

# **BUILDING POWER LEADING CHANGE**

**The Institute for Change Leaders**  
2017/18 Annual Report

**Ryerson  
University**



### Who we are

Founded in 2016 by Olivia Chow and based at Ryerson University, the Institute for Change Leaders teaches the skills that organizers need in order to win social change. Olivia and her team of 30+ trainers have taught community and political organizing to a network of almost four thousand organizers since launching.

We believe students learn best when they practice what they learn. We deliver our full curriculum in regular weekend sessions at Ryerson University, and we work with organizations such as unions, nonprofits, and social service agencies to deliver tailored training in their gathering places.

### What we teach

We teach how to tell your story to persuade and motivate others; how to recruit and retain volunteers; how to structure your team to encourage leadership development; and how to strategize and choose tactics that build power.

Our curriculum comes from Marshall Ganz, a Harvard professor who codified the relationship-building organizational framework we teach after the years he spent organizing the Civil Rights and United Farm Workers movements. He was a key trainer and organizing strategist behind President Obama's presidential campaigns. The Institute offers the first accredited Marshall Ganz-based community-organizing course in Canada.



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**We have trained thousands of organizers who refuse to accept injustice, and who choose to unite in collective action. And I know there are so many more who we haven't met, who are standing ready to learn the tools of activism and organize their communities.**”

The power of storytelling is one of the most important components of organizing, and it's one of the first things we teach our students. Stories can turn despair into hope, forge a new community from disparate individuals, and awaken latent sources of power.

These can be discouraging times. New challenges and crises have arisen since the story of the Institute for Change Leaders began two years ago, but so have new sources of hope and solidarity. We have trained thousands of organizers who refuse to accept injustice, and who choose to unite in collective action. And I know there are so many more who we haven't met, who are standing ready to learn the tools of activism and organize their communities.

The story of each of these future leaders, like ours, is just beginning.

I invite you to join us on our journey - support, donate, volunteer, teach and learn with us.

— Olivia Chow



# Childcare

## Building Power for Change

In 2018, the Institute for Change Leaders was pleased to continue our partnership with the Association of Early Childhood Educators Ontario (AECEO). Our collaboration began last year with leadership training sessions for Early Childhood Educators (ECEs) in four cities across the province. These initial workshops helped to spur the creation of five local Communities of Practice working with the AECEO to organize and build capacity.

This year, we built on our earlier success and momentum by providing a second training workshop, focused on deepening local team engagement,

expanding reach, and growing AECEO's effectiveness and capacity.

These province-wide training sessions connected ECEs and early years staff with parents and engaged community members to strengthen AECEO's campaign for Professional Pay & Decent Work in early years and childcare. Participants gained the skills and confidence to build power, and become leaders in their work, school or community so they can effectively champion the rights of children to receive universal, high quality and affordable early learning and care. ●



“  
**Child care workers can now locate power and recruit volunteers to build our collective muscles.**”

—Sue Parker, Association of Early Childhood Education and Child Care Workers

# Inside the fight for press freedom in Canada

**How the Institute for Change Leaders taught one campaigner how to fight for — and win — real change for the rights of journalists in Canada. By Duncan Pike**

On October 4, 2017 Parliament unanimously passed Bill S-231, Canada's first 'press shield' law for the protection of journalistic sources. Coming amid a series of serious press freedom violations in Canada, the bill's passage was a rare bright spot in a generally gloomy time for the rights of journalists.

Getting a 'press shield' law passed was a key goal for the nonprofit advocacy group Canadian Journalists for Free Expression (CJFE), where I worked as Campaigns and Advocacy Coordinator during the S-231 campaign. The victory was the result of a year-long campaign

from the CJFE team and our many allies, largely based on the Marshall Ganz approach to achieving social change.

I began studying the Ganz method with Olivia Chow and the Institute for Change Leaders in January 2017, just as the campaign for a press shield bill was heating up, and immediately applied what I learned to my work at CJFE. I believe many of the lessons from the 12-week course at Ryerson University were crucial to the campaign's eventual success.

At the heart of the Ganz approach is a storytelling framework called the



Rally from the February 2017 'Day of Action' for press freedom in Toronto. Photo: Matt Currie

"Public Narrative." The Public Narrative answers the "why" questions of organizing—why I care about this issue, why you should care, and why we need to come together to take action now. The course also provided the tools to strategize intelligently and put that passion into action.

Ultimately, our campaign raised public awareness of Bill S-231, linked it positively to an issue of growing public concern and directed public pressure on Members of Parliament and government officials with the 'agenda power' to ensure Bill S-231's passage. By June

2017, the Liberal government had publicly agreed to support the bill.

The Ganz framework as taught by the Institute for Change Leaders provided the tools to help make this victory possible. I learned to harness the power of narrative to move our community to action, to clarify the most important components of our strategy, and to develop tactics that advanced our campaign goals and grew our organization. Above all, I learned first-hand the power of effective community organizing to build power and win real change. ●



## Who We've Trained

We had a busy second year, training over 1000 organizers from a diverse range of groups on how to build relationships, shift power, and create lasting change.

### Here are some of the groups we've worked with over the past year:

#### Early Childhood Educators

- Social Work Student Union at Ryerson University, September 2018
- AECEO Child Care Workers Compass Early Learning Childcare, May 2018
- CUPE Child Care Workers, April 2018

#### Non-governmental organizations

- YWCA, November 2018
- Ecology Ottawa, April 2018
- Stephen Lewis Foundation, April 2018
- Canadian Center for Victims of Torture, July 2018
- FCJ Refugee Centre, July 2018

#### University students

- University of Toronto Medical Students, November 2017
- People, Power and Change, courses at Ryerson University, September - December 2017, 2018
- Building Skills for Change, November 2017, February and November 2018

#### Local residents from lower income neighbourhoods

- Community Food Centres Canada, April 2018
- Lawrence Heights Inter-Organizational Network (LHION), December 2017

- Local Champions in Scarborough-Malvern, December 2017

#### Labour movements

- AMAPCEO, September 2018
- United Steelworkers, April 2018
- CUPE Ontario and National, November 2018
- Waterloo Regional Labour Council, April 2018
- Hong Kong Labour Movement, January 2018

#### Indigenous communities

- Oshki-Wenjack Institute, February, August 2018
- Shoday Abinojiiwak Obimiwedoon – Aboriginal Head Start, February 2018

#### Democratic engagements

- A Better Niagara Community Group Incorporated, June 2018
- Campaign School, February 2018
- City for All Women Initiative, April 2018
- Healthy Transportation Coalition, April, November 2018



## New Training and Approaches

We continued to refine and improve our curriculum in our second year and were proud to integrate additional Indigenous content into our course materials.

Community organizing is about people, power, and change. But most curricula about successful organizing campaigns do not include Indigenous content. To help Indigenize our courses, we chose to highlight a case study of Attiwapiskat's struggle for a new school from 1979 until the new school was built in 2014. This campaign is known as Shannen's Dream, after the late student leader Shannen Koostachin.

We examined how Shannen and her contemporaries engaged students, teachers, and citizens from across Canada to amplify the voice of youth from Attawapiskat, and integrated these lessons into our course material. The movement's campaign strategies are a powerful illustration of Ganz's theories



and a stirring example of Indigenous power and leadership.

We piloted the new curriculum in Indigenous environments with feedback from participants and specialists in Indigenous studies. We plan to continue to develop case studies highlighting the power communities have when they organize collectively and politically.

### Effective Communication for Social Change

We were thrilled to partner with veteran communications specialist Patrick Gossage to offer a new course that teaches organizers how to communicate effectively with key audiences. The good work done by too many NGOs is simply not known outside their client

base, affecting fundraising, recruitment of volunteers and the impact of campaigns. Our first workshop in May showed participants how to improve their communications abilities and make effective use of the abundance of vehicles available to them to accomplish campaign goals.

### Art & Social Transformative Change

We are excited to welcome Lorraine Segato, a creator, musician and filmmaker, to add artistic and cultural training and practices into the Institute's curriculum in the new year. Lorraine will draw on her extensive experience as an arts ambassador to teach organizers to utilize artistic expressions—including music, film, art, and performances—to tell their stories and motivate others to action. ●



## Board of Directors



### **Olivia Chow**

Olivia is the founder of the Institute for Change Leaders and a Distinguished Visiting Professor at Ryerson University. For over thirty years, Olivia has been an effective and well-known public figure, serving in Toronto's municipal politics and on the national stage as a Canadian Member of Parliament.

### **Melanie Panitch**

Melanie has been an activist, advocate, researcher, and educator with strong roots in the disability rights movement and broad international experience. In November 2015 she was appointed the John C. Eaton Chair in Social Innovation and Entrepreneurship at Ryerson University.

### **John Beebe**

John leads the Democratic Engagement Exchange in the Faculty of Arts at

Ryerson University. At The Exchange John partners with community-based organizations and government agencies to create tools and resources to engage people who have not yet engaged in our democratic process.

### **Susan Kwong**

Susan works at Social Planning Toronto. From collaborating with diverse stakeholders to facilitate lasting success, to working one-on-one with newcomers and marginalized individuals, she is dedicated to helping build Toronto's communities.

### **Betty Won**

Betty currently works at the strategic campaigns and fundraising consultant at Stratcom and is the Chair of Project Organize. Betty is passionate about fostering political and civic engagement.

### **William Flores**

William currently works at For Youth Initiative to empower young people in marginalized neighbourhoods, and is the Vice-Chair of Project Organize.

### **John Chan**

John is a member of the Ontario Society of Professional Engineers and a former Senior Sales Director at Open Text. John volunteers at Sunnybrook Hospital and assists new immigrants in learning English and understanding Canadian culture.

### **Sean Meagher**

Sean has been President of Public Interest since 2002. Sean has worked as

a community organizer, a political staffer and an Internet developer.

### **Bob Gallagher**

Bob Gallagher has a long history as a communications specialist, queer activist, political strategist and academic. Bob is the Head of Communications and Political Action for the United Steelworkers.

### **Rizwan Tufail**

Rizwan is the Managing Partner Innovonomics Inc – an international development focused strategic advisory firm that works on strategies, policies, and skills required to accelerate the move towards a global innovation economy.

### **Kathleen Kellett**

Kathleen is Associate-Dean, Undergraduate Studies, in the Faculty of Arts at Ryerson. A specialist in Franco-Canadian literature, she teaches in the Department of Languages, Literatures and Cultures.

### **STAFF**

**Olivia Chow** -

Distinguished Visiting Professor

**Amrit Parhar** - Coordinator

**Angélique Bernabé** - Finance and Operations Officer

**Judy Jung** - Administrative Assistant

**Lorraine Segato** - Artistic and Cultural Consultant, Facilitator

**Dawn Maracle** - Indigenous Research Consultant, Facilitator

**Mah-Noor Mubarik** - Videographer

**Duncan Pike** - Communications Consultant

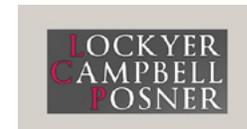
**Andreea Mihai** - Special Project Consultant



“  
**We located our common goals,  
 built on our personal strengths  
 and learned that we do have the  
 capacity to bring change for our  
 childrens’ future.”**

“  
**I’ve learned a lot of new tools  
 that can encourage me to gather  
 a team to start something  
 positive in our community.”**

–Oshki Indigenous ECE  
 Leadership Training April 2018



David G. Samuel | CUPE | Lockyer Campbell Posner | Lewis Cohen Family Foundation | Richard and Colleen Peddie Foundation