

leadnow

canadians building a more
progressive canada

strategies and opportunities

2010

2011

2012

2013

DRAFT

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thesummary

It's time for a new model of progressive movement organizing to come to Canada.

Opportunity

Around the world, a new model of progressive political organizing is using technology to connect people and coordinate their actions with previously unheard of speed, scale and efficiency. In the US, UK, Australia and global campaigns the model has proven its ability to engage people in the political process and change the game.

In Canada, despite immense citizen frustration at a divisive and unrepresentative government and a tarnished international reputation, the progressive movement is at a standstill. Many progressive players – from unions to community groups and single-issue advocacy organizations – are making huge contributions. Yet, these organizations do not have the breadth, political mandate or infrastructure to mobilize, channel and sustain the movement necessary to break Canada's political deadlock and turn the page on a divisive, unfair and uninspiring era.

It's time for a new, proven model of progressive political organization to come to Canada. It's time to LeadNow.

Model

LeadNow's three-part model builds on the proven organizing strategies of pioneering organizations MoveOn (USA), GetUp (Australia) and Avaaz (Global), with new innovations for Canada. The first part of the model is responsive, issue-based online campaigns that drive media attention and develop a member base large enough to garner real political influence. The second part of the model deepens member engagement to build up member enthusiasm, on-the-ground capacity and giving. The third part of the model allows members to share stories and find the common ground that will provide a foundation for sustaining progressive change.

Plan

A network of progressive Canadians have established our organization, hired our first Executive Director, and developed our overarching strategy. Over the next four to six months, we will be focused on raising substantial financial resources, hiring a world-class team and building a technological platform that enables LeadNow to launch by Spring 2011 and succeed for the long-term. Experience shows us that within 4 years, LeadNow will be self-sustaining from monthly member donations.

theopportunity

The opportunity is to bring a new model of movement organizing to Canada just when progressive Canadians want it the most.

a new model

Across the globe, innovation in online organizing is revolutionizing progressive politics and movement organizing. The new model of movement organizing uses technology to connect with more people and make it easier to coordinate their actions. It brought Obama to power and is giving millions of people a powerful voice on issues around the globe. It has fought for religious freedom and against corporate abuse. It is grassroots, accessible and has proven its ability to breathe life back into our democracies. This is the future of movement organizing, and there is a lot of room for innovation.

The rise of this new model could not have come at a better time. For more and more citizens, looking at their aging representative democracies means seeing narrow interests, big money, and distant elites. In this environment, the public tends to become more reactive, and alternatively angry or disinterested. It has become rare for anything besides high profile elections and major disasters to spur serious public action. Many citizens are paralysed by cynicism, and even the most committed among us can feel powerless.

Fortunately, it is now becoming easier to give average people greater influence over public policy and other common concerns. Rapid online communication through social media and social networks makes it possible to share messages and stories with and between unlimited numbers of people. Citizens can bring their voice to the boardroom, the newsroom, and parliament faster, and in greater numbers, than ever before. Through online donations small donors can overwhelm entrenched interests at critical moments, backing popular support with the resources it takes to win. Leading innovators are getting better and better at turning online connections into sustained on-the-ground action.

Strategies that incorporate new technologies are the engines of modern movements. They can empower ordinary citizens to change the balance of power in their democracies. However, this potential will not just realize itself. It will take serious organizing - and further innovation - to realize the potential of the new model in Canada.

it is time for **Canada**

For Canada, there could not be a better time for a new model of movement organizing.

The Harper government has reinforced divisions instead of finding common ground, and assaulted government instead of making it better. Canadians have been outraged by such seemingly unsexy events as the decision to prorogue parliament and the decision to attack the long-form census. Canadians understand that these decisions are proxy attacks on good and inclusive government. Yet, our fragmented political system and politically limited civil society have made it possible for the right-wing minority government - supported by less than a third of Canadians - to govern almost as though it had a majority. More and more people are looking for something to change the game.

Canadians are not bored with politics - two-thirds of our citizens claim to be politically engaged – they are just disillusioned with our political process and uncertain of their ability to make a difference. In fact, Canadians are more interested in politics than the average person in any other Western democracy. In search of political involvement, three times as many Canadians believe that joining an interest group is more likely to result in positive change than joining a political party. However, few interest groups are either directly political or equipped to use technology to its potential. This provides a unique opportunity for a broadly progressive, explicitly political, and technologically empowered organization like LeadNow to give Canadians a new way to organize together.

It comes down to this: the Harper government is encouraging Canadians to abandon common ground and abandon good government. There is a collaborative majority of Canadians that believes in finding common ground and believes in good government. Many of those people are looking for a new way to work together, and it's time we give it to them.

the model

LeadNow's three-part model builds on the successful strategies of pioneering organizations with new innovations to have the greatest impact for Canada. The first part of the model comes from organizations like MoveOn.org, Avaaz.org and GetUp!. These organizations have honed strategies to seize crisistunities to build a membership base, and then begin to move those members up a ladder of engagement. The second part of the model was best exemplified by the Obama campaign's ability to convert online connections into on-the-ground volunteer leaders who coordinated face-to-face engagement. The third part of the model is a new frontier, making it easier for members to share stories and find common ground for action.

seize crisistunities and build real influence

A crisistunity is a crisis that becomes an opportunity - in our case, an opportunity to build our member base, drive media attention and achieve tangible wins. Crisistunities tend to be high-passion and high-profile events where the outcome may swing either way. Moments like these hold the potential for explosions of citizen action. The Harper government's decisions to prorogue parliament and scrap the long form census are examples of two recent Canadian crisistunities.

LeadNow will provide citizens with a way to act together effectively during these key moments. LeadNow will respond quickly with a clear message and a simple, concrete, action that helps citizens to make their voices heard. Examples include creating a hard-hitting advertisement and encouraging members to fund it, writing a letter to the editor, or phoning an MP. The messages and calls to action spread through social network and social media. These campaigns are designed to earn traditional media coverage that then provides the fuel these campaigns require to keep turning up the heat and growing.

High-passion crisistunities do not occur often. While good data collection improves the odds, it is always hard to predict how large a crisistunity will actually become. Therefore, we will "chase the energy" by running many campaigns with the expectation that a few will take off. Even small campaigns empower citizens and grow our member base. When we hit important crisistunities, LeadNow will channel citizen attention effectively, and our member base has the potential to grow by tens or hundreds of thousands within a few weeks.

GetUp! in Australia frequently creates advertisements and asks their members to donate \$10 or \$20 towards putting it on national television or in the papers¹.

GetUp! noticed that Tony Abbott, leader of the centre-right Liberal party

of Australia, was auctioning off a private breakfast and surfing lesson. They mobilized their member base to raise \$130k to force Mr. Abbott to meet face to face with an Afghan refugee to highlight Mr. Abbott's unjust refugee stance².

move members up a ladder of engagement

While the first part of our model focuses on meeting people where they are at, the second part of our model focuses on bringing them to where they want to be. The idea is to create a continuum of actions that provide a path from initial contact, through substantial contributions, to volunteer leadership. The Obama election campaign set a new standard for member engagement with its ability to identify, connect and train a vast network of volunteer organizers who were treated like staff and drove the face-to-face engagement that is essential to winning elections.

Low-engagement actions build member commitment and confidence while taking advantage of their social networks to spread messages and actions from peer to peer. Examples of low-engagement actions include signing an online petition, forwarding an email and sharing a video on facebook. To make low-engagement actions rewarding we will create a clear link between actions and outcomes, with small, frequent and short-term campaigns that allow for successes to be publicized and celebrated, and by sharing stories and videos that highlight member actions.

High-engagement actions build substantial organizational capacity and bridge from online to face-to-face engagement with other members and the broader public. Examples of high-engagement actions include signing up a local event on a day of action, participating in a training session and producing photos or video content that will be integrated into a campaign. To encourage high-engagement actions it is important to make it easy for passionate members to identify themselves and take on specific responsibilities, make sure that they are supported with the resources and training they need to feel comfortable, and make sure they are connected with other members who will encourage each other.

The same logic applies to fundraising. Initially, funding requests will focus on funding specific and high visibility projects, such as putting up a billboard in a prominent location. Over time, and with aid of internal metrics, members can be asked to become monthly givers who support the core operations of the organization.

350.org has organized two global day of action to stop catastrophic climate change. In 2009, volunteers signed up 5,200 events in 188 countries in the lead-up to the Copenhagen climate talks. In 2010, volunteers signed up over 7,000

events in 188 countries. After these events volunteers post their pictures to a shared flickr account, and then more volunteers pick out the best pictures to share.

The Obama campaign had a near obsessive-focus on highlighting the extraordinary contributions of individual members, and publishing inspirational comments from member-to-member to create a sense of community⁴. The campaign also did a remarkable job of recruiting, training and empowering volunteer organizers to lead canvassing and calling operations.

share stories and find **common ground**

Progressive change requires compelling ideas that are rooted in our shared stories and values. Ordinary progressive citizens currently lack the means to find their common ground. In this, Canada is not unique. While many of our model organizations have done an excellent job of continuously surveying their members, none have created transparent and efficient collaborative decision-making tools. **We think that innovation in this area is essential to create a durable foundation for progressive change.**

Following the creation of a substantial and engaged member base, LeadNow will create an online collaborative decision-making tool. Members will be able to research, converse and vote on the policies for which LeadNow will collectively stand for during elections and, where possible, during other opportunities. To make sure that this process is not overly divisive, it will be rooted in sharing stories and identifying shared values.

We believe that there is a collaborative majority of Canadians who want to find common ground about our shared future. This final part of our model will help them to do just that. This approach will build our legitimacy, protecting the organization from attacks that we are a narrow or foreign interest, and challenging the legitimacy of the Harper government to speak for Canadians. This approach will also create rich content, from articles to videos, for our members. Finally, this approach will ensure that we act with the best ideas with the deepest support from our members.

what makes this organizational model **different?**

We are multi-issue – A broad mandate of fighting for progressive change provides us with the flexibility we need to take advantage of “opportunities” to build a member base big enough to garner real political influence. Experience in other countries shows that we can expect to achieve a member base of 1.5% - 2% of the population (500 000 - 600 000 Canadians)

We are proudly political – Most advocacy organizations are concerned about maintaining their charitable tax status, which enables them to raise more money, but prevents them from becoming directly engaged in hard-hitting lobbying or effective election-time organizing. LeadNow’s core operation will be free to be as political as necessary.

We are built for today – Most organizations were designed and built before the Internet became the force it is today; LeadNow is built to take advantage of the web’s potential, while focusing on translating online engagement into meaningful, concrete on-the-ground action.

We are deeply grassroots – Political parties and advocacy organizations alike attempt to engage citizens. Political parties have conventions; NGOs have AGMs. But it’s rare for ordinary citizens to really call the shots. At LeadNow, our members will steer the direction of the organization by selecting which issues to campaign on and collaboratively developing policy demands

We are inspirational – We are the citizens banding together to shift the balance of power in Ottawa and make Canada a more democratic place. Our tools will give us the ability to highlight our members’ stories and make it easy for them to lead by example.

compare us to...

The following details the key differences between LeadNow and traditional political participants.

Political parties – We have lower barriers to entry, a fresh start to build broad public trust, and less reliance on the rise and fall of particular leaders. Political parties provide deep political engagement, diversity of policy options and the structure to form government.

Unions – We are open to all progressive Canadians. Some unions provide resources and organization for a wide range of progressive causes,

Corporations – We have a progressive mission, a broad membership and accountability to our members. Some corporations provide progressive goods and services, or provide funding and volunteers to progressive causes.

Single-issue non-profits – We are directly political, have a broader mandate and can respond more quickly to events. Single-issue non-profits have deep issue expertise, greater long-term focus, and can mobilize a passionate membership.

Community groups – We have a national focus. Community groups are the

building blocks of progressive civil society in their communities.

Charities – Our funding sources will not limit our ability to campaign. Charities can fund large-scale and long-term awareness campaigns and service delivery.

model organizations

There are three existing organizations that best exemplify the first, and foundational, part of LeadNow’s model: MoveOn in the United States, GetUp! in Australia, and Avaaz globally.

MoveOn

www.moveon.org

The organization started in the US in 1998, when a California couple launched a simple online petition opposing the impeachment of President Clinton, asking Congress to ‘Move On’. As it grew, MoveOn became the people’s response to dark times – a collective rejection of the deception, division and greed that characterized George Bush’s presidency.

Since its founding, MoveOn has mobilized more than 12 million people to affect political change through a wide variety of tactics, such as contacting their governmental representatives, urging their neighbours to vote, writing a letter to the editor of a local newspaper, or designing a t-shirt, banner or even a TV ad. Over 10 years MoveOn volunteers have organized more than 100,000 local events and contributed over \$200,000,000 to fund various progressive campaigns.

In 2008, MoveOn members endorsed Barack Obama in the Democratic Primary, raised over \$58,000,000 for his campaign, recruited over 933,000 volunteers, and registered over 225,000 voters to help secure his historic nomination and ultimate victory. The Obama campaign itself, using much the same organizing model, galvanized over 10 million people, who donated, volunteered and spread the word online.

GetUp!

www.getup.org.au

In 2005, the MoveOn model spread to Australia. GetUp! launched at a time when the conservative party of Prime Minister John Howard had gained control of both houses of Parliament for the first time in decades. Most Australians were fed up with 10 years of his Bush-like governance that divided immigrant from local, white from aboriginal, and rich from poor.

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Within two years, GetUp! had grown to over 230,000 members and ran the largest independent electoral campaign in Australian history, helping return balance to the Senate and sweeping a progressive government into power in Canberra for the first time in a generation.

Since the 2007 elections, GetUp! members have successfully pushed Australia's largest bank to drop financing for an environmentally disastrous new pulp mill, put serious reconciliation with the indigenous population at the centre of national debate, and developed a 'People's Agenda' to hold the government accountable to progressive priorities. Now at nearly 300,000 members and growing faster than ever, GetUp! has shown the new organizing model can succeed whether progressives are in or out of power in government.

Avaaz

www.avaaz.org

Avaaz launched in 2006 with the ambitious goal of using new model organizing to empower people across the world as global citizens, acting together across all boundaries to close the gap between the world we have and the world we want. The experiment worked. Since launching, Avaaz has grown by an average of over 20,000 new members a week, with over 3.4 million members now spanning all 192 countries.

When the Burmese Junta launched a brutal crackdown on pro-democracy monks protesting in Rangoon, Avaaz members leapt into action. Massive global pressure squeezed the Junta's few viable international relationships and forced them to scale back the violence. Avaaz raised over \$2.4 million online to help Burma rebuild the democracy movement, and to support monk-led aid efforts to help victims of the cyclone that devastated the Irrawaddy Delta.

At the 2007 United Nations climate change negotiations in Bali, Avaaz delivered petitions signed by over 2 million people, mounted stunts which grabbed global media attention, and mobilized over 300,000 people around the world in 72 hours to target pressure on the governments of Japan, Canada and the US through emergency petitions, ads and phone-calls. The target governments largely backed down, and newspapers reported the Japanese cabinet discussing Avaaz's campaign in closed-door meetings, and they then shifted their policy.

theplan

Now that we've outlined the opportunity and the model, this final section describes our organization, our people and our next steps.

purpose, goals, principles

LeadNow's purpose, goals and principles have been developed during the spring and summer of 2010 by a network of dozens of Canadians involved in a variety of progressive causes.

Purpose

LeadNow is an independent, member-driven organization that brings Canadians back into the political process to build a more progressive Canada. We provide busy, ordinary citizens with the actions, information, and tools they need to find common ground and create positive change. Our members will act together to deepen our democracy, extend economic opportunity, protect our planet, advance social justice and strengthen our communities.

Goals

- **Build** a broad member base of 1% of Canada's population (approximately 300 000 members) by the end of our third year, and 1.5% (approximately 500 000 members) by our fifth year
- **Empower** citizens to take coordinated, effective action on issue-based campaigns, targeting governments, elections, businesses, or public behavior as appropriate
- **Encourage** politicians to adopt more progressive policy positions and elect more progressive politicians
- **Collaborate** with Canadian civil society organizations to amplify their voice, support member growth, and leverage their issue-specific expertise
- **Become** fully member-funded in our core operations by our fourth year

Principles

Be democratic - Our members find common ground on the issues and policies that will drive our action.

Be inclusive - We will strive to give all Canadians an opportunity to get involved and make a difference, regardless of time availability, financial resources, location, or other constraints.

Be strategic - We will focus on movement-building, understanding that the keys to our long-term success lie in having a broad, engaged member base.

Be nimble - We will move quickly as real world developments require.

Be informed - We will consider a multiplicity of perspectives and engage a variety of voices to ensure that LeadNow policies are firmly grounded in research, science and empathy.

Be independent - We will be open to supporting any political party, or any mix of political parties, in order to achieve our member's goals.

Be flexible - We will adapt our tactics and be receptive to new and creative ideas to generate support or pressure politicians to deliver on their promises.

Be reflective - We will be self-critical, welcoming criticism of and striving continually for improvement.

Be on-the-ground - We are a campaigning community that uses technology. Online organizing is a means, but not an end.

Be supportive - We will provide opportunities for people to develop their knowledge, skills and leadership ability to promote a progressive and politically engaged Canadian public.

Be collaborative – We will work with other organizations and avoid duplicating efforts.

the people



Jamie Biggar

A LeadNow co-founder, Jamie Biggar, has been hired as executive director. Jamie has a background in large-scale online and offline collaboration to develop policy and campaigns. He has co-led online campaigns, such as Canadians for a Progressive Coalition and It's Time to Listen, that involved tens of thousands of Canadians from across party lines. He began organizing in the youth climate movement, co-founding Common Energy and goBeyond to bring university communities across British Columbia together to catalyze regional climate action. Jamie's academic research has focused on the need for institutional and governance innovation to address seemingly intractable social, ecological and economic problems. He has served on the boards of multiple environmental, social justice, and educational organizations, including his service as the Chair of the Board for the Sierra Club of BC.



Adam Shedletzky

Another Leadnow co-founder, Adam Shedletzky has played the role of interim executive director from LeadNow's inception to August 2010. After beginning his career as a management consultant with Oliver Wyman in New York and New Delhi, Adam began to focus on his passions - politics and the environment. He helped to organize Power Shift Canada 2009, which united over 1,000 young leaders from across Canada to learn leadership skills and be trained in the tools necessary to effectively mobilize communities for climate action, and C-Day: Fill the Hill, which brought thousands of Canadians to Parliament Hill on 350.org's International Climate Day. In September of 2010 he started law school at the University of Toronto and is continuing to play a leadership role with LeadNow through a seat on the board of directors.

The following are some brief descriptions of the positions that we will fill once we have secured seed funding:

- **Technology Director** — This person will have experience developing and running campaign platforms and experience with business analytics and list management.
- **Campaign Director** — This person will have experience leading creative and highly visible campaigns with a wide range of progressive players.
- **Communication Director** — This person will be a good writer with experience in social media, media relations and, preferably, video production.

the next steps

Before describing our next steps we should reiterate where we want to go. We want to integrate the three parts of our model: using opportunities to drive media attention and build a broad member base with real influence, moving our members up engagement ladders so the organization has the on-the-ground capacity to sustain change, and finally building a collaborative decision-making tool that allows our members to find common ground for actions that will lead to lasting progress in Canada. We also want the organization to be completely member funded by Year 4. The following five phases are designed to get us from here to there. This timeline begins on October 1st, 2010, the FOUR-year countdown begins once the campaign platform is built and the initial staff are hired.

Phase 1

Concepts, Learning and Initial Funding

Anticipated timeframe: complete.

- Create initial concepts, strategy and branding for the organization.
- Establish learning relationships with our model organizations
- Secure initial funding to hire an executive director for six months

Phase 2

Connections, Funding and Technology Discovery

Anticipated timeframe: 3 months

- Build a network of relationships with advisors, the federal political parties, vendors, and progressive organizations
- Establish partnerships in Quebec and First Nations communities

- Raise substantial seed funding
- Refine technology needs

Phase 3

Hire, Build and Get Ready

Anticipated timeframe: 2-3 months (overlapping by 1 month with the end of phase 2)

- Hire initial staff
- Design, build and test the launch platform
- Develop launch campaign ideas, particularly preparing for a possible election

Phase 4

Launch and Respond

Anticipated timeframe: 6 months

- Execute launch campaign around a major crisis (e.g. an election)
- Initiate responsive campaigns to more speculative issue-based crises
- Begin asking members to give small donations to support specific campaign actions

Phase 5

Engage and collaborate

Anticipated timeline: 24 to 36 months

- Develop and launch pro-active campaigns with opportunities for deep member engagement
- Build and deploy a collaborative decision-making tool
- Hire some additional staff, with a particular focus on campaigns, media and member engagement
- Begin asking members to become monthly donors

Finally, while we anticipate that we will create the three parts of our model in sequence, it is possible that there will be greater overlap in the early stages. For example, we may use an on-line sign-up for on-the-ground actions as part of our launch campaign, or we may use surveys and simple voting to find the initial common ground between members before an election.

the funding

The experience of our model organizations shows us that LeadNow will become completely self-sustaining via monthly member donations by Year 3-4. Before we start soliciting these donations, we need to show our members a track record of success and earn their trust. During this interim period before LeadNow is entirely member-financed, we need the support a broad base of funders who share the vision for an organization that will build the progressive movement in Canada. We are seeking individuals willing to make significant contributions to a three-year operating and campaigning fund of \$1.9MM CAD. (See Appendix III-financial summary at Page 29-30)

Member Funding

Members will come to fund LeadNow’s operations in two ways: targeted donations to specific campaigns (e.g. putting an advertisement on TV, funding a legal battle) and consistent monthly donations to fund core operations.

Campaign-specific donations — One of the best ways to leverage a large member base is to put out specific fundraising appeals to achieve specific objectives related to a specific issue. LeadNow’s crismunity model is designed to successfully raise money for high passion and high visibility campaigns once it has a sufficient member base to appeal to. For the first two years, as the member base grows, the majority of campaigns will need to be funded by the organization.

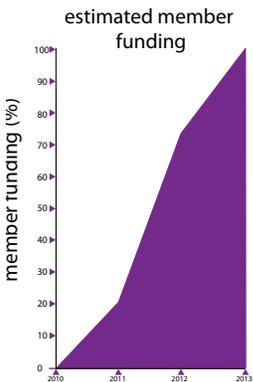
Monthly donations to fund core operations — Although the website will be capable of receiving online donations in Year 1, members will not be asked for regular contributions until LeadNow has a track record of success and the membership base has reached a critical mass. Depending on the pace of member growth, that point will be reached sometime between Year 2 and Year 3.

Alternative Funding Options

Our model organizations have funded their operations almost entirely through member donations. While we expect this to be the major source of our funding as well, we are exploring the potential for alternative sources of revenue. Several preliminary ideas follow, which will be explored over the first two years of operations for their viability.

Promoting good causes — Within a few years, LeadNow will have a large email list of progressive individuals. On an opt-in, personalized basis, we may be able to raise funds with targeted introductions to organizations that share our values.

Consulting — LeadNow will aim to develop in-house design and video



production capacity. During downtimes, this capacity could be outsourced to organizations for a fee. In addition, LeadNow may choose to leverage its intellectual property to help other organizations mobilize citizens both on- and offline.

Sharing technology — LeadNow will use an advanced campaigning platform. Depending on whether or not the platform's development makes it proprietary we may choose to sell the platform to other organizations.

Conclusion

Over the coming year, LeadNow will become a reality. The model is proven. The opportunity is clear. The necessity is striking. The question is: will we be ready when we are needed? Progressive Canadians have already come together around this idea, but its success will depend on the on the further contributions of volunteers, advisers and funders. We need your help to change Canadian politics before our country is too badly damaged by our current government.

It's time for LeadNow to become a reality. We are deeply appreciative of any contribution you can make to realize the potential of this organization for Canada. Whether or not you are able to contribute seed funding, there are other ways to help us launch: providing advice, connections or in-kind support.

You can contact us by:

phone: (778)-847-8205

email: jamie@leadnow.ca

appendix I

impact issue case studies

To help illustrate the impact of this style of organizing can have on progressive issues, we have identified three sample campaigns from these groups which show-case how his model can be applied.

These are only illustrative examples - many of the facts and strategic assessments are hypothetical, and the actual strategy we would employ would change significantly depending on the circumstances. The purpose of these sample campaigns is simply to start to sketch out how this model of campaigning would work in Canada.

GetUp! 2008

Climate Torch Relay campaign (climate change)

Climate Change is a top priority for GetUp! members in Australia. The acute need to improve Australia's climate policy was one of the greatest motivators in the defeat of the Howard Government in the 2007 elections. As soon as Kevin Rudd took office as the new Prime Minister, GetUp! members began campaigning to make serious climate change policy a top priority for the new Labour administration. One of the most dramatic successes to date has been the innovative 'Climate Torch Relay' campaign, launched in the summer of 2008 and still ongoing as of this writing.

Goal

Push the Rudd Government towards passing the Climate Protection Act, a bill developed by climate action groups across Australia. It sets an ambitious target of 50% reduction in Carbon emissions by 2020. If not this bill, push the government as far as possible towards an aggressive climate policy.

Strategy

Demonstrate massive popular support for bold climate action through public demonstrations in key constituencies. Generate local and national media coverage to amplify the message, pushing the public debate on climate targets towards 50% carbon reduction by 2020 and increasing direct pressure on targeted MP's and the national government to respond.

Tactics

GetUp! used a national tour featuring a giant fiberglass 'Climate Torch.' In place of a flame, the torch is topped by a large LCD screen displaying the message 'Halve Australia's Greenhouse Pollution by 2020.' The torch is powered by a wind turbine, solar panels, a hand crank (to symbolize 'people power') and a fruit (to symbolize

finding innovative new power sources).

The movement of the torch serves as the 'hook' for organizing a series of local rallies to welcome the torch into each new community. GetUp! members are asked to sign up online to host or attend a rally supporting the Climate Protection Act to receive the torch as it arrives in their area. For each event, members have been provided downloadable materials to recruit friends, neighbors and co-workers, and to reach out to the local media.

The relay is scheduled to end on October 12th with a large public presentation on the steps of the Parliament building in Canberra. As of this writing, there have been over 108 climate events organized around the arrival of the torch, and at least 67 original articles written in local and national press about the phenomenon.

MoveOn 2005

Reverse Robin Hood Budget campaign (economic opportunity)

Economic fairness is a core progressive principle that MoveOn members care about deeply. In 2005, President Bush proposed an especially outrageous budget package that slashed over \$50 billion dollars from vital public services while giving away over \$70 billion dollars in tax cuts for the wealthy. MoveOn called it the 'Reverse Robin Hood Budget' and ran a campaign lasting many months to defeat it. It became one of the most prominent campaigns of 2005.

Goal

Defeat the 'Reverse Robin Hood' budget proposal and block any more cuts before the 2006 elections, when Democrats stood a good chance of regaining control of Congress. If the budget could not be defeated outright, the aim was to A) reduce the harm by forcing Congress to strip away the most damaging cuts, and B) Elevate the usually obscure budget process so that the Republican priorities would be clear and they'd pay a price at the polls in 2006.

Strategy

1. Apply direct constituent pressure to specific 'swing vote' Republicans who are electorally vulnerable or authentically on the fence.
2. Publicly advance the 'Reverse Robin' frame for the budget and prominently highlight the human consequences of the proposed cuts to attach real political and electoral consequences for the Republicans.

Tactics

Phone Calls

MoveOn conducted several rounds of call-in days targeted at Congress to express outrage about the budget proposal. Some were national, and some were extremely targeted. Calls began several weeks preceding a vote. The scripts were sorted to thank those members of Congress who were publicly opposed, push back on those who were publicly in favor, and urge those who were undecided to vote the right way. In total MoveOn members made more than 80,000 phone calls as part of this campaign.

Letter writing

MoveOn delivered nearly 20,000 personal letters written from constituents to their members of Congress asking them to oppose the budget. Most contained personal stories of how the threatened nutrition, education and health care programs had benefited their lives.

Reverse Robin Hood banquets

MoveOn organized over 200 public events in targeted districts in which members dramatized the effects of the budget for the media. They dressed up in old English costumes and sat around outdoor banquet tables redistributing food from the majority of poor diners to one or two super wealthy diners at the head of the table. These demonstrations provided unique photos and content for local media stories in targeted areas across the country.

Editorial Board Meetings

Members met with the editorial boards of their local newspapers to ask them to write editorials officially opposing the budget proposal.

Letters to the Editor

Members flooded local and national newspapers with more than 15,000 letters to the editor, most of which featured compelling personal stories about the impact of the threatened programs.

Letters to constituents

Members wrote personal letters which MoveOn mailed to over 24,000 constituents of key swing representatives. The letters informed the recipients that their member of Congress was a key swing vote on this issue, and asked them to contact their representative to ask for a 'no' vote. The letters told personal stories from the members about the role of the threatened programs in their lives, and said 'we can't influence your key member of Congress, but you can. Please do.'

Petition and Letter Delivery

MoveOn staff printed all the letters and petitions from all the members in key

swing districts and delivered them directly to the appropriate Congressional offices in Capital hill in the days and hours before the final vote.

In the face of public outrage, many of the worst provisions of the budget proposal were eliminated, including a plan to cut nearly 300,000 families off of food stamps. The final proposal passed by the slimmest of margins, but was bogged down in legal challenges made far more damaging due to public pressure.

Avaaz 2007 – 2008

Campaign for Burmese monks (human rights)

In October of 2007, the world watched in horror as the ruling Burmese Junta launched a brutal crackdown on peacefully demonstrating monks on the streets of Rangoon. Avaaz leapt into action, recognizing the 'crisistunity' and knowing that Avaaz members the world over were eager to help.

Goal

Pressure the Burmese Junta to cease their bloody crackdown, respect the human rights of the pro-democracy protestors, and move the regime towards peace talks with the pro-democracy movement.

Strategy

Demonstrate the massive global public opposition to the junta's actions and direct public pressure towards the international network the Burmese government depends on for recognition and assistance, including the Government of China. The Government of China is Burma's largest trading partner and sponsor, and the only government with direct sway over Rangoon that might be moved to act by an international outcry in the sensitive time before the 2008 Beijing Olympics.

Other South East Asian nations with economic and political ties to Burma, especially Singapore.

Democratically responsive western governments that can pressure Burma.

Also, directly supporting the democracy movement within Burma to bolster its strength and force the junta to the negotiating table.

Tactics

Petitioning

The campaign began with a petition directly asking China to tell the Junta to stop the crackdown. The petition went viral, topping off at over 780,000 signers from all 192 nations. Simply linking China to the crackdown in such a viral communication was a pivotal first step, as well as identifying a massive constituency of dedicated activists to carry the campaign forward.

Coalition Rallies

Avaaz then quickly leveraged its global reach and technology infrastructure to help organize a global day of solidarity rallies on October 6th. The demonstrations, organized with major partners including Amnesty International and the International Trade Union Confederation, occurred in over 200 cities worldwide and generated major global media.

Secondary Pressure

Avaaz ran a hard hitting ad in the Financial Times — the foreign paper with the largest circulation within China – broadcasting the voice of hundreds of thousands of citizens from every nation calling on China to exert its authority over the Burmese regime.

Tertiary Pressure

Avaaz members flooded the capitals of members of the Association of South East Asian Nation summit, calling for a bold response including sanctions for the Burmese Junta. In Singapore – where Burma’s generals shop, bank, and vacation and where democratic activism is very rare – thousands of Avaaz members contacted their Foreign Minister, urging him to lead efforts for progress in Burma. European members did the same targeting the foreign ministers of all EU nations. And Avaaz staff publicly delivered all 780,000 petitions directly into the hands of Gordon Brown, calling on the Prime Minister to use all possible influence on China and Burma to end the violence.

Direct Assistance

It soon became clear that the Burmese regime was enforcing a communications blackout, starving the international media of information about the facts on the ground. The pro-democracy forces needed immediate resources to buy the satellite phones and other communications equipment necessary to break the blackout and get their message out to the world. When it became clear that traditional aid agencies could not or would not act quickly enough to meet this need, Avaaz members stepped up and contributed over \$325,000 in 4 days.

appendix II

election case studies

One of the central objectives of LeadNow is to affect the outcome of elections while maintaining full independence from all political parties. Here is a brief summary of the recent electoral interventions by our model organizations in the United States and Australia.

MoveOn 2006 United States

After the disappointment of the 2004 election and the painful moment of President Bush's second inaugural, MoveOn members quickly resolved to adopt the challenge of taking back the House and Senate after 12 years of right wing control. By building a robust technical infrastructure and then engaging members through simple online and offline actions, MoveOn was able to make a major contribution towards winning over 40 individual House and Senate races and flipping control of Congress. Here are the top-line contributions and results:

Voter Turnout

The flagship program was a volunteer phone bank initiative named "Call For Change." The program enabled MoveOn members to call voters in closely contested districts who were likely to vote progressive, but were unlikely to vote at all without a reminder. Members could call from home with names, phone numbers, a script and reporting tool all available online. Or they could call at one of thousands of group phone banking parties members organized in living rooms across the country.

In total, the MoveOn volunteers made 7 million phone calls, and organized 7,500 Call for Change house parties. MoveOn members made more voter turnout calls than the margin of victory in 33 different House and Senate races.

Media Messaging

MoveOn launched a highly successful media strategy to connect individual members of Congress with the corruption and other issues that most concerned voters. Furthermore, the strategy centered around targeting second-tier races not yet widely believed to be in play. The gamble was that if MoveOn could prove that effective and aggressive messaging could put marginal races in play, it would trigger more investment and set the stage for a true sea change election. The gamble paid off: Of the nine long-shot races MoveOn targeted with these ads, Democrats won at least five.

Fundraising

MoveOn members contributed \$27 million in this two-year election cycle (all of MoveOn's activities were funded by small member contributions averaging around \$48.) Over 250,000 members contributed \$3.6 million to individual House candidates and over \$2.8 million to fund MoveOn TV ads in targeted districts. For many of the recipient candidates, MoveOn represented the only way to get a fast, large infusion of "hard dollars" – meaning money that they could legally spend on election needs. In many cases this was the only way to combat last minute right wing smear campaigns, and proved vital to the election effort.

GetUp! 2007

Australia

The November 2007 federal elections in Australia came just over 2 years after GetUp!'s founding. The members had worked together on many issues, but it was clear to all that fundamental change would require a new government. So the group launched Australia GetUp!'07, which became the largest independent election effort in the history of Australia and a driving force behind Kevin Rudd's historic victory. The major components of the program included:

Highlight the Issues: In the months leading up to the election GetUp! members worked to highlight the contrast between the various parties and candidates on the major issues, and elevate progressive issues to greater national prominence. This effort included:

Organizing 100,000 people to march for action on climate change days before the election

Running a ground breaking television ad spoofing the government's climate change policy during the most popular sporting event of the year

Mobilizing 69,000 members to join an Australian war widow and terror victim's call to Prime Minister Howard, asking to end Australia's involvement in the Iraq war

Running billboards in several major cities calling for the release of an Australian Guantanamo detainee who had been denied due process

Skywriting "Vote No" above Parliament in Canberra during a vote deciding whether to reauthorize child detention as part of Australia's immigration policy.

Enroll and Inform the Voters

GetUp! volunteers distributed nearly 4000 voter registration forms in 7 key districts and as part of 13 University drives. Turn out is mandatory in Australia, so all the efforts could be focused on ensuring that voters were able to cast an informed vote. This effort included distributing over 150,000 individually customized issue-based voting guides through HowShouldIVote.org.au., and running the first multi-party political ad in Australian history.

GetUp! also introduced Grass roots Action, a nationwide, neighbour-to-neighbour volunteer-driven voter outreach program – the largest of its kind in Australian history. The program engaged over 8,000 volunteers, including over 3,500 outside polling booths on Election Day in over 1000 electorates resulting in over 500,000 voters receiving multi-party issue scorecards. GetUp! volunteers contacted more voters than the margin of victory in their 8 top tier targets by as much as 10–1, and played a significant role in the enormous electoral victory nationwide.

MoveOn 2008

United States

On February 1, 2008 – after John Edwards dropped out five days before the major “Super Tuesday,” primaries – MoveOn members voted by 70 percent to endorse Barack Obama – the first official presidential endorsement in MoveOn’s history. In the days after the endorsement, MoveOn members infused the fledgling campaign with over half a million dollars in small donations – a crucial burst which helped lay the groundwork for what was to come. MoveOn members also poured personal endorsement e-mails into primary states, ultimately sending almost 700,000 e-mails asking friends and family to support Obama in their state. This was just the beginning of an intense electoral campaign that played a major role in helping Obama secure the Democratic nomination and ultimately the presidency itself.

In this election cycle, MoveOn and its members:

Produced over 933,800 volunteers, working a combined total of 20,841,507 hours on election activities.

Donated an astounding \$88,000,000 to Barack Obama, the biggest single-source contribution and nearly 1/6 his total intake.

Made 2.14 million calls at decentralized “phone parties” and over 557,000 calls from home to recruit volunteers in battleground states

Directed over 250,000 volunteers directly into the Obama campaign through the

MoveOn website

Helped register nearly half a million new young voters, and run a youth turn out program in the battleground states staffed by over 550 professional organizers

Coordinated an "Obama in 30 seconds" ad contest which generated over 1,100 entries and over 4 million votes

Ran the "Bush-McCain Challenge," a viral quiz that highlighted the similarities between the two politicians

Helped Democrats win at least eight Senate seats with almost \$3,854,978.92 in small donor contributions, ads, and direct mail in key Senate states.

Went deep in North Carolina, the closest battleground state in the country, raising and spending \$3,073,503.30 to run ads, register voters, and elect a Democratic Senator, Governor and President from this formerly deeply Republican state.

appendix III

financial summary

cost projections (thousands CAD)

	2011	2012	2013	2014	2015
Operating Expenses					
Staff ¹	200	265	295	430	535
Consulting	50	25	0	0	0
Web Infrastructure	200	25	25	25	25
SMS Platform ²	0	50	50	0	0
Office Expenses					
• Rent and utility	18	24	24	36	36
• Equipment	6	2	2	4	4
• Telecommunications	3	3	4.2	5.4	5.4
Miscellaneous professional services	25	25	40	50	50
Travel	10	10	15	25	25
Training	10	20	25	30	30
Contingency	100	100	50	50	50
Total operating expenses	\$622	\$549	\$530	\$655	\$760
Campaigning Expenses (CAD)					
Campaigning (LeadNow funded)	300	200	100	100	100
Campaigning (member funded)	0	200	500	600	700
Total campaigning expenses	\$300	\$400	\$600	\$700	\$800
Total expenses	\$922	\$949	\$1130	\$1355	\$1560

¹ see hiring schedule on page TBD

² estimate pending further research

core funding requirements (thousands CAD)

	2011	2012	2013	2014	2015
Operating Budget	622	549	530	655	760
Campaigning (LeadNow funded)	300	200	100	100	100
Total Internal Costs	\$922	\$749	\$630	\$755	\$860

summary of total revenue projections (thousands CAD)

	2011	2012	2013	2014	2015
Member funding (core team)	0	0	376	878	1054
Additional funding required	922	749	254	0	0
Core revenue	\$922	\$749	\$630	\$878	\$1054
Member funding (campaigns)	0	200	500	600	700
Total amount raised	\$922	\$949	\$1130	\$1478	\$1754

summary of funds raised (thousands CAD)

	Over 5 years	Percentage (%)	Over 10 years	Percentage (%)
Total endowment necessary	\$1925	31%	\$1925	11%
Total leveraged fundraising	\$4308	69%	\$16 086	89%

note: total amount raised privately vs. from members over 5 or 10 years (extrapolated)

key revenue assumptions

	2011	2012	2013	2014	2015
Member growth (persons)	50 000	150 000	300 000	500 000	600 000
Number of monthly member donors	0	0	1500	3500	4200
Total average annual member donation	0	0	\$1.25/ member	\$1.75/ member	\$1.75/ member

note: these projections are in the process of being checked by partner organizations, although the initial feedback we received was positive.