer Feedback Survey**

The 2013 Volunteer Feedback Survey was launched on Nov. 30, and remained 'live' online until Jan. 9, 2014, though the last respondent filed on Dec. 29, 2013. The survey was designed in Survey Monkey, using an account set up by the Alberta Craft Council. 30/52 volunteers filed a response to the 2013 APAC Volunteer Feedback Survey.

The Project Coordinator was responsible for drafting each of the questions, which were then sent to the APAC Advocacy Committee for ratification and approval by the APAC Coalition at large. The feedback from APAC was general and supportive, although some stated that they felt that it might be too long. Once approved, the Project Coordinator entered each question into a basic Survey Monkey template, which provided inbuilt formatting for the different types of questions. This particular survey used free descriptive boxes (for names, dates, comments, etc.), Yes/No/Not Applicable check boxes, multiple choice check boxes, and ranking formats.

The Project Coordinator then entered each individual email address from the APAC Volunteer Database into Survey Monkey. After a test to assure that everything was working properly, all volunteers were sent an introductory email, announcing the closing date, the amount of time it would likely take each person to respond to the survey and an advanced thank-you for participating. Those that did not take a meeting were asked to file a survey response. The email contained a link that directed each potential respondent to the Survey Monkey site. Once the volunteers had completed the survey, Survey Monkey uploaded the responses from each respondent, thereby separating out a list of those participants who had not yet filed. This allowed the Project Coordinator to send a reminder to non-responsive participants on Dec. 17, 2013.

#### General Observations from the Feedback Survey

If APAC were to have had its own website with the APAC Volunteer Database imbedded, the time consuming process of entering each individual email address (and the margin for error inherent) might be avoided, as one global email could instead be sent to everyone similarly directing volunteers through a link to Survey Monkey. Or, the APAC website could host the survey.

Further to this, the survey went out to APAC Volunteers via an email account for the Survey Monkey member, not APAC but rather the Alberta Craft Council. Any confusion resulting from

this could also be avoided in the future if APAC had its own Survey Monkey account, with its own accompanying email address.

**Recommendation 18:**

APAC should create a website and use this website to host the APAC Volunteer Database.

**Recommendation 19:**

If APAC considers that it may host more surveys in the future, it would be worthwhile to purchase its own account through a survey company such as Survey Monkey, Constant Contact or any other such provider.

\*\*\*\*\*

At the very least, the Project Coordinator should set up an email address that pertains directly to APAC and not conduct the business of the APAC Arts Advocacy Initiative through a personal e-address, as was the case for the 2013 APAC Arts Advocacy Initiative.

**Recommendation 20:**

The Project Coordinator should conduct all APAC business for the duration of the project through an email address linked directly to the Coalition, such as [APAC@gmail.com](mailto:APAC@gmail.com).

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As stated, 30/52 volunteers filed an APAC Volunteer Feedback Survey. A quick analysis reveals that it took volunteers between 3.5 and 23.0 minutes to complete the 47 questions. This information was gleaned from the duration statistics registered by Survey Monkey. It is skewed by the following: There is no way of knowing whether a person completed all questions in one sitting. In one most obvious example, it was evident that one person started to answer the questions one day, but completed the survey on the following day.

Further, as was announced in the preface email which linked the participant's email address to Survey Monkey, the survey might take as little as 3 minutes to complete if the participant did not take a meeting with their MLA, but as long as 20 minutes to complete if a meeting took place. APAC can conduct a more in-depth analysis of this time-related issue, if so desired, because the survey will remain on the account of Alberta Craft Council until it is deleted.

In reviewing the responses to some of the long form descriptive questions, the Project Coordinator discovered that respondents sometimes repeated similar anecdotes under different



questions. For example, with regard for questions related to volunteer research prior to meetings, Q.10 asked (paraphrased): Did the research that you conducted prior to your meeting help you during the meeting? This was followed by Q.11: “Please describe”. Then, Q.12 asked more specifically: “If you did conduct research, were you able to find any information on your MLA’s party platform on funding arts and culture?” This was followed by Q.13: “Please describe.” While the intent behind the two different questions may be obvious, this may be an example of, as one respondent stated, “a very long winded survey”.

Similarly, Q.27 asks: “Please provide any further comments that you wish to make regarding the quality of your meeting.” This is followed by a ranking question, Q.28, which asks the respondent to evaluate the perceived response of the MLA to each of the 3 key messages contained within the MLA Advocacy Handout, each of which are written in long form into the survey for the convenience of the respondent. These questions are then followed by Q.29, which states: “Please provide any further comments that you wish to make regarding your perception of how your MLA responded to each of any of the 3 key messages.” Again, these opportunities for further description may be too laborious, especially in light of the duplication such responses elicited. Similar issues may relate to Q.40 (MLA knowledge of APAC) and Q.42 (MLA awareness of the goals of APAC).

#### Question by Question Quantitative Results and Remarks

Q. 1    What is your name?

30/30 respondents gave their full name.

Q. 2    Where do you live (city/town/county) and what is your postal code?

30/30 respondents gave their place of residence and their postal code.

Q. 3    Please provide your telephone number for the APAC Volunteer Database.

28/30 respondents gave their phone number for the database; 2 skipped the question.

Q. 4    Which APAC organization put your name forward for the Arts Advocacy Initiative?

26/30 responded; 4 skipped the question.

This question asked respondents which listed APAC organization had put their name forward for the 2013 APAC Volunteer database. The percentage-based results are as follows:

- Alberta Media Arts Alliance Society (AMAAS) 0.0%
- Alberta Media Production Industry Association (AMPIA) 0.0%
- Alberta Music Industry Association (AMIA) 3.8% (1 respondent)
- Arts Touring Alliance of Alberta (ATAA) 19.2% (5 respondents)
- Book Publishers Association of Alberta (BPAA) 19.2% (5 respondents)
- Regroupement artistique francophone de l'Alberta (RAFA) 3.8% (1 respondent)
- Theatre Alberta 15.4% (4 respondents)\*
- Visual Arts Alberta – CARFAC 19.2% (5 respondents)
- Writers Guild of Alberta (WGA) 11.5% (3 respondents)
  
- Don't know 7.7% (2 respondents)
  
- Other (please specify) 6 respondents  
3 stated they were from AMPA or Alberta Magazine Publishers Association  
\*1 stated “could be Theatre Alberta” (bringing their tally to 5 respondents)  
1 stated “Artpoint Galleries and Studios”  
1 stated Alberta Dance Alliance

The glaringly obvious error built into this question is that 3 members of the APAC Coalition were not listed as a choice: Alberta Magazine Publishers Association (AMPA); Alberta Dance Alliance and Alberta Craft Council. While it is unfortunate that this was not caught before the survey went out, those volunteers that were well acquainted with APAC and/or their umbrella organization were able to identify their ‘mother’ organization. For those less closely associated, this error may have been a factor in why 4 people skipped this question entirely and 2 responded that they did not know.

**Q.5 Did you receive your APAC Volunteer Preparation Kit?**

29/30 respondents: 1 did not receive the Volunteer Preparation Kit; 1 skipped the question. The one person who did not receive the kit explained that he did not wish to receive it given that he had joined the Advocacy Initiative very late in December and could not in fact make a last minute meeting that had been suggested by his MLA Home Constituency Office. This leaves one person who skipped the question.

Q. 6 If so, was the Volunteer Preparation Kit useful?

27/30 respondents: 22 Yes; 1 No; 5 Not Applicable; 3 people skipped the question.

This may indicate that 5 people answering this question did not take a meeting. The one respondent who found the kit not useful did not take a meeting.

Q. 7 Did you receive your APAC Advocacy MLA Handout?

29/30 respondents: 27 Yes; 2 No; 1 skipped question.

Q. 8 If so, was the APAC Advocacy MLA Handout useful?

28/30 respondents: 22 Yes; 2 No; 5 Not Applicable; 2 skipped question.

The respondents who said that the kits were received but that they were not useful did not take a meeting.

Some interesting comments directly related to the Volunteer Preparation Kit and the APAC MLA Advocacy Handout (the key messages) have been gathered from elsewhere in the survey and quoted below:

*“Short, clear, easy to pass on.”*

*“They gave the meeting focus.”*

*“They brought a broad topic down to key areas a number of times to reinforce the message we wanted to get across.”*

*“While the handout was useful, the most powerful message was the personal one--how funding contributes to our organization, what we do with that funding and what we would do with other funding streams.”*

[Messages were useful because I] *“Was able to discuss APAC.”*

*“He [Dr. Starke] expressed appreciation for the MLA package, specifically saying the information is useful to him. [The MLA Advocacy Handout] helped him understand the goals of APAC.”*

*Provided additional context of current affairs to create footholds for conversation concerning APAC.*

Q.9 Were you able to do any research before your meeting?

27 respondents: 22 Yes; 5 No; 3 skipped the question.

Q. 10 If yes, did the research that you did before your meeting help you during your meeting?

24 respondents: 18 Yes; 7 No; 6 skipped the question.

Q.11 Please describe.

24 respondents; 6 skipped the question.

Some interesting comments, as follows:

*[I did] "My own personal research of the MLA in question, including their party's arts and culture platforms."*

*"I know the MLA I met with pretty well, so didn't actually need to do too much research. Having the APAC information was handy though."*

*I reviewed the Wildrose Party's platform on Arts & Culture.*

*[I] researched Ron Casey's background, particularly his support for the arts.*

*I researched the items suggested in the Volunteer Prep Kit, including the party platform on the arts, events that our MLA has recently attended, committees/portfolio of our MLA, the variety of arts groups in our community, and more.*

*I had a telephone conversation with Chris Carson and I'm glad I did because up to that point, I was quite in the dark.*

*Knowing the history and background of our MLA really helped in setting the right tone.*

*I got a hold of the Newsletter my MLA distributes as well read up on her letter in the Montgomery Community newspaper.*

*I researched the new Community Center for Slave Lake that is due to open in 2015.*

*Knowing that my MLA is leader of the official opposition gave me a lead in regarding better support of the arts and culture events and organizations.*

*Reviewed BPAA and Association of Canadian Publishers talking points for fall lobbying, as well as APAC kit, Alberta PC and Wildrose platforms*

*Talked to colleagues and BPAA so I had specific context as well as the APAC message.*

*I'm already quite active in advocacy, with groups like ArtsVote Calgary, VoteKit, CivicCamp and the Mayor's Committee for Arts Champions, so I came into the meeting with a fair amount of knowledge about... y'know, funding structures, the Calgary Arts Plan, the Premier's Council on Culture, arts infrastructure, that kinda thing. It was helpful to have a rounded view of the arts sector prior to the meeting, so that we could have a more robust conversation.*

*Read MLA website to ascertain his position (which I sort of already knew), and brushed up on WGA news.*

Q.12 If you did do research before your meeting, were you able to find any information on your MLA's party platform on funding arts and culture?

23 respondents; 13 Yes; 10 No; 7 skipped the question.

Q.13 Please describe.

16 respondents; 14 skipped the question.

Some interesting comments, as follows:

*I think this research could've been done by APAC ahead of time. A small worksheet with questions and ideas for each party could've been developed so as to guide the volunteers in their meetings.*

*Our current Minister seems to be a proponent of arts and culture and it seems as though she actively advocates for those sectors.*

*Media articles describing funding cuts and gains over the last few years.*

*I did not have adequate time to prepare the depth of this project. The month of November and December are extremely busy and this was a poor judgment on my time availability for this project.*

*I found the platform on-line in answer to the most recent election questions on the arts (<http://artsvotecalgary.ca/provincial-party-survey-response>)*

*I was on The Wildrose Website several times and could find nothing on their Arts platform. During my meeting, I was told that they would send me a copy of their Arts Policy. Nothing has arrived so far.*

*She features a visual artist every month and displays some of her work in her office. There was also a mention about art funding in some previous newsletters.*

*While I did not do any research, I do serve on the PC Constituency Association of my constituency's MLA. Plus, I am familiar with the PC policies and priorities.*

*I looked on the internet but could not find any links to official stands on arts & culture.*

*We discussed Alberta's Opportunity: Fuelling an Alberta Renaissance, the Alberta Liberal document outlining policies to invigorate arts & culture in Alberta.*

*Lots of info on NDP's pro arts support.*

*Information on Arts and Culture is buried on the PC website.*

Q.14 If you did research before your meeting, were you able to find information on the nature and mandate of the APAC organization that put your name forward for the APAC Arts Advocacy Initiative?

29 respondents; 14 Yes; 3 No; 12 Not Applicable; 1 skipped the question.

Q.15 Was it useful in preparing for your meeting with your MLA?

28 respondents; 16 Yes; 2 No; 10 Not Applicable; 2 skipped the question.

Q.16 If your name was volunteered by an APAC organization, what role does that APAC organization play in your riding? Please describe or comment.

22 respondents: 22 Yes; 8 skipped the question.

Q.17 Were the three key messages outlined in the APAC Advocacy MLA Handout useful in helping you prepare for your meeting?

28 respondents; 20 Yes; 1 No; 7 Not Applicable; 2 skipped the question.

Q. 18 Please comment on how the message(s) were or were not useful?

16 respondents; 14 skipped the question.

Some interesting comments, as follows:

*I am not convinced that the MLA was clear from the get go what this meeting was about. It was surprising to hear that the MLA didn't know what APAC was and was unfamiliar with the arts and culture sector in Alberta.*

*"You need a category of 'sort of' as yes and no don't really paint the full picture. I would have liked much more flesh on the bones of the 3 points as that would give talking points to begin from."*

*a) They simplified our message. b) They were positive in nature, so it made for a very congenial meeting with the MLA.*

*The key messages were a useful structure for the conversation, and were a good jumping-off point for further questions and possibilities.*

*MLA wanted to help us fine tune our message so he participated in crafting language other MLAs would find persuasive.*

*Guided the pace and focus of the meeting.*

Q.19 Did you meet with your MLA as scheduled by the APAC Arts Advocacy Initiative Coordinator?

29 respondents; 1 skipped the question.

Q. 20 If not, why not? Please explain.

13 respondents; 17 skipped the question.

Some interesting comments, as follows:

*The meeting time was changed a couple of times however in the end the meeting worked out.*

*Scheduling problems.*

*Did not get a schedule [meeting].*

*MLA declined.*

*I wasn't scheduled with the MLA. A disappointment. I got a young volunteer (?) office helper. I will answer the following questions even though the MLA could not meet with me as she is Leader of the Opposition. The responses were those from her office assistant.<sup>4</sup>*

*I had a car accident and was not able to participate.*

*I did meet with Peri-Lynne Blair, the MLA's Community Outreach. The MLA Donna Kennedy-Glans was not available at the appointed time.*

*No meeting was scheduled.*

*I was never given an appointment.*

*I was never contacted with a time to do this.*

*There were already two representatives so I opted not to go as I was very comfortable with their representation.*

*I was not notified.*

From these comments it does appear as though 5 of the respondents were not contacted with a suggested meeting; 2 respondents opted out; 1 respondent had their meeting cancelled by the MLA office; 1 respondent could not find a mutually agreeable time, and 2 respondents met with staff, not their MLA. Please also refer to Recommendation 23, under general administration, for a suggestion regarding the duty of the Project Coordinator to update APAC volunteers regarding any certain inability to secure a meeting.

- Q.21 Did you meet with the MLA that represents the riding for the location of your place of employment, or the MLA from your home riding (your place of residence)?  
19 respondents; 6 place of work; 17 home riding; 11 skipped the question.

This indicates that 23 of the 30 respondents took a meeting.

- Q.22 Please state the name of the MLA that you met and his/her riding.

20 respondents; 10 skipped the question.

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<sup>4</sup> See Recommendation 12.

Q.23 When did your meeting take place?

18 respondents; 12 skipped the question.

Q.24 Did you attend as the lone representative for APAC, or with others?

20 respondents; 10 skipped the question.

Q.25 If there were other people representing APAC with you, what was the total number of APAC representatives at the meeting, including yourself?

10 respondents; 20 skipped the question.

- 9 people responded to a group of 2
- 0 groups of 3<sup>5</sup>
- 1 group of 4<sup>6</sup>
- 0 groups of more than 4

Q.26 How do you think the meeting went?

20 respondents; 10 skipped the question.

- 19 – Positive
- 1 – Neutral
- 0 – Negative
- 0 – Unsure

Q.27 Please provide any further comments that you wish to make regarding the quality of your meeting.

14 respondents; 16 skipped the question.

Interesting comments, as follows:

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<sup>5</sup> There were in fact 3 groups of three volunteers: in the first instance, a volunteer came into the project very late and could not make a previously confirmed meeting, so only two people went (it is unlikely they would have known about the third individual given these circumstances); in the second, only one of the volunteers took the meeting (of the other two, one could not make the time, the other dropped out); and in the third group of three, one of the volunteers declined the arranged meeting, knowing that two others were available.

<sup>6</sup> There were 2 groups of four people: the first were those who did not get a meeting with Culture Minister Klimchuk; and, in the second group, only two of the volunteers took the meeting – the other two were unable to make the appointed time/date.



*Given the differences of our organizations, it was important to take the time to present information to the MLA regarding each of our organizations, rather than that of APAC. Furthermore, the volunteer assigned with me was unfamiliar with APAC and thus [it] was difficult to move forward key messages. Although the handout was well done and somewhat thorough, there should have been information sessions available for volunteers to answer any possible questions they themselves might have.*

*Mr. Khan is a supporter of the arts and stated that I was "preaching to the choir."*

*Our MLA was not familiar with APAC and we were able to provide information on the background of APAC and also on the local arts and culture initiatives.*

*Ron Casey is a supporter of the arts and believes that his party will support the arts despite calls for cuts. In his riding there is already strong support for the arts.*

*The young lady I met with was writing the whole time I was talking. She responded very positively to most of my comments. There were Christmas coloring pages and cookies for decorating on the tables where we met, so the idea of art was evident. It was the day before the annual "Light Up" festivities in Okotoks and MLA Smith would have her office open for visitors.*

*Mike Allen, as a newly independent MLA, is a strong proponent for the arts, a professional musician, and the owner of the local music store. While he is no longer with the governing party, he still maintains strong ties to it, and will always advocate on behalf of the arts.*

*The meeting was extremely positive with the Community Outreach person, who was also an artist and involved in the arts-scene. But I am not sure if the MLA completely confirms in her outlook.*

*Pearl [Calahasen] was very supportive and informative. Slave Lake has been without a performing arts theatre for 10 years. She encouraged the new community center to apply for CFEC & CIP grants. Pearl was very pleased with the initiative. It provides her with more information.*

*The overall impression I received was on of 'supporting arts & culture' means attending public functions and providing gift baskets for fundraisers - usually put on by charitable organizations. This attitude is certainly evident in some of our rural community arts organizations.*

*Mr. Young was very welcoming, glad to see us, very arts positive, conscious that Edmonton Riverview may be atypical in its degree of support for arts and culture.*

*MLA Steve Young is party whip. He gave [us] almost an hour of his time. There was good exchange of information and the key points were heard.*

*The other rep was awesome, knowledgeable, and personable, and David [Swann] was keen to help out.*

Q.28    What was your MLA's perspective on the three key APAC messages? Rate your response on a scale of 1 – 4: #1 = Positive, #2 = Neutral; #3 = Negative, and #4 = Unsure

19 respondents; 11 skipped the question.

Q.29 Please provide any further comments that you wish to make regarding your perception of how your MLA responded to each or any of the 3 key messages.

12 respondents; 18 skipped the question.

Interesting comments, as follows:

*I was surprised that this MLA was not more knowledgeable about the arts and culture sector in her city or her province. Evidently the mainstream things we hear from government were messages she shared, but nothing new or unknown came from her. This really disappointed me from someone who lives and works in a riding that is a thriving arts community in Edmonton and Alberta, on the provincial, national and international stage.*

*He believes in all three points and would like to work within the government to provide a more stable income stream for all funding from the government.*

*He had some good feedback re. APAC. The cultural industries are missing from the information. We should not be afraid to recommend funding allocation; however, do be aware that it may mean moving monies from one AFA group or cultural industry to another. Is it possible to get localized groups? Maybe Southern Alberta, Calgary, and Edmonton north, as not all issues are provincial issues, some are very regionalized. We may want to tie into tourism for funding. There needs to be something on First Nations culture.*

*1) A&C help build the economy: Dr Starke definitely got this idea. For instance, he told the story of his meeting in the small town of Viking, and the questions that prospective employees ask before taking a job there: "What are the schools like?", "What's the health care like?", "What is there to do - namely arts & culture & sports?" He named the "Come By the Hills Music Festival" as having great potential for attracting people to the area. 2) Culture strengthens communities: Dr Starke definitely got this idea too. He recognized that "livability" is extremely important, especially in small towns. 3) Government wins by investing in the arts: Dr Starke seemed to get this too. How much to invest in "tough economic times" seemed to be the issue. He spoke of his colleagues looking at their departments as "needs" (education, health care), and their perception that A&C are "wants". He seemed committed to working with Minister Klimchuk to convince his colleagues of the economic importance, as well as societal importance of A&C and sports, and maintain, if not increase funding.*

*We did not talk directly about the 3 messages but rather about the value of the arts in our lives and our community. She said that MLA Smith was aware of all of the various venues for art shows, performances, theatre, music, etc in Okotoks.*

*Pearl [Calahasen] was shocked that the Town of Slave Lake, the MD of Lesser Slave Lake, and Sawridge First Nations were not providing any funds for the operation of the new community center.*

*MLA Blakeman is well informed on cultural issues so she was able to really engage in the conversation.*

*She responded positively and agreed with all three key statements. However, I think investing is seen primarily as participating in public arts & culture functions.*

*While the messages were heard, the response was that budgets are tight. We noted that it was a revenue problem, not an expense problem (meaning the government needs to balance its budget by raising taxes and other forms of stable funding).*

*He was honest about his limited role in opposition and very forthcoming in how the key messages could be strengthened and branded.*

*Rachel [Notely] affirmed her personal and party support for Arts and Culture and the aims of APAC. She also described the general inefficiency of the government and the role of ministries and ministers in broadcasting a copacetic view of the government and not really being active in stirring the pot with the woes of the public, i.e. they broadcast not ingest.*

Q.30 Did your MLA offer any additional statistical information beyond what was provided in support of the three key messages in the APAC MLA Advocacy Handout?

20 respondents; 10 skipped the question.

Q.31 If yes, please describe.

4 respondents; 26 skipped the question.

Interesting comments, as follows:

*His comments were more anecdotal. His comments about budget constraints did not involve specific numbers.*

*She did verbally list the cultural events that the office has attended in the past year.*

*Not stats but he did offer persuasive language we could use.*

*Oil taxations and progressive vs. flat tax stats that revealed the 8% tax on crude to be well below the 40%-60% norm. i.e. Government allowing their rich friends to get richer and keep it that way by inflating industry to the point where it stops benefitting Albertans and we the people lose big time.*

Q.32 Were you able to let your MLA know about the following important things that s/he could do for the Arts and Cultural Sector?

19 respondents; 11 skipped the question.

Q.33 Rate your MLA's reaction/comments to the following statements on a scale of 1 – 4.  
Note: #1 = Positive, #2 = Neutral; #3 = Negative and #4 = Unsure.

19 respondents; 11 skipped the question.

Q.34 Were you able to relay a personal message to your MLA, an example from your own cultural centre or arts practice, to support the key messages or highlight the important follow-up actions underscored in the APAC MLA Advocacy Handout)?

20 respondents: 18 Yes; 2 No; 10 skipped the question

Q.35 Please describe.

14 respondents; 16 skipped the question.

Some interesting comments:

*Received CFEP grant for new equipment. Has made a big positive impact on the user groups. Theatre is used by groups from the entire riding, not just the City of Leduc.*

*We discussed both the St. Albert Potters' Guild and the Visual Arts Studio Association, both who have members who overlap with the APAC group, and how those organizations current affect me and have had his wife's participation in the past.*

*Involvement with the children's Festival in Bow Island. He was surprised by the number of people that attended.*

*Our MLA and we agreed that small towns do suffer if there is not enough to do (i.e. arts, culture, & sports), so it can be hard to attract business or employees. Between the Vermilion Folk Club & Allied Arts, we do get feedback from our audiences how much our events enrich community life here.*

*I was able to walk him through the role of Arts Council Wood Buffalo and our maturation process as a representative arts organization.*

*The new community center needs Town, MD, and First Nations funding for operating expenses.*

*Cuts to education and removal of the textbook warehouse.*

*We described the importance of the AFA and the Alberta Media Fund to our publishing houses over the years.*

*We brought several books along and Steve Young was very interested in each of them.*

*Over the course of the conversation, we certainly touched on some of ... projects - Swallow-a-Bicycle Theatre, ArtsVote Calgary - along with other initiatives and organizations in the riding, like Springboard Performance's contain R project, Pages Books, Calgary Young People's Theatre, etc. We had an extensive conversation around follow-up (see below).*

*David wasn't aware of the loss of affordable arts space in our riding attributable to redevelopment.*

*By building the meeting on a foundation of art and culture validated through first-hand experience and personal social impact sans the narrow inanity of numbers and figures, art's relevance*

*transcending those platitudinous rubrics completely, allowed for frank conversation about the inseparability of art and culture from life and the obvious necessity for an educated government to support the sector commensurate to inflation and with additional support for continued growth as an impressive economic industry and, more importantly, a ket [sic] factor in the quality of life and identity of Albertans. A province built on the honesty of our stories, not on the imported stories from media progenitors like LA, NYC, and London.*

Q.36 Did your MLA seem to have any connection to the arts community in their riding, or any specific cultural interests at large?

20 respondents: 14 Yes; 3 No; 3 Unsure; 10 skipped the question.

Q.37 Please describe.

15 respondents; 15 skipped the question.

Some interesting comments:

*She did not have anything more exciting to say than talk about the Fringe.*

*His son performed w local community groups & school at the venue*

*We discussed his family and their participation in the St. Albert Children's Theatre as well as pottery and other cultural pursuits.*

*Ron [Casey] lives in Canmore, is very aware of the arts in Canmore and Banff.*

*The MLA I met with is very involved in every area of our community, including Arts and Culture.*

*He did attend the "Come By the Hills" Folk Music Festival in August of 2013, and commented in our meeting on the great potential such events offer.*

*Apparently she has her own interest in art and has a step-son attending ACAD.*

*He has been a strong supporter of the arts or over two decades.*

*WE ascertained that there is no major cultural organization in our riding except what the University has to offer.*

*Pearl [Clahassen] supports all arts in the riding, especially Native Art.*

Q.38 Should APAC follow up on anything specific as a result of your meeting? (Were there any questions from your MLA that remained unanswered? Any suggestions that were offered?)

20 respondents; 4 Yes; 14 No; 2 Unsure; 10 skipped the question.

Q.39 Please describe.

6 responses; 24 skipped the question.

Some interesting comments:

*Please continue to send information about APAC to all MLA's.*

*I think regionalized groups would be something to look at. APAC is very Edmonton focused and there are a number of good Arts and Culture groups in our area.*

*I am a little concerned that in our MLA's comparison of "needs" in Education and Health portfolios, that this government, while valuing arts and culture, does not seem to think that it needs to put very much money into it - after all, artists & musicians are in it for the love of it, and will keep doing it even if it's on a shoestring budget. A telling question was when he asked if we knew if the arts budget had been decreased since 2010. If we don't know (which we didn't), then we mustn't be suffering too badly in the eyes of our government. I think Dr Starke might fight for maintained funding, but I'm not at all sure he would even suggest restoration of the 16% cut. In answer (finally!) to this question, perhaps a graph or chart showing funding levels over the past 5 or so budgets might be helpful.*

*MLA Blakeman is interested in receiving suggestions for Question Period.*

Q.40 Did your MLA seem to already know about Alberta Partners in Arts and Culture?

19 respondents; 3 Yes; 12 No; 5 Unsure; 11 skipped the question.

Q.41 Please describe.

7 respondents; 23 skipped the question.

Selected comments:

*Although it was clear he was a supporter of our cause, he did not mention a specific knowledge of our group's existence when I mentioned its role to him.*

*He does now.*

*He expressed appreciation for the MLA package, specifically saying the information is useful to him.*

*He was aware that was who had scheduled the meeting.*

*Dr. Swann was impressed with the number of groups represented by APAC. He wanted to know how many people APAC represents. When unions approach the government, they start by saying they represent 60,000 people, which makes the MLA receptive to the message. During the conversation, I didn't spot the note about 7,000 members... but even within that, do you know how many individuals are employed by member organizations? 7,000 is a good start, but Dr. Swann indicated that we would want close to 100,000 people in order to start really making*

*waves. It would also be useful to know the demographic makeup of the group - how many ethno-cultural groups, what ages, etc.*

*He said it was just what we should be doing but it needed a high profile 'face', some known arts person who could speak for APAC and be heard/seen/quoted in media.*

*VERY few people, even in the arts community at large, know about APAC.*

Q.42 Did your MLA seem to understand the goals of Alberta Partners in Arts and Culture?

19 respondents; 11 Yes; 3 No; 6 Unsure; 11 skipped the question.

Q.43 Please describe.

5 responses; 25 skipped the question.

Interesting comments:

*Again, a broad, general supporter of arts and culture for our province.*

*Yes, from the information you provided (thank you!).*

*I think it will take time for APAC to become a known entity. We introduced APAC to Steve Young, and its goals.*

Q.44 Did your MLA ask for more information about APAC?

19 respondents: 3 Yes; 15 No; 1 Unsure; 11 skipped the question.

Q.45 Did your MLA express a wish to speak to a representative from the APAC Coalition?

19 respondents: 0 Yes; 19 No; 11 skipped the question.

Q.46 What do you personally think might be done to better the APAC Arts Advocacy Initiative?

Please describe.

23 respondents; 7 skipped the question.

Comments:

*Info sessions throughout the year to members from our organizations and government.*

*Lobbying consistently seems to me to be the only way to keep our cause current and at the top of the Minister's mind and have the support of the caucus.*

*We need an advocacy for the arts at all levels of government - not just the MLAs.*



*Educate voters on why the arts are important so they can support MLA decisions that effect arts funding.*

*Just keep doing it -- consistency really helps.*

*More communication directly, rather than through associated organizations.*

*I had never heard of APAC before so the task seems to be one of 'keep on spreading the word' in anyway that is possible.*

*Perhaps APAC could organize some events where politicians are brought together with citizens of a riding where we can remind them of the extreme value of the creative arts in the betterment of all our lives. We need statistics to reinforce the numbers case, but common sense would also go a long way to convincing politicians that an arts-based community thrives!*

*Economic impact of arts investment and see where Alberta stands, use this information to inform your actions, either for further activity or disbandment.*

*I think APAC is doing a stellar job so far and it has helped to raise the profile of the arts industry. no suggestions beyond telling you to keep doing what you're doing.*

*One group speaking for a number of groups/people is much more efficient and I would think effective.*

*More school involvement, and drama on the curriculum. Touring groups to schools.*

*Follow up to all MLAs visited with a brief aggregated report of all the meetings which includes some pull quotes and some statistics.*

*I definitely agree with some of Dr. Swann's recommendations, including: - Regular presence at Legislature - A single, public spokesperson for APAC - Holding elected officials to their promises If APAC starts to develop its own policy recommendations or requests of government, I'd be interested to hear about the process. How will members be consulted, if at all? Does APAC seek to represent the province's entire arts sector, or just members/member organizations?*

Q.47 **Please add any other comments/suggestions.**

13 respondents; 17 skipped the question.

*I love that people involved in Alberta's arts are cooperating and speaking up in support of our arts & culture.*

*Now that the MLA is aware of us, specific, detailed information could be sent to her regarding a single initiative that we might want her political bearing on. I think it's a good idea for her to see the APAC name again and to reinforce what we are trying to accomplish and in what ways she can help.*

*APAC and its advocacy initiative is a great way to help achieve what we all would like achieved.*

*Thank you for making participation relatively easy.*

*I was pleased to participate. Thank you for the opportunity.*



*Glad it took place; appreciated the efforts to coordinate this initiative.*

*This is exciting! Keep up the good work!*

Specific to Social Media

*Get a website and a social media account so you can rally public support and channel that inertia and community perspectives to the powers-that-be, acting as a conduit for non-partisan discourse and the momentum pushed by those who want more financial support for art and culture in the province. Be scene at events around the province with a rep and a stand-up banner and some tools for passers by to voice and record their support of your goals. If increased investment in Arts and culture truly is something relevant to the majority of Albertans, and it may not be, this is a REALLY young region of civilization, than perhaps APAC can succeed in its goals. Perhaps pushing directly for proper taxation of oil and the population would kill many birds in many sectors with one stone. Perhaps do an inter-Provincial survey on finances across the board and arts support from both government and NGOs and then analyze the*

*Create a Twitter hashtag and encourage all representatives to take a picture with their MLA at the meeting and share it with the world. Politicians LOVE having their pictures taken and being seen to be connecting with constituents. It also puts a very public face on the advocacy initiative.*

Please see Recommendation 18, which is related to these comments.

Specific to Training:

*“More initial training would have made me feel a bit easier. I couldn't have completed the meeting without the input from Chris Carson - that was invaluable. ...”*

*There needs to be a least one phone call to help a volunteer go through the material with the lead on this topic and it should have lead time of at least 4 months.*

*Although the handout was well done and somewhat thorough, there should have been information sessions available for volunteers to answer any possible questions they themselves might have.*

**Recommendation 21:**

Training sessions for APAC volunteers should be set up to field questions from APAC volunteers before they go into their meetings, or alternatively, representatives from the APAC Coalition could announce themselves as available to provide area or genre specific information related to the art or cultural organization within their umbrella group and be prepared to field intricate questions.

## D. Phase Four – Final Report & General Administration

### Final Report

This project provided for the preparation of one draft of the Final report for review by the APAC Coalition, followed by the revised Final Report. This may work in smaller-scale projects, but a project of this magnitude should allow for one more feedback loop, a second draft with review by the APAC Coalition, before the Final Report would be submitted. This is particularly important if the report is not internal to the group, but rather expected to be circulated externally. This will affect the time allotted to the Project Coordinator, and therefore, the overall budget of the project.

### **Recommendation 22:**

Build additional hours into the project timeline to allow for two reviewed drafts before the Final Report is submitted, to allow for final approval of suggested changes to the initial draft.

\*\*\*\*\*

### General Administrative Issues

The 2013 Volunteer Feedback Survey elicited several instances where volunteers noted that they did not receive adequate feedback in cases where the Project Coordinator was unable to secure a meeting. While this was addressed generally within the preface email to the survey, volunteers clearly expected the Project Coordinator to contact them individually in cases where the meetings did not materialize.<sup>7</sup> One such comment, related to Q.20, is as follows:

*I did not receive further communication beyond the first couple of emails. As far as I know, there weren't any meetings set up.... It would be useful to know if it wasn't possible to set up meetings. I think it is a really important initiative.*

### **Recommendation 23:**

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<sup>7</sup> It has been noted that some confusion arose around this matter when it was decided that the length of time during which the meetings was to take place was extended from November 30 to December 20, 2013. All volunteers were initially told that the campaign would end Nov. 30. In certain cases, volunteers had therefore been told that their MLA office reported that it would not be possible to schedule any meetings in this timeframe. When the deadline was extended, these volunteers were surprised to find they had been granted a Dec. appointment. Or, in instances like this, there was no word at all.

It is the responsibility of the Project Coordinator to update APAC volunteers regarding any certain inability to secure a meeting within the allotted time frame; this is as important as announcing suggested dates/times for meetings so time must be built into the timeframe to accommodate this aspect of the job.

\*\*\*\*\*

The 2013 Volunteer Feedback Survey also unearthed concerns around those cases where there were groups of volunteers per riding/meeting. APAC volunteers should know the names of other volunteers who will be in attendance at the MLA meetings with them, and also have their contact information (tel. # and/or email).

**Recommendation 24:**

The Project Coordinator is responsible for alerting the APAC volunteers in all cases where there is more than one volunteer that has come forward to take a meeting with an MLA in one riding; the names of everyone and their contact information should be shared by sending a group email to all involved.

\*\*\*\*\*

The Project Coordinator did attempt to announce to volunteers when it was clear that there would be more than one person attending, by sending just such a group email to all concerned. In certain instances where this did happen, some volunteers withdrew in light of the fact that they felt that the riding was well represented. If the group email is circulated to all involved (Reply to all), there will be no confusion among the volunteers themselves as to who will finally attend the meeting.

Protocol such as this will enable volunteers to subsequently converse among themselves, decide whether or not to physically meet prior to the MLA meeting, or otherwise compare notes and prepare a strategy. But such preparatory meetings did not always materialize, as the following comment from the 2013 Volunteer Survey (Q.27) suggests:

*Given the differences of our organizations, it was important to take the time to present information to the MLA regarding each of our organizations, rather than that of APAC. Furthermore, the volunteer assigned with me was unfamiliar with APAC and thus [it] was difficult to move forward key messages.<sup>8</sup>*

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<sup>8</sup> In this particular case it must be noted that the second volunteer stepped forward in the last half of the campaign. An MLA meeting had been arranged, which he could make, but it was then cancelled, after which followed

In light of such it is felt that if those grouped with other volunteers do not know each other, they should correspond before their appointed meeting to better acquaint themselves with each other and discuss a strategy for the provision of the information.

**Recommendation 25:**

Volunteers who find themselves grouped with others from the same riding should make every effort to communicate with each other before the meeting with the MLA takes place; it is the responsibility of the Project Coordinator to enable this.

\*\*\*\*\*

Because the volunteer database was built in a piecemeal fashion with names being put forward well into December, and the project was further complicated by the fact that the deadline for the timeframe for the meetings was extended from the end of Nov. to the end of Dec, an unnecessary administrative loop in the cycle of business was built into the 2013 pilot project. This is avoidable, if Recommendation 11 is adopted (do not adjust the timeframe for the meetings once it has been set), along with the following, which references Recommendation 5 (Gap Analysis).

**Recommendation 26:**

If a Gap Analysis has been conducted and the Project Coordinator and/or the APAC Coalition determines that there is a need for a second call for volunteers, as soon as those gaps have been filled, the APAC Volunteer Database should be closed to further registration until the project is completed.

\*\*\*\*\*

It must be noted that within the 2013 Volunteer Feedback Survey many volunteers raised the issue of having “not enough time”. Here are some samples:

*I am an active member of our arts community. I run a music studio, teach musical theatre, am President of the Athabasca and District Music Festival Association, Secretary Treasure of the Magnificent River Rats, member of the Athabasca Arts Foundation, and play for my church. I have a lot of concerns about funding for the arts and would like a little more lead time and support for a project of this scope.*

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a new invitation with very short notice, which was also cancelled. A third date and time were suggested and then this meeting too had to be moved to an early time slot. Clearly, these volunteers would have had a difficult time trying to arrange a meeting between themselves, yet it appears as though such a meeting would have been warranted. This supports the recommendation for more volunteer preparation time as well.

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*Needs more prep time for the volunteers for the scope of what the project was.*

*Scheduling the meeting much further in advance. I would usually be unable to attend a meeting on 24 hours notice.*

Based on her experience with the 2013 APAC Arts Advocacy Initiative, the Project Coordinator has taken the necessary steps to refine the methodology for a project of this magnitude, including a projection for the duration of each step in the project, please refer to Appendix D: Project Management Timeline for Future Advocacy Initiatives.

### Budgetary Concerns

Originally, this pilot project was broken into 4 phases, as follows:

- A. Phase One – Volunteer Preparation
- B. Phase Two – MLA Meetings
- C. Phase Three – Survey
- D. Phase Four – Final Report

The Project Coordinator has adjusted the phases required to complete this pilot project. Phase One has been broken into two separate phases: Creation of the Volunteer Preparation Kit (including the MLA Advocacy Handout) and, Creation and Maintenance of the Databases (MLAs and Volunteers). It is also necessary to add acknowledge the time required for General Administration.

- Phase One: Creation of the Volunteer Preparation Toolkit (including the MLA Advocacy Handout)
- Phase Two: Creation and Maintenance of the Volunteer and MLA Databases
- Phase Three: MLA Meetings
- Phase Four: Volunteer Feedback Survey
- Phase Five: Final Report
- General Administration

After crunching the numbers required to complete the pilot project, it has been determined that each phase requires the following # of hours:

- Phase One (Toolkits): 25 hours
- Phase Two (Databases): 25 hours
- Phase Three (Meetings): 50 hours

- Phase Four (Survey): 25 hours
- Phase Five (Final Report): 25 hours
- General Administration: 25 hours

This puts the total # of estimated hours required to complete a project of this magnitude at 175 hours.

**Recommendation 27:**

Based on the findings of the 2013 APAC Arts Advocacy Initiative, it is recommended that the APAC Coalition should budget 175 hours for the completion of the any similar project.

\*\*\*\*\*

## **E. Conclusions**

The primary goal of the inaugural APAC Arts Advocacy Initiative was to arrange meetings between APAC volunteers and Alberta's 87 MLAs, which were to take place in the Home Constituency Offices during Home Constituency Week, Nov. 12 – 14, 2013. Volunteers were to deliver key messages about the importance of arts and culture in Alberta, which were carefully established within two documents (the APAC Volunteer Preparation Kit and the MLA Advocacy Handout). See Appendices A and B. A secondary goal for the project was to develop rapport between Alberta's elected representatives and the provinces cultural sector through these meetings.

The APAC Arts Advocacy Initiative automatically became delimited in all cases where there were no APAC Volunteers matched to any particular MLA riding. Indeed, the primary goal – to set meetings between 87 MLAs – was under achieved, in that while 40 APAC volunteers were successfully matched to their MLA, only 21 meetings were conducted. The creation of a bigger database of APAC volunteers will expand the potential for more meetings.

As for the second goal, the wish to deliver a common, positive message in one voice that would speak on behalf of the many individual arts and cultural organizations, where there was an MLA/Volunteer match, the key messages contained within the MLA Advocacy Handout were successfully delivered to both the MLA Constituency Offices, via email, and to the individual MLAs, by hand. These messages were tight and concise and indeed, rapport was established between APAC volunteers and each of the MLA offices where a meeting was held. Additionally, the survey feedback from volunteers demonstrates that they came back from these meetings more aware of how each individual MLA related to the messages from APAC and in some cases, how the messages related to the position of the representative party within the Alberta government.

Another major goal embedded in the APAC Arts Advocacy Initiative was to garner the support of Culture Minister, Heather Klimchuk, to and increase awareness of the APAC Coalition through her office. This goal was achieved primarily through increased interaction with the Minister's Office by members of the APAC Coalition, but not directly through interaction with the four APAC volunteers in her riding, as no meeting was offered to them.

Primarily, as the Summary of Findings and the Recommendations detail, the major handicap with the inaugural Arts Advocacy Initiative rests within the lack of preparatory time prior to a hasty launch of the campaign. This report has clearly advised how tight timelines might be avoided in the future, beginning with the call for volunteers, through to the preparation of the Volunteer and MLA databases and the creation and presentation of published materials (Volunteer Preparation Kit and MLA Advocacy Handout), which lead to the successful matching of volunteers to MLA Constituency Offices.

Secondarily, managing the expectations of the volunteers during the campaign can be smoothly addressed by allowing adequate time and training to help volunteers with their preparation prior to taking meetings with their MLAs. Some volunteers suggested advanced training sessions with their APAC representative, while others requested more time to digest the information provided in the information packages, to enable them to conduct further research, as necessary. The provision of adequate time to secure volunteers will also enable a gap analysis to identify areas where further recruitment is deemed necessary.

As for the logistics of managing the Constituency Office schedules and those of the APAC volunteers, announcing clear expectations and secure time frames prior to the launch of the campaign will alleviate many time-related stressors. As stated within the Recommendations, the appeal for volunteers should go out as one uniform call with a clear and concise message and firm timeframes for the duration of the campaign. This will better ensure successful matches and enable the management of logistics and expectations, resulting in the swift and successful coordination of as many meetings as possible.

Other administrative parameters identified for improvement within this report likewise revolve around the provision of adequate time. Essentially, the time required to undertake each phase of the project was simply underestimated in this inaugural initiative. The key factor in running a successful Arts Advocacy Initiative such as has been undertaken in this pilot project, is developing an adequate and realistic timeline with solid benchmark deliverables and secure deadlines that will culminate in successful meetings between Alberta MLA offices and APAC volunteers. The recommendations that pertain to time factors, if adapted, will guarantee a larger number of meetings in future campaigns. Appendix D: Project Management Timeline for Future Advocacy Initiatives has been developed to provide guidance in this regard.





## **F. Recommendations**

### **Recommendation 1:**

Send out an early call for volunteers, 6-7 weeks before any Volunteer/MLA meetings are to be scheduled.

### **Recommendation 2:**

Build a project template for the APAC Call for Volunteers, and have each representative from the 12 member groups that forms the APAC Coalition circulate the same invitation to all prospective volunteers. Within the call, clearly state the objectives of the initiative and the duration of the project so that volunteers can make an informed choice as to whether or not they are able to complete the required tasks that are being asked of them within the time frame.

### **Recommendation 3:**

The Call for Volunteers should request detailed information for each potential volunteer that includes the following:

- Full name (mandatory)
- Telephone number(s) (mandatory)
- Home address postal code (mandatory)
- Place of residence (city/town/county)
- Workplace postal code (optional)

### **Recommendation 4:**

The APAC Coalition is encouraged to expand its outreach into its member organizations to acquire a minimum of 12 volunteers per organization for the APAC Volunteer Database.

### **Recommendation 5:**

The timeline for the project should allow enough time for the Project Coordinator to conduct a thorough gap analysis and allow the APAC Coalition to put out a second call for volunteer recruitment, should this be warranted.

### **Recommendation 6:**

Allow 4 – 5 weeks for the preparation and subsequent approval of the Volunteer Preparation Toolkit, and its dissemination to volunteers.

**Recommendation 7:**

Allow at least 4 weeks for necessary research and preparation of the APAC Advocacy MLA Handout, which includes time for the feedback loops required to produce the final draft, including comments from the Minister of Culture's office.

**Recommendation 8:**

APAC should consider including a researched brief on each party's platform on arts and culture within the Volunteer Preparation Kit.

**Recommendation 9:**

The final version of the MLA Advocacy Handout should be sent to APAC volunteers and MLA Home Constituency Offices at least 4 weeks in advance of the established timeframe for the meetings.

**Recommendation 10:**

The APAC Coalition should work closely with the office of the Culture Minister to discern the most appropriate manner in which to welcome volunteers from his/her riding or otherwise highlight the efforts of the APAC Coalition through an introduction to the Legislature.

**Recommendation 11:**

The Project Coordinator must work closely with the MLA Constituency Offices to set mutually agreeable meeting dates and times for each APAC volunteer, therefore once the time frame for these meetings has been established, it should not be altered.

**Recommendation 12:**

Establish ahead of time whether or not it is advisable to schedule meetings for APAC volunteers with office personnel rather than the MLA his or herself; if this is to be the case, such information could be included in the introductory email to the MLA Constituency Offices.

**Recommendation 13:**

Choose a different time of year to conduct such an Advocacy Initiative, not November to mid-December, but rather, a time frame to book meetings that would commence in late summer and culminate with Home Constituency Week.

**Recommendation 14:**

The Project Coordinator should be aware of those MLA offices represented by a Minister and note this carefully in the MLA database; these people will have added responsibilities and be less available as a result.

**Recommendation 15:**

The Project Coordinator should book every meeting his/herself and be given adequate time to allow for this constant feedback loop between MLA office and APAC volunteer.

**Recommendation 16:**

It is recommended that volunteers come forward to take meetings with MLAs on the basis of their home address only.

**Recommendation 17:**

The Project Coordinator must carefully track every transaction between each volunteer and every MLA office in order to maintain clear records, respond in a timely fashion to all requests and follow-up appropriately wherever necessary.

**Recommendation 18:**

APAC should create a website and use this website to host the APAC Volunteer Database.

**Recommendation 19:**

If APAC considers that it may host more surveys in the future, it would be worthwhile to purchase its own account through a survey company such as Survey Monkey, or Constant Contact.

**Recommendation 20:**

The Project Coordinator should conduct all APAC business for the duration of the project through an email address linked directly to the Coalition, such as [APAC@gmail.com](mailto:APAC@gmail.com).

**Recommendation 21:**

Training sessions for APAC volunteers should be set up to field questions from APAC volunteers before they go into their meetings, or alternatively, representatives from the APAC Coalition could announce themselves as available to provide area or genre specific information related to the art or cultural organization within their umbrella group and be prepared to field intricate questions.

**Recommendation 22:**

Build additional hours into the project timeline to allow for two reviewed drafts before the Final Report is submitted, to allow for final approval of suggested changes to the initial draft.

**Recommendation 23:**

It is the responsibility of the Project Coordinator to update APAC volunteers regarding any certain inability to secure a meeting within the allotted time frame; this is as important as announcing suggested dates/times for meetings so time must be built into the timeframe to accommodate this aspect of the job.

**Recommendation 24:**

The Project Coordinator is responsible for alerting the APAC volunteers if more than one volunteer is to take a meeting with an MLA; the names of everyone and their contact information should be shared by sending a group email to all involved.

**Recommendation 25:**

Volunteers who find themselves grouped with others from the same riding should make every effort to communicate with each other before the meeting with the MLA takes place; it is the responsibility of the Project Coordinator to ensure that this takes place.

**Recommendation 26:**

If a Gap Analysis has been conducted and the Project Coordinator determines that there is a need for a second call for volunteers, once those gaps have been filled the APAC Volunteer Database should close to further registration until the project is completed.

**Recommendation 27:**

Based on the findings of the 2013 APAC Arts Advocacy Initiative, it is recommended that the APAC Coalition should budget 175 hours for the completion of the any similar project.

**Appendix A: APAC Arts Advocacy Initiative 2013 Volunteer Preparation Kit**



**PHASE ONE: RESEARCH**

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Know what APAC is, who APAC represents, and how it represents the needs of your organization: APAC provides a common voice for arts and culture in Alberta. All of the APAC member organizations are listed at the end of the Advocacy Toolkit (the handout that you are to leave behind with your MLA), along with key mandates/vision/goals/member services and contact information for the Executive Director. You might consider doing additional research on your own organization, as well as the APAC member organization that represents your own centre. Feel free to contact the Executive Director of your organization for assistance as you prepare.

Research your organization's MLA and the party s/he belongs to:

[www.assembly.ab.ca/net/index.aspx?p=mla\\_home](http://www.assembly.ab.ca/net/index.aspx?p=mla_home) provides a link to your MLA; follow the link to get more information.

- What party does s/he represent?
  - What is that party's platform on the arts?
  - Is there any clear evidence that that party may have advocated for arts funding or otherwise supported arts and culture in Alberta?
  - How big is your riding?
  - What kinds of arts and culture are visible in your community, or visibly supported in the riding?
- Where does your organization fit into that picture?
- Who is your organizations primary provincial funder? What are their spending priorities? Where do they get their \$ from?

Prepare information on your organization; you might wish to know some of the following:

- What are your upcoming events - consider inviting your MLA when you meet with him/her;
- Highlight the # of public shows per year (or other significant milestones that pertain to your org);
- Describe the role your org plays in your riding,

- Outline the nature and mandate of your organization, the # of volunteers/paid staff/outreach initiatives/annual revenues, etc.

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## **PHASE TWO: THE MEETING – A SCRIPT TO HELP YOU PREPARE**

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### **PART 1: Introduction**

- Good Morning / Afternoon , My name is ..., My org is ...
- Thank-you for taking time to meet with me! How much time do you have to speak with me?
- I am excited to be taking part in the Alberta Partners in Arts and Culture Advocacy Initiative.
- As a group, we are going to meet with as many of the Alberta MLAs as possible while you are at home in your ridings so that we can discuss the important role that Art and Culture plays in the lives of Albertans.
- Provincial policies and programs play an important role in our success!

### **PART 2: The Advocacy Toolkit / Handout**

Relay the key APAC messages that are listed in the handout that you will leave with your MLA after the meeting.

What we do for you:

1. Arts and Culture Help Build the Economy
2. Culture Strengthens Communities
3. Government Wins by Investing in the Arts

Be prepared to discuss how each of these headings relates to your community, or read the statistics provided in the Advocacy Toolkit so that your MLA fully understands the key messages.

Let your MLA know that there are 2 important things that s/he can do for the Arts and Cultural Sector:

1. Restore the funding to the Alberta Foundation for the Arts to what it was before the 16% reduction in operational funding in 2010.
2. Invest in Arts/Heritage Infrastructure; help arts and cultural organizations remain visible and accessible to the citizens of Alberta so that everyone has an opportunity to experience culture or make art.



You might also consider relaying a personal message to your MLA, an example from your own centre or arts practice that supports any of the key messages above: relate a success story from your arts or cultural community; extend an invitation to a show; refer to a positive review in the press; etc. You might also ask your MLA to share with you a personal experience that s/he has had within the Arts and Cultural community of his/her riding.

### **PART 3: Thank-you!**

Confirm that provincial support for your organization makes an important contribution to your organization, and that support from the provincial government represents a significant percent of the budget.

Underscore that this support is crucial! It allows the organization to increase its operating budget by leveraging funds from outside the province and from the private sector – in these tough economic times we understand the diversifying our funding sources is important. We are worried about the long term future of funding to the arts. There is a lot of public support for the arts now – I hope you will continue to support the arts in Alberta.

The Arts and Cultural Sector in Alberta is important – reiterate the three key points.

Repeat: The funding provided by the provincial government is truly appreciated and we wish to thank the Alberta government for its continued support of Arts and Culture. This investment strengthens our community and the families and people who live here in our province.

We want to work with you to ensure that this import sector maintains its role as a key contributor to our province's well being. If you have any further questions I would be happy to share more information about what my organization does within our community, and the representatives from APAC extend an open invitation to contact them at the numbers provided in your APAC Handout. Please contact us; we would like to share more information on the role that APAC plays in the province.

THANK-YOU for your time; this APAC Arts Advocacy Initiative is very important to our community and your time is greatly appreciated!!!

### **PHASE THREE: VOLUNTEER SURVEY**

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All volunteers will be given an opportunity to complete an online survey, between Nov. 29 and Dec. 14. The Advocacy Initiative Coordinator will contact you to let you know once the survey is up and running.

Meanwhile, you are encouraged to make notes *immediately* after your meeting; be sure to log any questions your MLA may have asked that could not be answered on the spot.

Survey questions may include the following:

1. How do you think the meeting went – was it a positive exchange? Neutral? Or Negative?

Describe

2. Was the Advocacy Toolkit useful? Comments?
3. Did you find the Volunteer Preparation kit useful? Suggestions for improvement?
4. What was your MLAs perspective on the three key messages (*What we can do for you*)? Any comments?
5. Did your MLA seem to have any connection to the arts community, or any specific cultural interests? How so?
6. Should APAC follow up on anything specific as a result of your meeting? (Any questions from your MLA that remained unanswered? Any suggestions that were offered?)
7. What do you personally think might be done to better the process next time?

**Appendix B: APAC Arts Advocacy Initiative 2013 MLA Advocacy Handout**



***Who is APAC?***

The Alberta Partners for Arts and Culture (APAC) is a coalition of Alberta's 8 Provincial Arts Service Organizations and 4 Cultural Industry Associations that came together in the spirit of partnership after the 2012 Alberta Culture Forum in Red Deer. APAC formed to determine how these organizations might collectively be of greater service to their member groups, the Government of Alberta, and all fellow Albertans. The twelve organizations that comprise APAC have 7,000 members – individuals and organizations, businesses and schools, amateurs and professionals – and the realm of influence includes potentially all citizens of Alberta (as well as its visitors).

The organizations that form APAC represent and serve the needs of all aspects of art and culture in Alberta, including: craft, visual arts, media arts, theatre, dance, music, arts touring, writing, francophone arts and culture, as well as book and magazine publishers, film and media production, and the sound recording industry. Each organization within this collective membership has its own network of affiliate organizations and consequently, APAC has deep roots that reach throughout the province.

Collectively, APAC is: Alberta Craft Council, Alberta Dance Alliance, Alberta Magazine Publishers Association, Alberta Media Arts Alliance Society, Alberta Media Production Industry Association, Alberta Music Industry Association, Arts Touring Alliance of Alberta, Book Publishers Association of Alberta, Regroupement artistique francophone de l'Alberta, Theatre Alberta, Visual Arts Alberta – CARFAC, and Writers Guild of Alberta. Contact information and the mandates for each APAC organization are provided at the end of this document.

***Thank-you!***

APAC and its members wish to thank you for your ongoing support to Alberta's Arts and Culture industry. We recognize, through *The Spirit of Alberta*, that *culture is vital to the individual, social, and economic well being of the province*. We also recognize the tremendous work of Minister Klimchuk and the Department of Culture and applaud their ongoing efforts to support, promote, and further develop a vibrant arts and cultural community for all Albertans.

APAC works to ensure the health of professional artistic practice in the province and we would like to work with Alberta MLAs to ensure that the Arts and Cultural Sector maintains its role as a key contributor to our province's well being. The coalition supports programs and services that inspire Albertans to participate in the creation and preservation of our unique culture and thus, supports the diversity within both the citizens of the province and the artistic practices they enjoy.



## ***How We Can Help You:***

### **1. Culture Strengthens Communities**

Culture makes a significant contribution to the fabric of community and Albertans recognize the importance of art and culture.

- 81% of Albertans engage in arts related activity at least once per year; 53% participate directly in an art form in their own community.<sup>9</sup>

Voters from all communities engage with the arts and in turn provide support that strengthens the cultural sector of Alberta.

- Alberta Culture reports that total attendance at arts events supported by the Alberta Foundation for the Arts reaches close to 12 million each year: three times the provincial population.<sup>10</sup>

Albertans who volunteer in the non-profit sector and participate in community development help ensure that decisions reflect community needs and priorities.

- The average Albertan volunteer donates 172 hours of their time each year.<sup>11</sup>

### **2. Arts and Culture Help Build the Economy**

Alberta has done a good job of weathering worldwide economic challenges and the Arts and Cultural Sector has done its part to contribute.

- More than 3,000 people are employed directly in Alberta's film, television and digital media industry, with many more industries being impacted by production-induced spending, such as hotels, caterers, and lumber companies. Dollars spent in Alberta as a result of film and television productions supported by the Film Development Program in 2006-07 equalled \$124 million.<sup>12</sup>
  - A 2008 study commissioned by the Alberta Magazine Publishers Association showed that magazine publishing added \$83.4 million in direct revenue in the province.<sup>13</sup>
- Sound recording added \$2.1 million to the Alberta gross domestic product in 2008.<sup>14</sup>

The Alberta Foundation for the Arts reports this year that \$378 million in economic activity is generated annually through activities associated with Alberta's arts sector.<sup>15</sup>

Arts organizations funded by the AFA had expenditures of \$188million in 2010-11, a \$40 million increase over 5 years.<sup>16</sup>

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<sup>9</sup> Alberta Foundation for the Arts (AFA), *Arts Impact Alberta: Ripple Effects from the Arts Sector*, 2013: [www.afta.ab.ca](http://www.afta.ab.ca)

<sup>10</sup> Alberta Culture, About the Ministry, Facts and Stats, 2013: <http://culture.alberta.ca/about/facts.aspx>

<sup>11</sup> Ibid.

<sup>12</sup> Ibid.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

<sup>15</sup> AFA, 2013. As pertains to this statistic: Direct, indirect, and induced outputs of the sector are based on published input-output factors, cited in detail within the full report.

### 3. Government Wins by Investing in the Arts

Arts and Culture provides the provincial government excellent returns on its investment.

- One area where the arts sector truly shines is the number of jobs it creates per dollar spent. In Alberta, it is estimated that the non-profit arts sector is responsible for 1,813 full-time equivalent jobs.<sup>17</sup>
- Every \$1million dollar expenditure<sup>18</sup> in the non-profit arts sector results in 22 full-time equivalent<sup>19</sup> jobs.

As a vital part of the Alberta community, your investment in the Arts and Cultural Sector will increase your outreach into the electorate, which will likewise increase your votes!

The arts make Alberta more enticing as a labour market. Having a vibrant arts community is a key factor in attracting and retaining knowledge-based and skilled workers that the province requires for continued growth and prosperity. The Arts and Cultural Sector gives prospective employees (and their families) another compelling reason to move to our province – and encourages them to stay.

Let Albertan artists, arts administrators and Alberta citizens who support arts and culture across the province become your ambassadors – and your voters!

#### ***What you can do for us...***

1. Restore the 16% cut that was made to the Alberta Foundation for the Arts in 2010.

The AFA reports that:

- Where the arts are thriving, there is also likely to be a vibrant, thriving economy.
- A strong arts presence is a contributing factor in maintaining the health of communities – attracting both residents and tourists.
- Communities with vibrant arts sectors are more likely to have a connected, engaged population. Diverse groups share common experiences, hear new perspectives, and may understand each other better.

2. Partner with APAC to develop community infrastructure projects in the arts & cultural sector.

Art happens in buildings, buildings that build communities; communities strengthen culture, communities that in turn reinvest in Alberta.

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<sup>16</sup> AFA

<sup>17</sup> AFA

<sup>18</sup> Alberta Finance and Enterprise 2011: Alberta Economic Multipliers 2007. The analysis used the input/output model's information on the Arts, Entertainment and Recreation industry (Industry 710) as a proxy for the Arts sector.

<sup>19</sup> Direct, indirect and induced jobs.

Look around your own riding – where are your cultural facilities? How well are they serving your community? Are all of the APAC members organizations represented in your riding through the provision of cultural spaces where people can gather together and build community through arts and culture?

Infrastructure in Alberta is not just about highways! By championing the arts, by connecting with your extensive APAC community, you can help ensure that these positive effects reverberate proudly across the province – and in your own riding!

***Engage! Integrate!***

Let APAC introduce you to the cultural workers and the many arts organizations in your riding.

APAC can facilitate your understanding of this important economic sector.

Get to know the artists and the many arts and cultural organizations in your community – they will become your ambassadors – and your voters!

**The Alberta Partners for Arts and Culture are:**

***Alberta Craft Council***

Since 1980, The Alberta Craft Council has promoted craft in Alberta through exhibitions, publications, marketing ventures, education, awareness projects and information services to its membership and to the general public. The ACC has a dual role: to support contemporary and heritage crafts as significant art forms that contribute to Alberta's culture; and to develop a craft sector of creative, skilled, viable and sustainable craftspeople, studio, businesses and networks.

Tom McFall, Executive Director

780-488-6611

[tmcfall@albertacraft.ab.ca](mailto:tmcfall@albertacraft.ab.ca)

[www.albertacraft.ab.ca](http://www.albertacraft.ab.ca)

***Alberta Dance Alliance***

Created in 1984, the Alberta Dance Alliance (ADA) exists to foster and promote the appreciation and practice of dance in Alberta by providing education, awareness and advocacy through programs, events and services. As a provincial arts service alliance, ADA represents the dance community across Alberta and seeks to facilitate the development of a solid communications network, provide consultative services and advocate for the profession and practice of dance and for the status of the dance artist, and contribute financial support for workshops in partnership with national, provincial and municipal dance and arts organizations.

Bobbi Westman, Executive Director

780-422-8107

[bb@abdancealliance.ab.ca](mailto:bb@abdancealliance.ab.ca)

[www.abdancealliance.ab.ca](http://www.abdancealliance.ab.ca)

***Alberta Magazine Publishers***

Through a combination of advocacy, promotion and professional assistance, the Alberta Magazine Publishers Association (AMPA) sustains a healthy and thriving magazine industry by serving the people who publish, create, print and distribute a uniquely Albertan view of the world. They offer many services and outreach into the larger community through the Alberta Magazine Awards and Conference, facilitating bursaries, an internship program and the cultural industry guarantee fund, offering professional consultation, providing a research library,



seminars and webinars, hosting a talent pool and guidance through the provision of a template publishing guide.

Suzanne Trudell, Executive Director

403-262-0081

[director@albertamagazines.com](mailto:director@albertamagazines.com)

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

### ***Alberta Media Arts Alliance Society***

The Alberta Media Arts Alliance Society (AMAAS) exists to promote, support, educate and advocate for Alberta media arts. We advance the image and reputation of the Alberta media arts scene as exciting, leading edge and excellent. By generating awareness of and support for media arts, we build a sustainable future for the sector. As respected and recognized authority on media arts in Alberta AMAAS works to be known by its members and the arts community in general as an advocate for the importance of media arts in the arts and culture mix; AMAAS is a builder and nurturer of the media arts community in Alberta, a progressive organization with its finger on the pulse of ongoing trends and advancements in media arts across the country.

Kevin Allen, Executive Director

403-890-7278

[admin@amass.ca](mailto:admin@amass.ca)

[www.amaas.ca](http://www.amaas.ca)

### ***Alberta Media Production Industry Association***

Incorporated in 1973, Alberta Media Production Industries Association (AMPIA) is a non-profit professional association whose primary role is to represent its provincial membership, disseminate information, provide professional development opportunities for members, market on their behalf, and work for increased funding towards the development and production of media projects in the province. The organization also strives to foster an environment in which Albertans can create content reflecting our point of view and share this with Albertans, Canadians and the rest of the world.

Bill Evans, Executive Director

780-944-0707

[bevans@ampia.org](mailto:bevans@ampia.org)

[www.ampia.org](http://www.ampia.org)

### ***Alberta Music Industry Association***

The Alberta Music Industry Association (AMIA) is a non-profit, service-based association dedicated to helping professionals in the music industry to succeed in their careers by building, connecting and inspiring a dynamic Alberta music industry. Serving bands and individual artists, managers, publicists, record labels, recording studios, producers and engineers, member services include the provision of grants, programs, workshops and general advice. Externally, AMIA engages in advocacy work – work with other organizations, government, advocacy, and partnerships with provincial and municipal government, radio broadcasts (through Canadian Content Development Programs) and FACTOR (Foundation to Assist Canadians Talent on Recordings). The organization also maintains the support and growth of the Western Canadian Music Alliance.

Chris Wynters, Executive Director

780-428-3372

[chris@amia.ca](mailto:chris@amia.ca)

[www.amia.ca](http://www.amia.ca)

### ***Arts Touring Alliance of Alberta***

The Arts Touring Alliance of Alberta (ATAA) is a membership network comprised of artists, community presenters and agents who identify and share common concerns and strengths. Since 1993 the ATAA has been dedicated to the maintenance, development and growth of a strong touring arts industry in Alberta. We focus on member services and programs that promote and nurture arts touring, provide networking opportunities and access to professional development and a diversity of opportunity for all presenters and performers. The ATAA also represents and promotes touring arts to industry partners, arts and service organizations, the media, and all levels of Government.

Brenda O'Donnell, Executive Director

780-644-4840

[brenda@artstouring.com](mailto:brenda@artstouring.com)

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

### ***Book Publishers Association of Alberta***

The Book Publishers Association of Alberta (BPAA) is a provincial association of book publishing companies and is one of the strongest communities of regional publishers in North America. Founded in 1975 to support the development of strong publishing houses beyond

Canada's traditional centres of publishing, today the BPAA has more than 30 member companies, many of which are owned and operated in the province of Alberta. BPAA is a regional affiliate of the Association of Canadian Publishers (ACP) and responds to all questions from its members, the public, media and industry, on matters to do with publishing.

Kieran Leblanc, Executive Director

780-424-5060

[kleblanc@bookpublishers.ab.ca](mailto:kleblanc@bookpublishers.ab.ca)

[www.bookpublishers.ab.ca](http://www.bookpublishers.ab.ca)

### ***Regroupement artistique francophone de l'Alberta - RAFA***

As the official voice of francophone arts and culture, RAFA represents and protects the interests of artists and organizations in dealings with political and community bodies. It supports professional training and development and promotes the efforts of its members to create, produce, present and distribute works within Canada and abroad. It complements the work of the province's arts and culture organizations by providing artists with resources, programs and services that are not otherwise available. It maintains a network for communication amongst its members and with other Canadian organizations that have similar goals. It serves as a forum for collective action by artists and arts and cultural industry workers.

Sylvie Thériault, Directrice générale

780-462-0502

[direction@rafa-alberta.ca](mailto:direction@rafa-alberta.ca)

[www.rafa-alberta.ca](http://www.rafa-alberta.ca)

### ***Theatre Alberta***

Incorporated in 1981, Theatre Alberta is a non-profit society, a Provincial Arts Service Organization that became a registered Canadian charity in 2010. Dedicated to the growth and development of the Alberta theatre community and all its constituencies, Theatre Alberta is committed to achieving its mandate by providing the highest quality services, support, programming, information and advocacy. The organization works to engage and foster meaningful relationships and partnerships between the professional, emerging, amateur and educational theatre communities. Representing more than 1,100 individuals and organizations that champion theatre arts in our province, Theatre Alberta is well recognized by its members,

funderson and the provincial theatre community as a responsive organization that works diligently to protect and nurture theatre and theatre artists in Alberta.

Keri Mitchell, Executive Director

780-422-8162

[Keri@theatrealberta.com](mailto:Keri@theatrealberta.com)

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

### ***Visual Arts Alberta – CARFAC***

Visual Arts Alberta ~ CARFAC is a non-profit, Provincial Arts Service Organization (PASO) and the provincial affiliate for CARFAC National. Our mission is to promote the visual arts in Alberta and assist Alberta artists by providing a communication hub between members of the visual arts community and the general public. Additionally, it is the goal of Visual Arts Alberta ~ CARFAC to provide Alberta artists with current, vital information on arts opportunities locally, regionally, provincially, nationally and internationally to ensure that they are able to actively and knowledgeably participate in the broader visual arts world.

Chris W. Carson, Executive Director

780-421-1731

[Chris@visualartsalberta.com](mailto:Chris@visualartsalberta.com)

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

### ***Writers Guild of Alberta***

The Writers' Guild of Alberta (WGA) was formed in 1980 to provide a meeting ground and collective voice for all the writers of the province. Our members write in every genre and at every level of expertise thus, the WGA helps give Alberta writers a sense of unity and community. It is the largest provincial writers' organization in Canada. The Writers' Guild of Alberta's mission is to inspire, connect, support, encourage and promote writers and writing, to safeguard the freedom to write and to read, and to advocate for the well-being of writers. WGA believes in an Alberta where past, present, and future contributions of writers are supported, acknowledged, and valued.

Carole Holmes, Executive Director

780-422-8174

[cholmes@writersguild.ab.ca](mailto:cholmes@writersguild.ab.ca)

[www.writersguild.ab.ca](http://www.writersguild.ab.ca)

**APPENDIX C: APAC 2013 Ledger of Meetings - Volunteers and Alberta MLAs**

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**Members By Affiliation**

**87 seats total:**

Progressive Conservative (PC)	59 seats (11 meetings plus 15 additional matches no meeting)
Wild Rose (WR)	17 seats (4 meetings plus 2 additional matches, no meeting)
Alberta Liberal (AL)	5 seats (2 meetings)
New Democrat (ND)	4 seats (2 meetings)
Independent (IND)	2 seats (1 meetings)

MLAs	Calgary: 27	Volunteer Matches <sup>20</sup>	11/27	Calgary Ridings matched
	Edmonton: 20		15/20	Edmonton
	Other: 40		30/40	Regional

Volunteer(s) took a meeting with an MLA in:

Calgary:	4
Edmonton:	6
Other:	10

Volunteer(s) were matched but no meeting took place:

Calgary:	7
Edmonton:	9
Other:	20

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<sup>20</sup> There are more matches than meetings + matches no meetings because of the clustering of volunteers who were in the same riding.

## Complete List & Contact Information

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[Allen, Mr. Mike](#) (IND), Fort McMurray-Wood Buffalo

### Legislature Office

312 Legislature Annex  
9718 107 Street  
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Canada T5K 1E4  
Phone: (780) 415-0361  
Fax: (780) 643-9141

### Constituency Office

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**Fort McMurray, AB**  
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Phone: (780) 790-6014  
Fax: (780) 791-3683  
[fortmcmurray.woodbuffalo@assembly.ab.ca](mailto:fortmcmurray.woodbuffalo@assembly.ab.ca)

**Volunteer:** Russell Thomas Nov. 29, 3pm

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[Amery, Mr. Moe](#) (PC), Calgary-East,

### Legislature Office

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Fax: (403) 216-5452  
[calgary.east@assembly.ab.ca](mailto:calgary.east@assembly.ab.ca)

No Volunteer

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[Anderson, Mr. Rob](#) (WR), Airdrie,

[airdrie@assembly.ab.ca](mailto:airdrie@assembly.ab.ca)

### Legislature Office

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### Constituency Office

209 Bowers Street  
**Airdrie, AB**  
Canada T4B 0R6  
Phone: (403) 948-8741  
Toll-Free: 1-888-948-8741  
Fax: (403) 948-8744

**Volunteer:** Dennis Tinkler Nov. 22, 1pm

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[Anglin, Mr. Joe](#) (WR), Rimbey-Rocky Mountain House-Sundre,  
[rimbey.rockymountainhouse.sundre@assembly.ab.ca](mailto:rimbey.rockymountainhouse.sundre@assembly.ab.ca)

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No Volunteer

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[Barnes, Mr. Drew](#) (WR), Cypress-Medicine Hat, [cypress.medicinehat@assembly.ab.ca](mailto:cypress.medicinehat@assembly.ab.ca)

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**Constituency Office**

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**Medicine Hat, AB**, Canada T1B 1H9  
Phone: (403) 528-2191  
Toll-Free: 1-866-339-2191  
Fax: (403) 528-2278

**Volunteer:** Ruth Dyck

Dec. 11, 9:30 am

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[Bhardwaj, Mr. Naresh](#) (PC), Edmonton-Ellerslie

[edmonton.ellerslie@assembly.ab.ca](mailto:edmonton.ellerslie@assembly.ab.ca)

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No Volunteer

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[Bhullar, Hon. Manmeet S.](#) (PC), Calgary-Greenway [calgary.greenway@assembly.ab.ca](mailto:calgary.greenway@assembly.ab.ca)

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754, 2220 - 68 Street NE  
**Calgary, AB**,  
Canada T1Y 6Y7  
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Fax: (403) 273-2898

No Volunteer

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[Bikman, Mr. Gary](#) (WR), Cardston-Taber-Warner, [cardston.taberwarner@assembly.ab.ca](mailto:cardston.taberwarner@assembly.ab.ca)

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**Taber (main office)**

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**Taber, AB**, Canada T1G 1S1  
Phone: (403) 223-0001  
Toll-Free: 1-888-600-6080  
Fax: (403) 223-0002

**Cardston (satellite office), Box 1539**

36 - 3 Avenue West, **Cardston, AB**  
Canada T0K 0K0  
Phone: (403) 653-5100

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Fax: (403) 653-4006

No Volunteer

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[Bilous, Mr. Deron](#) (ND), Edmonton-Beverly-  
[Clareviewedmonton.beverlyclareview@assembly.ab.ca](mailto:Clareviewedmonton.beverlyclareview@assembly.ab.ca)

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40 Street & Hermitage Road  
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Fax: (780) 476-6473

No Volunteer

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[Blakeman, Ms. Laurie](#) (AL), Edmonton-Centre [edmonton.centre@assembly.ab.ca](mailto:edmonton.centre@assembly.ab.ca)

**Legislature Office**

201 Legislature Annex  
9718 107 Street  
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Fax: (780) 427-3697

**Constituency Office**

#3, 9908 - 109 Street  
[Edmonton, AB](#), Canada T5K 1H5  
Phone: (780) 414-0743  
Fax: (780) 414-0772

**Volunteers:** Gail Yakemchuk, Linda D. Cameron, (Dr. Sue Quon)<sup>21</sup> Nov. 20, 2:30pm

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[Brown, QC, Dr. Neil](#) (PC), Calgary-Mackay-Nose Hill, [calgary.mackay.nosehill@assembly.ab.ca](mailto:calgary.mackay.nosehill@assembly.ab.ca)

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Suite 16, 5440 - 4th Street NW  
[Calgary, AB](#)  
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Phone: (403) 215-7710  
Fax: (403) 216-5410

No Volunteer

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[Calahasen, Ms. Pearl](#) (PC), Lesser Slave Lake, [lesser.slavelake@assembly.ab.ca](mailto:lesser.slavelake@assembly.ab.ca)

**Legislature Office**

622 Legislature Annex  
9718 107 Street  
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Fax: (780) 415-0951

**Constituency Office**

P.O. Box 598  
5001 - 49 Street, [High Prairie, AB](#)  
Canada T0G 1E0  
Phone: (780) 523-3171  
Toll-Free: 1-866-625-0648  
Fax: (780) 523-5150

**Volunteer:** Bruce Beamer Nov. 29, 1pm

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<sup>21</sup> When a volunteer's name appears in brackets this denotes that the volunteer did not attend a meeting.



[Campbell, Hon. Robin](#) (PC), West Yellowhead, [west.yellowhead@assembly.ab.ca](mailto:west.yellowhead@assembly.ab.ca)

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323 Legislature Building  
10800 97 Avenue  
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**Constituency Office**

#6, 554 Carmichael Lane  
**Hinton, AB**  
Canada T7V 1S8  
Phone: (780) 865-9796  
Toll-Free: 1-800-661-6517  
Fax: (780) 865-9760

**Volunteers – no meeting:** (Marianne Garrah, Doug Woodhouse)

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[Cao, Mr. Wayne](#) (PC), Calgary-Fort

[calgary.fort@assembly.ab.ca](mailto:calgary.fort@assembly.ab.ca)

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2784 Glenmore Trail SE  
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Phone: (403) 216-5454  
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No Volunteer

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[Casey, Mr. Ron](#) (PC), Banff-Cochrane

[banff.cochrane@assembly.ab.ca](mailto:banff.cochrane@assembly.ab.ca)

**Legislature Office**

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9718 107 Street  
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**Constituency Office**

Unit 109, 1205 Bow Valley Trail  
**Canmore, AB**  
Canada T1W 1P5  
Phone: (403) 609-4509  
Toll-Free: 1-866-760-8281  
Fax: (403) 609-4513

**Volunteers:** Alexander Finbow (Anita Szabo, Elizabeth Green) Dec. 13, 1pm

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[Cusanelli, Ms. Christine](#) (PC), Calgary-Currie

[calgary.currie@assembly.ab.ca](mailto:calgary.currie@assembly.ab.ca)

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2108 B - 33 Avenue SW  
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Phone: (403) 246-4794  
Fax: (403) 686-1543

**Volunteers:** Beth Ed, Monika Smith (Terry Bullick) Nov. 29, 11am

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[Dallas, Hon. Cal](#) (PC), Red Deer-South

[reddeer.south@assembly.ab.ca](mailto:reddeer.south@assembly.ab.ca)

**Legislature Office**

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Fax: (403) 346-9260

Volunteer – no meeting (Duane Steele)

---

[DeLong, Ms. Alana](#) (PC), Calgary-Bow [calgary.bow@assembly.ab.ca](mailto:calgary.bow@assembly.ab.ca)

**Legislature Office**

513H Legislature Building  
10800 97 Avenue  
Edmonton, AB  
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Phone: (780) 415-9459  
Fax: (780) 427-1835

**Constituency Office**

6307 Bowness Rd NW  
**Calgary, AB**  
Canada T3B 0E4  
Phone: (403) 216-5400  
Fax: (403) 216-5402

Volunteer – no meeting (Larry Taylor)

---

[Denis, QC, Hon. Jonathan](#) (PC), Calgary-Acadia

[calgary.acadia@assembly.ab.ca](mailto:calgary.acadia@assembly.ab.ca)

**Legislature Office**

403 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-2339  
Fax: (780) 422-6621

**Constituency Office**

#10, 8318 Fairmount Drive SE  
**Calgary, AB**  
Canada T2H 0Y8  
Phone: (403) 640-1363  
Fax: (403) 640-2970

Volunteer – no meeting (Andrea Tombrowski)

---

[Donovan, Mr. Ian](#) (WR), Little Bow

[little.bow@assembly.ab.ca](mailto:little.bow@assembly.ab.ca)

**Legislature Office**

723 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 422-4541  
Fax: (780) 422-1671

**Constituency Office**

P.O. Box 231  
111 Carman Street  
**Carmangay, AB**, Canada T0L 0N0  
Phone: (403) 643-2077  
Toll-Free: 1-800-563-0917  
Fax: (403) 643-2024

No Volunteer

---

[Dorward, Mr. David C.](#) (PC), Edmonton-Gold Bar [edmonton.goldbar@assembly.ab.ca](mailto:edmonton.goldbar@assembly.ab.ca)

**Legislature Office**

607 Legislature Annex  
9718 107 Street  
Edmonton, AB, Canada T5K 1E4  
Phone: (780) 427-7921  
Fax: (780) 415-0951

**Constituency Office**

7510 82 Avenue  
[Edmonton, AB](#), Canada T6C 0X9  
Phone: (780) 414-1015  
Fax: (780) 414-1017

[Volunteers](#): Sylvie Duchesne (David Letky, Raphael Freynet – didn't take mtng)

Meeting scheduled for Nov 29, 4pm, rescheduled by volunteer Duchesne – date not known.

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[Drysdale, Hon. Wayne](#) (PC), Grande Prairie-Wapiti [grandeprairie.wapiti@assembly.ab.ca](mailto:grandeprairie.wapiti@assembly.ab.ca)

**Legislature Office**

324 Legislature Building  
10800 97 Avenue  
Edmonton, AB, Canada T5K 2B6  
Phone: (780) 427-5041  
Fax: (780) 422-2002

**Constituency Office**

101, Junction Point Village  
9814 - 97 Street  
[Grande Prairie, AB](#), Canada T8V 8H5  
Phone: (780) 538-1800  
Fax: (780) 538-1802

[Volunteer – no meeting](#) (Annie Smith)

---

[Eggen, Mr. David](#) (ND), Edmonton-Calder [edmonton.calder@assembly.ab.ca](mailto:edmonton.calder@assembly.ab.ca)

**Legislature Office**

230 Legislature Annex  
9718 107 Street  
Edmonton, AB, Canada T5K 1E4  
Phone: (780) 415-1800  
Fax: (780) 415-0701

**Constituency Office**

Unit A, 10212 127 Avenue  
[Edmonton, AB](#)  
Canada T5E 0B8  
Phone: (780) 451-2345  
Fax: (780) 451-2344

No Volunteer

---

[Fawcett, Hon. Kyle](#) (PC), Calgary-Klein [calgary.klein@assembly.ab.ca](mailto:calgary.klein@assembly.ab.ca)

**Legislature Office**

127 Legislature Building  
10800 97 Avenue  
Edmonton, AB, Canada T5K 2B6  
Phone: (780) 643-9094  
Fax: (780) 643-9099

**Constituency Office**

#9, 2400 Centre Street NE  
[Calgary, AB](#)  
Canada T2E 2T9  
Phone: (403) 216-5430  
Fax: (403) 216-5432

No Volunteer

---

[Fenske, Ms. Jacquie](#) (PC), Fort Saskatchewan-Vegreville,  
[fortsaskatchewan.vegreville@assembly.ab.ca](mailto:fortsaskatchewan.vegreville@assembly.ab.ca)

**Legislature Office**

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Fax: (780) 415-0951

**Fort Saskatchewan**

9925B 104 Street  
**Fort Saskatchewan**, AB, Canada T8L 2E7  
Phone: (780) 992-6560  
Fax: (780) 992-6562

**Vegreville**

Box 451, 4927 51 Avenue  
**Vegreville**, AB, Canada T9C 1M1  
Phone: (780) 632-6840  
Fax: (780) 632-6888

No Volunteer

---

[Forsyth, Mrs. Heather](#) (WR), Calgary-Fish Creek

[calgary.fishcreek@assembly.ab.ca](mailto:calgary.fishcreek@assembly.ab.ca)

**Legislature Office**

501 Legislature Annex  
9718 107 Street  
Edmonton, AB, Canada T5K 1E4  
Phone: (780) 415-0058  
Fax: (780) 638-3506

**Constituency Office**

Bay 7, 1215 Lake Sylvan Drive SE  
**Calgary, AB**  
Canada T2J 3Z5  
Phone: (403) 278-4444  
Fax: (403) 278-7875

Volunteer – no meeting (Vic Close)

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[Fox, Mr. Rod](#) (WR), Lacombe-Ponoka [lacombe.ponoka@assembly.ab.ca](mailto:lacombe.ponoka@assembly.ab.ca)

**Legislature Office**

714 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 422-1149  
Fax: (780) 638-3506

**Constituency Office**

#101, 4892 - 46 Street  
**Lacombe, AB**  
Canada T4L 2B4  
Phone: (403) 782-7725  
Toll-Free: 1-800-565-6432  
Fax: (403) 782-3307

No Volunteer

---

[Fraser, Hon. Rick](#) (PC), Calgary-South East [calgary.southeast@assembly.ab.ca](mailto:calgary.southeast@assembly.ab.ca)

**Legislature Office**

503C Legislature Building  
10800 97 Avenue, Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 415-0760  
Fax: (780) 422-0351

**Constituency Office**

Unit 202, 5126 - 126 Avenue SE  
**Calgary, AB**, Canada T2Z 0H2  
Phone: (403) 215-8930  
Fax: (403) 215-8932

No Volunteer

---

[Fritz, Mrs. Yvonne](#) (PC), Calgary-Cross

[calgary.cross@assembly.ab.ca](mailto:calgary.cross@assembly.ab.ca)

**Legislature Office**

513D Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 422-5375  
Fax: (780) 427-1835

**Constituency Office**

#15, 6208 Rundlehorn Drive NE  
**Calgary, AB**  
Canada T1Y 2X1  
Phone: (403) 280-4022  
Fax: (403) 280-3877

**Volunteer – no meeting** (Lynn Fraser)

---

[Goudreau, Mr. Hector](#) (PC), Dunvegan-Central Peace-

Notley [dunvegan.centralpeace.notley@assembly.ab.ca](mailto:dunvegan.centralpeace.notley@assembly.ab.ca)

**Legislature Office**

639 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K1E4  
Phone: (780) 415-9421  
Fax: (780) 415-0951

**Falher (main)**

P.O. Box 1054  
035 - 1st Avenue SW  
**Falher, AB**, Canada T0H 1M0  
Phone: (780) 837-3846  
Toll-Free: 1-866-835-4988  
Fax: (780) 837-3849

**Fairview (satellite)**

10406 - 110 Street  
**Fairview, AB**, Canada T0H 1L0  
Phone: (780) 835-7211  
Fax: (780) 835-7212

No Volunteer

---

[Griffiths, Hon. Doug](#) (PC), Battle River-Wainwright

[battleriver.wainwright@assembly.ab.ca](mailto:battleriver.wainwright@assembly.ab.ca)

**Legislature Office**

104 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-3744  
Fax: (780) 422-9550

**Constituency Office**

#201, 1006 - 4 Avenue  
**Wainwright, AB**  
Canada T9W 2R3  
Phone: (780) 842-6177  
Fax: (780) 842-3171

**Volunteer – no meeting:** (Sharon Eshpeter)

---

[Hale, Mr. Jason](#) (WR), Strathmore-Brooks

[strathmore.brooks@assembly.ab.ca](mailto:strathmore.brooks@assembly.ab.ca)

**Legislature Office**

726 Legislature Annex  
9718 107 Street  
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Phone: (780) 427-0875

**Constituency Office**

P.O. Box 873  
403 - 2nd Avenue West  
**Brooks, AB**  
Canada T1R 1B7  
Phone: (403) 362-6973

Fax: (780) 422-1671  
No Volunteer

Fax: (403) 362-5923

---

[Hancock, QC, Hon. Dave](#) (PC), Edmonton-Whitemud [edmonton.whitemud@assembly.ab.ca](mailto:edmonton.whitemud@assembly.ab.ca)

**Legislature Office**

224 Legislature Building  
10800 97 Avenue  
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Phone: (780) 643-6210  
Fax: (780) 643-6214

**Constituency Office**

#203, 596 Riverbend Square  
[Edmonton, AB](#)  
Canada T6R 2E3  
Phone: (780) 413-5970  
Fax: (780) 413-5971

No Volunteer

---

[Hehr, Mr. Kent](#) (AL), Calgary-Buffalo [calgary.buffalo@assembly.ab.ca](mailto:calgary.buffalo@assembly.ab.ca)

**Legislature Office**

201 Legislature Annex  
9718 107 Street, Edmonton, AB  
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Fax: (780) 427-3697

**Constituency Office**

#130, 1177 - 11 Avenue SW  
[Calgary, AB](#), Canada T2R 1K9  
Phone: (403) 244-7737  
Fax: (403) 541-9106

No Volunteer

---

[Horne, Hon. Fred](#) (PC), Edmonton-Rutherford [edmonton.rutherford@assembly.ab.ca](mailto:edmonton.rutherford@assembly.ab.ca)

**Legislature Office**

208 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-3665  
Fax: (780) 415-0961

**Constituency Office**

308 Saddleback Road  
[Edmonton, AB](#)  
Canada T6J 4R7  
Phone: (780) 414-1311  
Fax: (780) 414-1314

No Volunteer

---

[Horner, Hon. Doug](#) (PC), Spruce Grove-St. Albert [sprucegrove.stalbert@assembly.ab.ca](mailto:sprucegrove.stalbert@assembly.ab.ca)

**Legislature Office**

423 Legislature Building  
10800 97 Avenue  
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Phone: (780) 415-4855  
Fax: (780) 415-4853

**Constituency Office**

210 McLeod Avenue, Suite 60  
[Spruce Grove, AB](#)  
Canada T7X 2K5  
Phone: (780) 962-6606  
Fax: (780) 962-1568

---

**Volunteer – no meeting** (Samantha Williams-Chapelsky)

[Hughes, Hon. Ken](#) (PC), Calgary-West

[calgary.west@assembly.ab.ca](mailto:calgary.west@assembly.ab.ca)

**Legislature Office**

404 Legislature Building  
10800 97 Avenue  
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Canada T5K 2B6  
Phone: (780) 427-3740  
Fax: (780) 422-0195

**Constituency Office**

Unit 234, 333 Aspen Glen Landing SW  
**Calgary, AB**  
Canada T3H 0N6  
Phone: (403) 216-5439  
Fax: (403) 216-5441

No Volunteer

---

[Jablonski, Mrs. Mary Anne](#) (PC), Red Deer-North

[reddeer.north@assembly.ab.ca](mailto:reddeer.north@assembly.ab.ca)

**Legislature Office**

513F Legislature Building  
10800 97 Avenue  
Edmonton, AB  
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Phone: (780) 422-3882  
Fax: (780) 427-1835

**Constituency Office**

#200, 4814 Ross Street  
**Red Deer, AB**  
Canada T4N 1X4  
Phone: (403) 342-2263  
Fax: (403) 340-3185

No Volunteer

---

[Jansen, Hon. Sandra](#) (PC), Calgary-North West

[calgary.northwest@assembly.ab.ca](mailto:calgary.northwest@assembly.ab.ca)

**Legislature Office**

319 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K2B6  
Phone: (780) 643-9172  
Fax: (780) 643-9036

**Constituency Office**

Suite 7223, 8650 - 112th Avenue NW  
**Calgary, AB**, T3G 0E2  
Phone: (403) 826-1619  
Fax: (403) 216-5442

No Volunteer

---

[Jeneroux, Mr. Matt](#) (PC), **Edmonton**-South West

[edmonton.southwest@assembly.ab.ca](mailto:edmonton.southwest@assembly.ab.ca)

**Legislature Office**

309 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 415-2021  
Fax: (780) 643-9141

**Constituency Office**

pending

Phone: (780) 643-9153

Volunteer – no meeting: Jinting Zhao

Dec. 13, 10:30pm

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[Johnson, Hon. Jeff](#) (PC), Athabasca-Sturgeon-Redwater

**Legislature Office**

424 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-5010  
Fax: (780) 427-5018

**Constituency Office**

4807 - 50 Street  
**Athabasca, AB**  
Canada T9S 1C8  
Phone: (780) 675-3232  
Fax: (780) 675-2396  
[athabasca.sturgeon.redwater@assembly.ab.ca](mailto:athabasca.sturgeon.redwater@assembly.ab.ca)

Volunteer – no meeting (Ida Edwards)

---

[Johnson, Ms. Linda](#) (PC), Calgary-Glenmore [calgary.glenmore@assembly.ab.ca](mailto:calgary.glenmore@assembly.ab.ca)

**Legislature Office**

314 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 415-9436  
Fax: (780) 643-9141

**Constituency Office**

#A208, 1600 - 90th Avenue SW  
**Calgary, AB**  
Canada T2V 5A8  
Phone: (403) 216-5421  
Fax: (403) 216-5423

Volunteer – no meeting (Larry Taylor)

---

[Kang, Mr. Darshan](#) (AL), Calgary-McCall

[calgary.mccall@assembly.ab.ca](mailto:calgary.mccall@assembly.ab.ca)

**Legislature Office**

201 Legislature Annex  
9718 107 Street  
Edmonton, AB, Canada T5K 1E4  
Phone: (780) 427-2292  
Fax: (780) 427-3697

**Constituency Office**

Suite 311, 7 Westwinds Crescent NE  
**Calgary, AB**, Canada T3J 5H2  
Phone: (403) 216-5424  
Fax: (403) 216-5426

No Volunteer

---

[Kennedy-Glans, Ms. Donna](#) (PC), Calgary-Varsity

[calgary.varsity@assembly.ab.ca](mailto:calgary.varsity@assembly.ab.ca)

**Legislature Office**

620 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 427-7911  
Fax: (780) 415-0951

**Constituency Office**

#101, 5403 Crowchild Trail NW  
**Calgary, AB**  
Canada T3B 4Z1  
Phone: (403) 216-5436  
Fax: (403) 216-5438

**Volunteer:** Elizabeth Laishley

Nov. 26, 3pm

\* Met with Peri-Lynne Blair, Community Outreach Staff

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[Khan, Mr. Stephen](#) (PC), St. Albert      [st.albert@assembly.ab.ca](mailto:st.albert@assembly.ab.ca)

**Legislature Office**

344 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 643-9092  
Fax: (780) 643-9141

**Constituency Office**

109B, 50 St. Thomas Street  
**St. Albert**, AB  
Canada T8N 6Z8  
Phone: (780) 459-9113  
Fax: (780) 460-9815

**Volunteer:** Linda Willard

Dec. 20, 10:30pm

---

[Klimchuk, Hon. Heather](#) (PC), Edmonton-Glenora [edmonton.glenora@assembly.ab.ca](mailto:edmonton.glenora@assembly.ab.ca)

**Legislature Office**

402 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 422-3559  
Fax: (780) 427-7729

**Constituency Office**

10649 - 124 Street  
**Edmonton**, AB  
Canada T5N 1S5  
Phone: (780) 455-7979  
Fax: (780) 455-2197

**Volunteers – no meeting** (Steven Sandor, Alice Major, Keri Zwicker, Father Douglas)

---

[Kubinec, Ms. Maureen](#) (PC), Barrhead-  
Morinville-Westlock

[barrhead.morinville.westlock@assembly.ab.ca](mailto:barrhead.morinville.westlock@assembly.ab.ca)

**Legislature Office**

610 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 427-7932  
Fax: (780) 415-0951

**Barrhead (main)**

5106 - 50 Street  
**Barrhead**, AB  
Canada T7N 1A3  
Phone: (780) 674-3225  
Fax: (780) 674-6183

**Westlock (satellite)**

9903 107 Street  
**Westlock**, AB, Canada T7P 2K5  
Phone: (780) 349-4936

No Volunteer

---

[Lemke, Mr. Ken](#) (PC), Stony Plain      [stony.plain@assembly.ab.ca](mailto:stony.plain@assembly.ab.ca)

**Legislature Office**

616 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 427-7943  
Fax: (780) 415-0951

**Constituency Office**

#103, 5101 48 Street  
**Stony Plain**, AB  
Canada T7Z 1L8  
Phone: (780) 963-1444  
Fax: (780) 963-1730

No Volunteer

---

[Leskiw, Mrs. Genia](#) (PC), Bonnyville-Cold Lake [bonnyville.coldlake@assembly.ab.ca](mailto:bonnyville.coldlake@assembly.ab.ca)

**Legislature Office**

503A Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 643-6539  
Fax: (780) 422-0351

**Constituency Office**

Box 5160  
#2, 4428 - 50 Avenue  
**Bonnyville, AB**, Canada T9N 2G4  
Phone: (780) 826-5658  
Fax: (780) 826-2165

No Volunteer

---

[Luan, Mr. Jason](#) (PC), Calgary-Hawkwood [calgary.hawkwood@assembly.ab.ca](mailto:calgary.hawkwood@assembly.ab.ca)

**Legislature Office**

315 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 415-9574  
Fax: (780) 643-9141

**Constituency Office**

#29, 735 Ranchlands Blvd NW  
**Calgary, AB**  
Canada T3G 3A9  
Phone: (403) 216-5444  
Fax: (403) 216-5442

No Volunteer

---

[Lukaszuk, Hon. Thomas](#) (PC), Edmonton-Castle Downs [edmonton.castledowns@assembly.ab.ca](mailto:edmonton.castledowns@assembly.ab.ca)

**Legislature Office**

408 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-5777  
Fax: (780) 422-8733

**Constituency Office**

12120 - 161 Avenue  
**Edmonton, AB**  
Canada T5X 5M8  
Phone: (780) 414-0705  
Fax: (780) 414-0707

No Volunteer

---

[Mason, Mr. Brian](#) (ND), Edmonton-Highlands-Norwood

**Legislature Office**

230 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 415-1800  
Fax: (780) 415-0701

**Constituency Office**

6519 - 112 Avenue  
**Edmonton, AB**  
Canada T5W 0P1  
Phone: (780) 414-0682  
Fax: (780) 414-0684  
[edmonton.highlandsnorwood@assembly.ab.ca](mailto:edmonton.highlandsnorwood@assembly.ab.ca)

**Volunteer:** Siobhan Vipond (Vol scheduled own meeting)

---

[McAllister, Mr. Bruce](#) (WR), Chestermere-Rocky View

**Legislature Office**

711 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 427-7841  
Fax: (780) 422-1671

**Constituency Office**

215-175 Chestermere Station Way  
**Chestermere**, AB, Canada T1X 0G1  
Phone: (403) 207-9889  
Toll-Free: 1-866-843-4314  
Fax: (403) 216-2225  
[chestermere.rockyview@assembly.ab.ca](mailto:chestermere.rockyview@assembly.ab.ca)

No Volunteer

---

[McDonald, Mr. Everett](#) (PC), Grande Prairie-Smoky [grandeprairie.smoky@assembly.ab.ca](mailto:grandeprairie.smoky@assembly.ab.ca)

**Legislature Office**

308 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 415-9977  
Fax: (780) 643-9141

**Constituency Office**

Unit #102, 9201 Lakeland Drive  
**Grande Prairie**, AB  
Canada T8X 0K8  
Phone: (780) 513-1233  
Fax: (780) 513-1247

No Volunteer

---

[McIver, Hon. Ric](#) (PC), Calgary-Hays, [calgary.hays@assembly.ab.ca](mailto:calgary.hays@assembly.ab.ca)

**Legislature Office**

425 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-2080  
Fax: (780) 422-2722

**Constituency Office**

255, 11488 - 24 Street SE  
**Calgary**, AB  
Canada T2Z 4C9  
Phone: (403) 215-4380  
Fax: (403) 215-4383

No Volunteer

---

[McQueen, Hon. Diana](#) (PC), Drayton Valley-Devon [Contact the Minister](#)

**Legislature Office**

204 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-2391  
Fax: (780) 422-6259

**Constituency Office**

5136B - 52 Avenue  
**Drayton Valley**, AB  
Canada T7A 1S5  
Phone: (780) 542-3355  
Toll-Free: 1-800-542-7307  
Fax: (780) 542-3331  
[draytonvalley.devon@assembly.ab.ca](mailto:draytonvalley.devon@assembly.ab.ca)

No Volunteer

---

[Notley, Ms. Rachel](#) (ND), Edmonton-Strathcona [edmonton.strathcona@assembly.ab.ca](mailto:edmonton.strathcona@assembly.ab.ca)

**Legislature Office**

230 Legislature Annex  
9718 107 Street  
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Phone: (780) 415-1800  
Fax: (780) 415-0701

**Constituency Office**

Strathcona Professional Centre  
Suite 101, 10328 - 81 Avenue NW  
**Edmonton, AB**  
Canada T6E 1X2  
Phone: (780) 414-0702  
Fax: (780) 414-0703

**Volunteers:** Nicholas Mayne, Casey Edmunds (Donna Miller, Margaret MacPherson)

---

[Oberle, Hon. Frank](#) (PC), Peace River

[peace.river@assembly.ab.ca](mailto:peace.river@assembly.ab.ca)

**Legislature Office**

420 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 415-8700  
Fax: (780) 415-8738

**Constituency Office**

P.O. Box 6299  
9907 - 101 Avenue  
**Peace River, AB**  
Canada T8S 1S2  
Phone: (780) 624-5400  
Fax: (780) 624-5464

No Volunteer

---

[Olesen, Ms. Cathy](#) (PC), Sherwood Park

[sherwood.park@assembly.ab.ca](mailto:sherwood.park@assembly.ab.ca)

**Legislature Office**

635 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 427-9567  
Fax: (780) 415-0951

**Constituency Office**

#116B, 937 Fir Street  
**Sherwood Park, AB**  
Canada T8A 4N6  
Phone: (780) 417-4747  
Fax: (780) 417-4748

No Volunteer

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[Olson, QC, Hon. Verlyn](#) (PC), Wetaskiwin-Camrose [wetaskiwin.camrose@assembly.ab.ca](mailto:wetaskiwin.camrose@assembly.ab.ca)

**Legislature Office**

228 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-2137  
Fax: (780) 422-6035

**Constituency Office**

4870 - 51 Street  
**Camrose, AB**  
Canada T4V 1A1  
Phone: (780) 672-0000  
Fax: (780) 672-6945

**Volunteer:** Jane Ross Dec. 9, 11:00 am

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[Pastoor, Ms. Bridget A.](#) (PC), Lethbridge-East [lethbridge.east@assembly.ab.ca](mailto:lethbridge.east@assembly.ab.ca)

**Legislature Office**

513G Legislature Building  
10800 97 Avenue  
Edmonton, AB  
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Phone: (780) 427-7421  
Fax: (780) 427-1835

**Constituency Office**

2816 - 5 Avenue North  
Lethbridge, AB  
Canada T1H 0P1  
Phone: (403) 320-1011  
Fax: (403) 328-6613

Volunteer – no meeting: (Jennifer Schmidt-Remple)

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[Pedersen, Mr. Blake](#) (WR), Medicine Hat

[medicine.hat@assembly.ab.ca](mailto:medicine.hat@assembly.ab.ca)

**Legislature Office**

501 Legislature Annex  
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Edmonton, AB  
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Phone: (780) 427-7472  
Fax: (780) 638-3506

**Constituency Office**

537 - 4th Street SE  
Medicine Hat, AB  
Canada T1A 0K7  
Phone: (403) 527-5622  
Fax: (403) 527-5112

No Volunteer

---

[Quadri, Mr. Sohail](#) (PC), Edmonton-Mill Woods, [edmonton.millwoods@assembly.ab.ca](mailto:edmonton.millwoods@assembly.ab.ca)

**Legislature Office**

625 Legislature Annex  
9718 107 Street  
Edmonton, AB  
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Phone: (780) 427-7969  
Fax: (780) 415-0951

**Constituency Office**

101, 9807 - 34 Avenue  
Edmonton, AB  
Canada T6E 5X9  
Phone: (780) 414-1000  
Fax: (780) 414-1278

No Volunteer

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[Quest, Mr. Dave](#) (PC), Strathcona-Sherwood Park [strathcona.sherwoodpark@assembly.ab.ca](mailto:strathcona.sherwoodpark@assembly.ab.ca)

**Legislature Office**

503E Legislature Building  
10800 97 Avenue  
Edmonton, AB  
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Phone: (780) 415-0990  
Fax: (780) 422-0351

**Constituency Office**

#19, 99 Wye Road  
Sherwood Park, AB  
Canada T8B 1M1  
Phone: (780) 416-2492  
Fax: (780) 416-7093

No Volunteer

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[Redford, QC, Premier Alison](#) (PC), Calgary-Elbow [calgary.elbow@assembly.ab.ca](mailto:calgary.elbow@assembly.ab.ca)

**Legislature Office**

307 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-2251  
Fax: (780) 427-1349

**Constituency Office**

6, 22 Richard Way SW  
**Calgary**, AB  
Canada T3E 7M9  
Phone: (403) 252-0346  
Fax: (403) 252-0520

No Volunteer

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[Rodney, Hon. Dave](#) (PC), Calgary-Lougheed [calgary.lougheed@assembly.ab.ca](mailto:calgary.lougheed@assembly.ab.ca)

**Legislature Office**

418 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 415-0482  
Fax: (780) 415-2255

**Constituency Office**

#311A, 2525 Woodview Drive SW  
**Calgary**, AB  
Canada T2W 4N4  
Phone: (403) 238-1212  
Fax: (403) 251-5453

No Volunteer

---

[Rogers, Mr. George](#) (PC), Leduc-Beaumont [leduc.beaumont@assembly.ab.ca](mailto:leduc.beaumont@assembly.ab.ca)

**Legislature Office**

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10800 97 Avenue  
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Phone: (780) 422-2229  
Fax: (780) 422-0351

**Constituency Office**

#54, 5203 - 50 Street  
**Leduc**, AB  
Canada T9E 6Z5  
Phone: (780) 986-4652  
Fax: (780) 986-5228

**Volunteer:** Andrea Martinuk Nov. 22, 10am

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[Rowe, Mr. Bruce](#) (WR), Olds-Didsbury-Three Hills, [oldsdidsbury.threehills@assembly.ab.ca](mailto:oldsdidsbury.threehills@assembly.ab.ca)

**Legislature Office**

719 Legislature Annex  
9718 107 Street  
Edmonton, AB  
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Phone: (780) 427-5571  
Fax: (780) 422-1671

**Constituency Office**

Box 3909  
4905 B - 50 Avenue  
**Olds**, AB  
Canada T4H 1P6  
Phone: (403) 556-3132  
Fax: (403) 556-3120

**Volunteers:** Carol Johnston, Jason Valleau Dec. 13, 11am

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[Sandhu, Mr. Peter](#) (IND), Edmonton-Manning

[edmonton.manning@assembly.ab.ca](mailto:edmonton.manning@assembly.ab.ca)

**Legislature Office**

503D Legislature Building  
10800 97 Avenue  
Edmonton, AB  
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Fax: (780) 422-0351

**Constituency Office**

5523 - 137 Avenue  
**Edmonton, AB**  
Canada T5A 3L4  
Phone: (780) 414-0714  
Fax: (780) 414-0716

No Volunteer

---

[Sarich, Mrs. Janice](#) (PC), Edmonton-Decore [edmonton.decore@assembly.ab.ca](mailto:edmonton.decore@assembly.ab.ca)

**Legislature Office**

632 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 415-9462  
Fax: (780) 415-0951

**Constituency Office**

#5, 9228 - 144 Avenue  
**Edmonton, AB**  
Canada T5E 6A3  
Phone: (780) 414-1328  
Fax: (780) 414-1330

No Volunteer

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[Saskiw, Mr. Shayne](#) (WR), Lac La Biche-St. Paul-Two Hills

[laclabiche.stpaul.twohills@assembly.ab.ca](mailto:laclabiche.stpaul.twohills@assembly.ab.ca)

**Legislature Office**

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Phone: (780) 422-0298  
Fax: (780) 638-3506

**Constituency Office Mailing Address**

P.O. Box 1577, St. Paul, AB Canada T0A 3A0

**Constituency Office Location**

Unit 2, 4329 50 Avenue  
**St. Paul, AB**, Canada T0A 3A3  
Phone: (780) 645-6999  
Toll-Free: 1-866-674-6999  
Fax: (780) 645-5787

No Volunteer

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[Scott, QC, Hon. Donald](#) (PC), Fort McMurray-Conklin [fortmcmurray.conklin@assembly.ab.ca](mailto:fortmcmurray.conklin@assembly.ab.ca)

**Legislature Office**

103 Legislature Building  
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Fax: (780) 415-1711

**Constituency Office**

Suite #1  
604 Signal Road  
**Fort McMurray, AB**  
Canada T9H 4Z4  
Phone: (780) 588-7979  
Fax: (780) 588-7970

Volunteer – no meeting (Russell Thomas)

Dec 19, 2pm

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[Sherman, Dr. Raj](#) (AL), Edmonton-Meadowlark [edmonton.meadowlark@assembly.ab.ca](mailto:edmonton.meadowlark@assembly.ab.ca)

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Fax: (780) 427-3697

**Constituency Office**

Suite 220, 8944 - 182 Street  
**Edmonton, AB**  
Canada T5T 2E3  
Phone: (780) 414-0711  
Fax: (780) 414-0713

No Volunteer

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[Smith, Ms. Danielle](#) (WR), Highwood [highwood@assembly.ab.ca](mailto:highwood@assembly.ab.ca)

**Legislature Office**

501 Legislature Annex  
9718 107 Street  
Edmonton, AB  
Canada T5K 1E4  
Phone: (780) 643-9110  
Fax: (780) 638-3506

**Okotoks**

Unit 5, 49 Elizabeth Street  
Box 568 Main  
**Okotoks**, AB, Canada T1S 1A7  
Phone: (403) 995-5488  
Fax: (403) 995-5490

**High River**

#4, 28 12th Avenue S.E.  
**High River**, AB, Canada T1V 1T2  
Phone: (403) 652-7100  
Fax: (403) 652-7757

**Volunteers:** Linda Le Geyt (Okotoks - Nov. 21, 2pm), Carol Johnson (High River - Nov. 22, 1 pm) Linda Le Geyt met with Melissa Whitney, staff in Okotoks; \* Carol Johnson met with a senior staff member in High River, Lynn Bailey.

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[Starke, Hon. Richard](#) (PC), Vermilion-Lloydminster

**Legislature Office**

229 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-4928  
Fax: (780) 427-0188

**Vermilion**

5036 - 49 Avenue  
**Vermilion**, AB, Canada T9X 1B7  
Phone: (780) 853-4202  
Toll-Free: 1-800-567-7644  
Fax: (780) 853-5770  
[vermilion.lloydminster@assembly.ab.ca](mailto:vermilion.lloydminster@assembly.ab.ca)

**Lloydminster**

3907 - 51 Avenue  
**Lloydminster**, AB, Canada T9V 2Z2  
Phone: (780) 875-0467  
Fax: (780) 875-0871  
[vermilion.lloydminster@assembly.ab.ca](mailto:vermilion.lloydminster@assembly.ab.ca)

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## APAC Arts Advocacy Initiative – 2013 Final Report

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**Volunteer:** Ann Lockwood

Nov. 16, 5pm

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**Stier, Mr. Pat** (WR), Livingstone-Macleod [livingstone.macleod@assembly.ab.ca](mailto:livingstone.macleod@assembly.ab.ca)

### **Legislature Office**

725 Legislature Annex  
9718 107 Street  
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Fax: (780) 422-1671

### **Constituency Office**

2019 - 20 Avenue  
**Nanton**, AB, Canada T0L 1R0  
Phone: 403-646-6256  
Toll-Free: 800-565-0962  
Fax: 403-646-6250

**Volunteer – no meeting** (Bob Greenwood)

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**Strankman, Mr. Rick** (WR), Drumheller-Stettler [drumheller.stettler@assembly.ab.ca](mailto:drumheller.stettler@assembly.ab.ca)

### **Legislature Office**

713 Legislature Annex  
9718 107 Street  
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Phone: (780) 427-7237  
Fax: (780) 422-1671

### **Stettler**

P.O. Box 2022  
4820 - 50 Street  
**Stettler**, AB, Canada T0C 2L2  
Phone: (403) 742-4284  
Fax: (403) 742-4295

### **Hanna**

Box 1386  
119 - 2nd Avenue West  
**Hanna**, AB, Canada T0J 1P0  
Phone: (403) 854-4333  
Fax: (403) 854-2812

### **Drumheller**

22, 170 Centre Street  
**Drumheller**, AB, Canada T0J 0Y0  
Phone: (403) 823-8181  
Fax: (403) 823-6586

No Volunteer

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**Swann, Dr. David** (AL), Calgary-Mountain View [calgary.mountainview@assembly.ab.ca](mailto:calgary.mountainview@assembly.ab.ca)

### **Legislature Office**

201 Legislature Annex  
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Edmonton, AB  
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Fax: (780) 427-3697

### **Constituency Office**

#102, 723 - 14 Street NW  
**Calgary**, AB  
Canada T2N 2A4  
Phone: (403) 216-5445  
Fax: (403) 216-5447

**Volunteers:** Mark Hopkins, Deborah L. Sword

Nov. 14, 1 pm

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[Towle, Mrs. Kerry](#) (WR), Innisfail-Sylvan Lake [innisfail.sylvanlake@assembly.ab.ca](mailto:innisfail.sylvanlake@assembly.ab.ca)

**Legislature Office**

501 Legislature Annex  
9718 107 Street  
Edmonton, AB  
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Phone: (780) 427-1865  
Fax: (780) 638-3506

**Innisfail**

Eastgate Mall #18  
4804 - 42 Avenue  
Innisfail, AB, Canada T4G 1T4  
Phone: (403) 227-1500  
Toll-Free: 1-888-655-2535  
Fax: (403) 227-5350

**Sylvan Lake**

South Bay, 5006 50 Street  
Sylvan Lake, AB, Canada T4S 1M5  
Phone: (403) 887-0852

No Volunteer

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[VanderBurg, Hon. George](#) (PC), Whitecourt-St. Anne, [whitecourt.steanne@assembly.ab.ca](mailto:whitecourt.steanne@assembly.ab.ca)

**Legislature Office**

227 Legislature Building  
10800 97 Avenue  
Edmonton, AB, Canada T5K 2B6  
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Fax: (780) 415-9411

**Constituency Office**

P.O. Box 3618  
4811 Crockett Street  
Mayerthorpe, AB, Canada T0E 1N0  
Phone: (780) 786-1997  
Toll-Free: 1-800-786-7136  
Fax: (780) 786-1995

No Volunteer

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[Weadick, Hon. Greg](#) (PC), Lethbridge-West [lethbridge.west@assembly.ab.ca](mailto:lethbridge.west@assembly.ab.ca)

**Legislature Office**

107 Legislature Building  
10800 97 Avenue  
Edmonton, AB, Canada T5K 2B6  
Phone: (780) 422-5627  
Fax: (780) 422-8983

**Constituency Office**

402 - 8 Street South  
Lethbridge, AB, Canada T1J 2J7  
Phone: (403) 329-4644  
Fax: (403) 329-4289

**Volunteer:** Jennifer Schmidt-Remple

Nov 29, 10am

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[Webber, Mr. Len](#) (PC), Calgary-Foothills [calgary.foothills@assembly.ab.ca](mailto:calgary.foothills@assembly.ab.ca)

**Legislature Office**

513E Legislature Building  
10800 97 Avenue  
Edmonton, AB, Canada T5K 2B6  
Phone: (780) 415-9575  
Fax: (780) 427-1835

**Constituency Office**

217 - 45 Edenwold Drive NW  
Calgary, AB, Canada T3A 3S8  
Phone: (403) 288-4453  
Fax: (403) 247-9863

**Volunteer – no meeting** (John Wright)

---

[Wilson, Mr. Jeff](#) (WR), Calgary-Shaw [calgary.shaw@assembly.ab.ca](mailto:calgary.shaw@assembly.ab.ca)

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9718 107 Street  
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Fax: (780) 638-3506

**Constituency Office**

#328, 22 Midlake Blvd SE  
**Calgary, AB**, Canada T2X 2X7  
Phone: (403) 256-8969  
Fax: (403) 256-8970

No Volunteer

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[Woo-Paw, Hon. Teresa](#) (PC), Calgary-Northern Hills [calgary.northernhills@assembly.ab.ca](mailto:calgary.northernhills@assembly.ab.ca)

**Legislature Office**

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10800 97 Avenue  
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Fax: (780) 422-0471

**Constituency Office**

103, 200 Country Hills Landing NW  
**Calgary, AB**, Canada T3K 5P3  
Phone: (403) 274-1931  
Fax: (403) 275-8421

No Volunteer

---

[Xiao, Mr. David H.](#) (PC), Edmonton-McClung [edmonton.mcclung@assembly.ab.ca](mailto:edmonton.mcclung@assembly.ab.ca)

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618 Legislature Annex  
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Edmonton, AB  
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Fax: (780) 415-0951

**Constituency Office**

#301, 6650 - 177 Street  
**Edmonton, AB**  
Canada T5T 4J5  
Phone: (780) 408-1860  
Fax: (780) 408-1864

No Volunteer \* This riding had a volunteer and an invitation for a meeting had been extended but in turned out that she had moved into another riding and she withdrew.

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[Young, Mr. Steve](#) (PC), Edmonton-Riverview [edmonton.riverview@assembly.ab.ca](mailto:edmonton.riverview@assembly.ab.ca)

**Legislature Office**

132 Legislature Building  
10800 97 Avenue  
Edmonton, AB  
Canada T5K 2B6  
Phone: (780) 427-1879  
Fax: (780) 415-0968

**Constituency Office**

9202B - 149 Street  
**Edmonton, AB**  
Canada T5R 1C3  
Phone: (780) 414-0719  
Fax: (780) 414-0721

**Volunteers:** Cathie Crooks, Glen Rollans (Peter Midgely) Nov. 13, 11:30

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[Zwozdesky, Hon. Gene](#) (PC), Edmonton-Mill Creek   [edmonton.millcreek@assembly.ab.ca](mailto:edmonton.millcreek@assembly.ab.ca)

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325 Legislature Building  
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Edmonton, AB  
Canada T5K 2B6  
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Fax: (780) 422-9553

**Constituency Office**

8207 Argyll Road  
**Edmonton, AB**  
Canada T6C 4B2  
Phone: (780) 466-3737  
Fax: (780) 468-3359

No Volunteer

#### **Appendix D: Project Management Timeline for Future Advocacy Initiatives**

After hiring the Project Coordinator, the following steps are recommended in the order they appear. Durations have been suggested for each step to allow smooth project management.

##### **Step One: Volunteer Recruitment**

6- 7 weeks duration

Develop a uniform call for APAC Volunteers, a document that delivers the same message to every potential participant. The call should include basic information regarding the nature of the Advocacy Initiative and clearly outline the time frame for the volunteers as well as the duties they will be expected to perform. All volunteers need to supply their full name, their e-mail address, their home postal code and a telephone number at which they may be reached throughout the duration of the Advocacy campaign. It may take from 2-3 weeks to create the document and have it approved.

The Call for Volunteers should be sent out at least 4 weeks in advance of the established time frame for meetings.

##### **Step Two: MLA Advocacy Handout**

8 weeks duration

Research to develop the MLA Advocacy Handout, then draft the document and send it through its 3 feedback loops (to the APAC Advocacy Committee, to the APAC Coalition, and to the offices of the Culture Minister); this could take as long as 4 weeks.

The final version of the MLA Advocacy Handout should be sent to both Volunteers and MLA offices at least **4 weeks in advance** of the established time from for meetings.

##### **Step Three: Volunteer Preparation Kit**

4-5 weeks duration

Draft a Volunteer Preparation Kit carefully outlining what will be expected of every volunteer and indicating what type of research each volunteer will be expected to conduct prior to their

meetings. It may take 2-3 weeks to draft the document and get it through the approval feedback loops.

The document should be sent to volunteers at least 2 weeks prior to any scheduled meetings and ideally, it would be part of one package that would include the MLA Advocacy Handout, to avoid confusion.

**Step Four: Database Creation**

1 week

Create a database of all Alberta MLAs and then match all APAC Volunteers to their respective MLA. Create a Volunteer database.

This cannot happen until Step One, Volunteer recruitment, has been completed.

**Step 5: Mobilization**

1 week

Send every APAC Volunteer the Volunteer Preparation Toolkit, including the MLA Advocacy Handout. Send every MLA Constituency Office with a matched volunteer the MLA Advocacy Handout.

**Step 6: Schedule meetings**

4 – 8 weeks duration

The timeframe for the Advocacy Initiative, during which the Volunteer/MLA meetings will take place is flexible but once established, it should not change during the Advocacy Initiative.

**Step 7: Survey**

4 – 8 weeks

Draft the survey questions and have them approved by the APAC Advocacy Committee/APAC Coalition. Enter each question online into the Survey mechanism. Create an email list composed of every APAC Volunteer that stepped forward to participate (whether they managed to successfully hold a meeting with their MLA or not). Prepare the email text and launch the survey for a set period of time. Send a reminder to those who have not yet responded half way through the set time. Close the survey when the time period lapses.

The survey can be launched prior to close of the meeting timeframe, as some volunteers may be ready to complete the survey much earlier than others, depending on when their meetings took place. It should be up for at least 2 weeks after the meeting time period closes.

**Step 8: Prepare the Final Report**

2-4 weeks

The preparation of the Final report, with one feedback loop for revisions, could take as long as 4 weeks.

The minimum total amount of time required to best conduct a project of this magnitude is estimated at 20 weeks.