



THE GOOD FIGHT

Reflections on the Toronto Centre By-Election

Prepared by Brian Chang and the Toronto Centre NDP

**BRIAN
CHANG**
FOR TORONTO CENTRE

The Good Fight Reflections on the Toronto Centre By-Election

This document is provided for the use of progressive New Democrats committed to social justice and the furthering of justice and emancipation for the poor, the climate, the racialized, Indigenous peoples, the disabled, the systemically marginalized, and 2SLGBTQ + communities. These are my personal experiences and those of my team and are provided to you with humility and honesty. Your responsibility is to read and act on what we've shared and use this knowledge with respect for intergenerational equity.

Make Good Trouble!

Questions? Thoughts? Comments?
We'd love to hear!

info@brianchang.ca | www.brianchang.ca
riding@tcndp.ca | www.tcndp.ca

Cover and Rear photo by Summer Leigh

Photo provided by Brian Chang Campaign



Contents

Contents

Introduction	Page 4
Including Anti-Harassment	Page 5
Developing a COVID-19 Policy	Page 16
Remote Campaign Team Building	Page 25
Safer Pandemic Campaign Activities	Page 27
Digital Storytelling	Page 31
Digital Debate	Page 34
The Value of Good Design	Page 39
Media Interviews in a Time of Pandemic	Page 41

Photo provided by
Brian Chang Campaign

Introduction

Why are you running for office? My answer: "I am running in Toronto Centre for the NDP because I have fought for social justice my entire life and I haven't seen someone who is a Queer, Chinese-Jamaican, Facially Different, working class man elected to federal office. If I am unwilling to run, then I can't expect others who are like me, with multiple lived experiences, to step forward and run for office either. So I am stepping up."

"I want to open doors for other diverse candidates to feel inspired and to run."

My friend Jennifer Hollett gave me the advice years ago about writing out why you want to run for political office in a purpose statement. A couple of sentences, she said, that you write down and can be personal or public and you keep that in mind throughout the campaign. Especially when things are hard and challenging, you can think back to the reason why you are doing this work. And importantly, victory or not, you can look to that sentence as a marker of whether you succeeded or not.

For me, the measure of success isn't personal, it's communal. The success of a campaign is the team that comes together, the leadership development, and the structural change we start to build into the incremental work we do furthering justice for all people.

This guide provides a variety of experiences, findings, and best practices, not just based on ideas we have, but from real-world testing during the first Pandemic by-election, ever. We're providing these learnings to you to help accelerate your campaigns and build on the good work and the good fights that New Democrats are undertaking.

Make good trouble!



Including Anti-Harassment

In our increasingly polarized world, there is harassment baked into the very processes and institutions of politics. Trans people are often forced to use deadnames and be misgendered in order to vote. Language barriers make voters unable to access electoral services. Physical polling locations may be challenging for the Disabled to access. Taking time away from work on leave can be difficult and challenging for working class candidates. There are so many reminders that the system is set up for specific people to feel empowered to run and the system was built so they continue to succeed. The rest of us have to fight to dismantle this.

Harassment on the campaign can come in so many different ways — physical, digital, verbal, emotional, mental, economic, family status, gender, race, culture, and so much more. As campaigns, we have to build resiliency and community care into our teams, our volunteers, and our candidates so they can actively maintain their work. And wherever it is safe to do so, there is an opportunity to push for anti-oppression throughout your campaigns.

Harassment is increasingly a problem in political spaces. "NDP" spaces, physical and digital, are vulnerable to harassment as well. As organizers, it is incumbent on us to think about passive and active plans to support and maintain resilience in the face of safety threats.

We are safer the more we talk about and normalize the discussions around harassment and risk. We are safer when we come together and fight back.

Harassment

(defined by the Canadian Human Rights Commission)

Harassment is a form of discrimination. It includes any unwanted physical or verbal behaviour that offends or humiliates you. Generally, harassment is a behaviour that persists over time. Serious one-time incidents can also sometimes be considered harassment.

A Personal Note from Brian on Harassment

Harassment sucks. There are so many parts to my lived experience and they can easily be weaponized against me. It sucks. It sucks to have a person come up to you on the street and tell you that your disability isn't real and that you're faking it to be "cute". It sucks to have someone come up to you and tell you that you're racist for running against Black Women. It sucks to wake up every morning to the same Twitter user and their 3am nonsense. It sucks to be told by fellow New Democrats to talk less about being "Queer" because racialized voters don't like it. It sucks to be mocked by a prominent Queer community Pastor because I've been precariously employed for years.

My multiple identities and experiences are what make me who I am, why I fight for what I fight for, and are essential to my politics. The behaviour of harassers says infinitely more about them than it does about us. We are great, they are not. Their behaviour is oppressive.

New Democrats and our supporters also participate in harassment. Harassment is an activity that all parties experience. New Democrats can harass other New Democrats as well. We cannot tolerate this and it is our responsibility as candidates to ensure there are *consequences* for this behaviour and that our campaign activities **do not** contribute to harassment in politics.

Opponents harass us because they know it often works in silencing and disempowering our voices. Keep that in mind when you are trying to navigate systems of oppression and misconduct. Their goal is to keep us from running, to keep us outside of the system, and to maintain their control over the system. It isn't random, and it isn't without reason.

We have to ensure we are not upholding or recreating systems we are trying to dismantle.

Anti-Harassment

(defined by the Ontario Human Rights Commission)

Anti-harassment and anti-discrimination policies make it clear that harassment and discrimination will not be tolerated, and set standards and expectations for behaviour.

Photo by Summer Leigh Photography



Including Anti-Harassment

Developing your own Anti-Harassment Procedures

We have avoided providing a detailed policy for you to copy and paste into your campaigns. It is more important to have the discussions amongst your team, plan, and enforce anti-harassment from the ground up. Anti-Harassment isn't a set of words you put on the wall of your office, but more about building a culture into your campaigns and community.

#1 Tool in Anti-Harassment is the Right to Disengage

Far too often in organizing, we feel the need to engage with every voter, every person, because we feel like we can make an impact in every space we operate. This is simply not true. **One of the most important rules of organizing I can share is the right to disengage.** One of the hardest skills to develop is knowing when to disengage and not feeling guilty for doing so. This applies at the doorstep, in-person, on the phones, and social media.

There are opportunities to have meaningful conversations with voters but there is no opportunity if someone is hostile or unwilling to listen. At that point, occupying your time with this person distracts you and limits your time from talking to potential and actual supporters. It also drains your energy.

Violence and Physical Threats on the Campaign

Brian was physically assaulted twice during the campaign by people in various states of stress. Once kicked, and twice punched at separate incidents by different people. Sometimes violence and harassment are politically motivated against you or the NDP.

- One of these situations involved the police. Our campaign did not call the police in any of these situations. Unless there is serious or continuing threat of physical harm, we do not recommend calling the police.
- **The police have proven themselves incapable of addressing people in crisis and calling the police can have detrimental and irreversible consequences for Black, Indigenous, Racialized, Trans, Queer, and Disabled people.**

Including Anti-Harassment

Brian and volunteers were stalked by an unmasked, angry voter who followed the team for 30 minutes as they tried to do mainstreeting events. This voter was yelling at anyone we talked to, at Brian, and at the volunteers while intruding on personal space. The voter even followed the candidate and team inside several businesses as they tried to escape his verbal assaults. Brian eventually had to run down the street, hop on a bike and escape while the volunteers fled in the other direction. We had to suspend activities for the day. This was a politically motivated action by someone who wanted to cause harm based on political ideology and policy differences.

Consider:

- The Pandemic has limited access to safe indoor spaces or private places that are available to campaigns to escape a situation like this.
- Develop escape plans or routes to deal with situations like these. Examples:
 - Entering a business with multiple entrances and exits allows for a team to transition out of danger quickly. Some businesses may even have a back door they can let you access to leave out of sight.
 - Identify a collectively known meeting point before beginning outreach in the event of disruption.
 - Ensure all participants have the opportunity to exchange contact information before beginning outreach in the event of disruption.
 - Note: leading a potential harasser to a personal vehicle, especially the one used by the candidate, should be avoided if there are other options.
- If a campaign team has to split from the candidate to end a situation like this, then it is essential to have a meeting point for the team to reassemble away from danger.
 - Importance of tracking volunteers, gathering their contact information, and ensuring that no volunteers take matters into “their own hands.”
- Recognize that situations like this have a huge chilling effect on volunteers, even long-time volunteers, and time and space for recovery may be required.

Including Anti-Harassment

On E-Day, MPP Suze Morrison and Brian were followed for 15-minutes across several blocks by a person after they had been standing and staring at Brian for over 45 minutes. Glad Day Bookshop has a support program in place to help in situations like this and Brian and Suze were able to secure themselves at the facility while the person eventually left. The volunteers continued in a different direction, getting into a vehicle and leaving the space as well. We met up further away to continue our mainstreeting.

- Recognizing and identifying unusual behaviour is key to avoiding potentially worse situations. If your intuition tells you that a situation or behaviour is problematic, reach out to your team to find a solution.
- Community spaces, like Glad Day Bookshop, that have supports for crisis and safety situations are important for you to identify as a team. You never know when you might need to access space like this. Find out if there are spaces like this in your communities.

The Digital harassment from Green Party supporters across the country was bad because of their misleading messaging about the leader's courtesy. But it also led to a handful of very angry verbal assaults on Brian and the volunteers in public. This was really upsetting for a lot of volunteers.

- These verbal assaults were not common or normal conversations about difference in policies, priorities, and partisanship, they were very specifically targeted against Jagmeet, Brian and the NDP in Toronto Centre.
- This in-person behaviour was racial- and gender- motivated harassment by a specific segment of the population, older white women, who justified their harassment as standing up for a Black woman who they felt was under attack.



Including
Anti-Harassment



Photo provided by Brian Chang Campaign



Photo provided by Brian Chang Campaign

Anti-Harassment Strategies

Toronto Centre examples of Passive Anti-Harassment

Passive controls or protocols in anti-harassment are controls or protocols that eliminate and/or direct actions in a specific way without needing to activate or initiate an action.

- E.g, Registering all participants and admitting only NDP members to a nomination.
- For Digital events during the campaign, we made the conscious decision to use Zoom with its Webinar feature and the Chat and Q&A system disabled so people could watch and enjoy, but not comment or be seen. This was a passive protocol that eliminated any avenue for harassers to type or share harassing comments.
 - This avoided sharing of harassing, criminal, unwanted imagery by camera from participants.

Toronto Centre examples of Active Anti-Harassment

Active controls or protocols in anti-harassment are controls or protocols that require a person to correct, intervene or direct action away from unwanted behaviour, preemptively in some cases.

- It is a standard norm of all Toronto Centre NDP events at the provincial and federal level to read the entire Ontario NDP Anti-Harassment policy in full. It isn't enough to just read the policy, it must be enforced.
- For Zoom events or other Digital participation events, it is useful to have a Code of Conduct developed, read and actively enforced by a designated person.
- Key volunteers and organizers were reminded to keep an eye on one another, looking for unsafe situations that require intervention.
- It may also need to be the Candidate who may have to intervene to remove a volunteer from a harassing conversation on the streets or at the door.
- Build a culture of gratitude in your team for correcting bias, like incorrect pronouns, Anti-Indigenous language, and macho stereotypes (not a culture of fear & consequences).

Including Anti-Harassment

Digital Anti-Harassment Best-Practices

- Find someone you trust to do the digital anti-harassment work. Especially with the increase of social media and digital activities in the time of Pandemic, this is not work a candidate should do or undertake personally, if at all possible.
 - This work is emotionally draining and triggering. Harassment has no limits in the digital sphere. It's also time consuming at the same time.
 - If you do the work as a Candidate, recognize that it will have an impact on your energy and well-being. Pretending otherwise is not healthy.

Anti-Harassment on Zoom or other Digital Video Platforms

- As a solidarity action in anti-harassment, we recommend that opening remarks should encourage participants to include pronouns in their names.
- We highly recommend the use of Zoom Webinar functionality in your big digital events for passive anti-harassment.
- Designate a specific person whose job is exclusively to monitor for harassing messages and behaviour on the Zoom. This should be their only role.
- The Anti-Harassment person should have Host credentials and be able to mute microphones, turn off cameras, and remove a participant.
- If there are harassing comments in Zoom chats, the only way to mitigate abusive language in a chat is to flood the chat with positive messages over and over again until the abusive language isn't visible on the chat reel. There's no way to delete/hide messages on Zoom.

Anti-Harassment on Facebook/Instagram

- Facebook and Instagram Ads must be monitored for comments
- You have the ability to delete them or hide them.
- Facebook Live comments can be the biggest mess to clean up. During the event and for days and weeks after, you must monitor for more comments.
- If the Federal or Provincial Party amplify your social media, you must be prepared for the trolls, bots, and digital harassment that goes along with that.

Including Anti-Harassment

Twitter

- This is the easiest place for trolls, bots, and harassment.
- Hiding harassing messages is always ideal since Twitter's algorithm instantly downgrades their presence.
- Monitor harassing tweets on a regular basis to get an idea of whether it is a real person, and if so, are they in your riding or nearby. One of physical harassers on the campaign began as a Twitter harasser with harassing activity going back over a year and a half.
- You have to make the judgement about whether you want to block someone or not. One of the disadvantages to blocking someone is that they can continue to harass you but you can no longer see it/be tagged in it. Sometimes it is better to monitor problematic behaviour for safety reasons.



Including Anti-Harassment

It can be a lot.

Developing a COVID-19 Policy

Developing a COVID-19 Policy

As a candidate, you bear the weight of responsibility for your volunteers and their health and safety while campaigning. Ensuring that that volunteers, staff, and stakeholders are safe and feel good about the work they are doing should always be top of mind. During the nomination process, Brian started developing a COVID-19 policy in anticipation of campaign activities. It was informed by guidance and data developed by Toronto Public Health, Public Health Ontario, and the Public Health Agency of Canada.

The worst outcome would have been a fatality due to COVID-19 exposure on the campaign. Preventing this outcome was key to determining what risk mitigation measure we would implement.

The following policy was developed by our campaign to guide our work with volunteers.



The Toronto Centre By-Election COVID-19 Policy

Available: https://www.brianchang.ca/covid19_safety

- The NDP in Toronto Centre are not canvassing door-to-door in this by-election. New Democrats have always been strong at door-to-door outreach but we aren't willing to put our volunteers and communities at risk.
- All of our volunteers are provided gloves, masks, and hand sanitizer as they do literature drops and other less risky outreach around our community.
- Physical distancing will always be observed, even with masks for the utmost risk mitigation.
- While we have the resources and ability to open an office, we do not believe it is safe to open a space, even on a short-term basis that puts people at risk.
- We're meeting with volunteers in public, open, outdoor places with good ventilation.
- We're keeping diligent contact records, logging contact information of volunteers and stakeholders, hours and where people were.
- All campaign staff and volunteers must download the official COVID-19 Alert app and have it operational while conducting campaign work.

Actively Enforce the Policy

It is important to monitor volunteers for behaviours outside of the campaign that may put other volunteers, the team, or the candidate at risk. During the by-election we had to ask a volunteer who diligently wore masks but had participated in an anti-mask rally to not join us for future in person events in order to self isolate. Campaigning is not a normal, daily activity and when hundreds of people are interacting with dozens of volunteers everyday, extraordinary precautions must be taken.

Developing a COVID-19 Policy

Key Considerations to Think Through when Developing Your Policy

Every Public Health Region in Ontario has a different approach based on the Provincial Framework. Your Province may have a different approach to Public Health. For many communities, there is little to no community spread. Even in the jurisdiction of Toronto Public Health, there are wildly variable indicators that can be considered when developing a policy.

On September 18, the day the by-election was announced, Toronto recorded 129 new cases of COVID-19. On E-day, October 26, numbers in Toronto had more than doubled to 355 new cases. Provincially, at the start of the campaign, daily infections across Ontario were in the >500 range. That changed within two weeks as the province started hitting new record after new record: 797 new cases on October 7; 939 on October 8; 1024 on October 24th. By the beginning of November, infection rates were consistently above 1000 new infections per day. (Data from Public Health Ontario Epidemiological Summaries for their respective dates).

You should monitor and track public health data for your area. Even more specifically, most Public Health Units detail spread within their regions for further insights. For example, rates in Mid-Town Toronto have been consistently lower than Downtown Toronto. An increase in cases in Thunder Bay could go hand in hand with zero new cases in Kenora even though both are in the same Public Health Region. This can help inform your campaign activities and determine what level of risk is acceptable.

Public Health Ontario Data Tool

Available at <https://www.publichealthontario.ca/>

Everyday, including weekends, PHO tracks data from all the public health units across Ontario. Each province will have an equivalent provincial health agency that can help determine local infection rates for your area or areas you want to conduct activities in.

Developing a COVID-19 Policy

Key Considerations

- **The types and styles of housing in your community**
 - Toronto Centre is almost all apartments, condos, and cooperatives in vertical towers. Some hallways are ventilated, some are not. Even with good ventilation, there is no way to maintain a 6ft/2m distance in a hallway while canvassing. Door knocking here would be high risk.
 - London-West is mostly detached and semi-detached housing with more than adequate outdoor, well-ventilated space to knock on a door and move to a minimum 6ft/2m distance to have a conversation. Door knocking here would be low-risk.
- **Local Community Spread Trends and Data**
 - As of the beginning of November, 2020, Etobicoke-North currently had the highest rates of COVID-19 Infection in the Toronto Public Health region even though it is mostly detached and semi-detached housing. Even with adequate distancing, the risk is much higher. Door knocking here would be higher risk.
 - Timiskaming Public Health has not had a COVID-19 infection since September. Any campaign activity here would be low-risk.
 - Knowing all the information available, what are your plans if the situation worsens and Public Health measures become more restrictive?
- **Volunteer Make-up**
 - Volunteers can get COVID-19 from community spread, but they can also be sources of community spread. It is necessary to have an idea of what your volunteers do. If they work as an RN in a hospital, there is a higher risk to volunteers and the community. If they work from home as a software developer, there is a low risk to volunteers and the community.
 - Are volunteers taking transit from far away to get to the campaign? Or are they using personal vehicles?
 - Ensure that if they have a smartphone, the COVID Alert App is active.

Developing a COVID-19 Policy

Indoor Campaign Events/Offices

- Depending on Public Health guidance in your area, some indoor events may be permitted. It is up to you to determine the risk involved. Somethings to consider:
 - Is there an active HVAC system?
 - If heating is by baseboards heaters or radiators, is there fresh air coming into the space through an air return system?
 - If there is a central air system, can you turn the fan on so the system is constantly forcing air into the space.
 - If there are multiple rooms in the office or space, are some of them without vents or limited ventilation?
 - What are the Public Health limits on indoor capacity?
 - Can you secure insurance or liability insurance for the duration of the campaign?
 - If there are washrooms, are they shared with other tenants? How will they be cleaned and maintained?
 - Are there other common areas, hallways, stairwells, parking garages, etc that are shared? Can you access the space with limited exposure to indoor spaces?
 - Is the office going to be a visibility storefront or an active office with workers?



Developing a COVID-19 Policy

Masks - Stay On Top of the Latest Guidance

- The Public Health Agency of Canada (PHAC) latest guidance (November 3, 2020) on non-medical masks is as follows:
 - be made of at least 3 layers
 - 2 layers should be tightly woven material fabric, such as cotton or linen
 - the third (middle) layer should be a filter-type fabric, such as non-woven polypropylene fabric
 - be large enough to completely and comfortably cover the nose, mouth and chin without gaping
 - allow for easy breathing
 - fit securely to the head with ties or ear loops
 - be comfortable and not require frequent adjustments
 - be changed as soon as possible if damp or dirty
 - maintain its shape after washing and drying

Face Shields & Safety Glasses

Volunteers were permitted to use masks appropriate to their needs and we always had disposable masks. In addition, we provided face shields and safety glasses to reduce exposure risk to eyes as well. Most volunteers declined to take the additional eye protection. Brian wore safety glasses at all times while interacting with the public.

If a volunteer was unable to wear a mask, we did not engage them for in-person activities. We engaged them in remote activities they could conduct safely.

Gloves and Hand Sanitizer

The campaign had mixed reaction to wearing gloves while handing out flyers. We discovered that wearing gloves while handing out flyers had less success than not wearing them. The best process was routinely distributing hand sanitizer throughout the mainstreeting. Overall, there was very little resistance to accepting flyers on the street.

Hand sanitizer is necessary. Often & Always. Pandemic or not.

Developing a COVID-19 Policy

Candidate Physical Touching

The campaign observed an unusual amount of touching of the candidate by the general public even during a time of pandemic. Often this would be a touch/pat on the shoulder or arm. Sometimes it was an arm around the back or a hug. There were frequent requests to shake hands. While jarring in a time of pandemic, it is possible to reduce risk by touching nothing else until you are able to sanitize your hands or any skin contact.

There are frequent requests to take pictures without masks on. This is something you must navigate as a candidate to maintain distance as much as possible when not wearing a mask and judging your personal safety and that of your volunteers and the general public.

It's not always easy to say no to people in all the hubbub of mainstreeting or campaign events without coming across as ungrateful and ungracious.

It's also not always possible to avoid unmasked or improperly masked people while campaigning. The safest bet is ensuring your PPE and your campaign team's PPE is safe and appropriate.

Photo provided by Brian Chang Campaign



Photo provided by Brian Chang Campaign



Developing a COVID-19 Policy

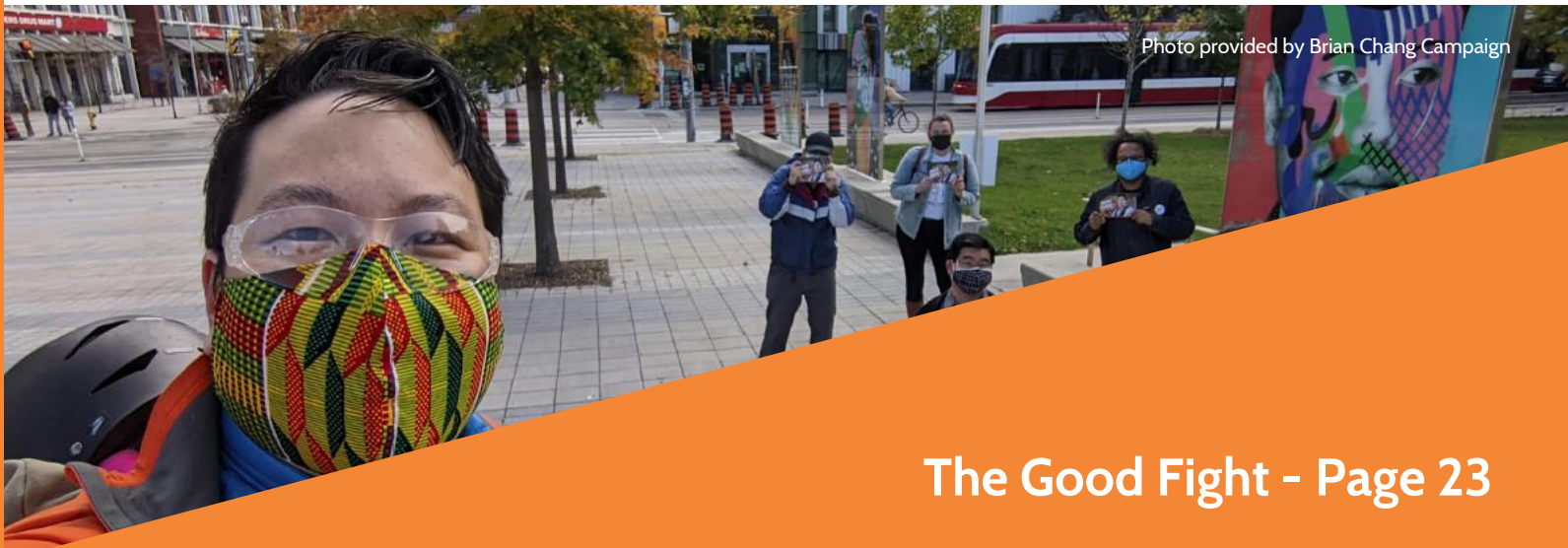
Candidate PPE and Procedures

If I appeared to be wearing the same thing in every single picture you've seen of me during the campaign, that's because I was. I made the conscious decision to wear the same outerwear and jeans everyday and wash them at least once a week. Not only does this help with visibility, it also meant that there was less risk of contaminating other clothes and surfaces at home.

Everyday after getting home, I would take off all the outer clothes and leave them in a pile by the front door. It was a way to ensure consistency of the outfit but also to ensure limited contact in the home of clothes potentially exposed during the day's events and activities. I sprayed the surfaces of my boots or shoes for the day with Lysol before leaving home and after taking them off once back home.

At all times, I wore a reusable two layer cloth masks with an N95 equivalent poly-propylene insert inside the mask. As a shorter person, my eyes are closer to the mouth and spray of taller people. Respiratory droplets also descend after expulsion from someone's mouth. Safety glasses proved very important at preventing spray and droplets from entering my eyes from unmasked people.

For testing, the availability of tests changes depending on the Health Care facilities in your area and public health guidance. I was unable to get a test during or after the campaign because I had no symptoms and I did not meet the criteria for any of the testing categories.



Developing a COVID-19 Policy



PPE Costs

You will have to devote funds to the purchase of PPE for the campaign. This is not a normal campaign expense and depending on where you are, it may be difficult to source. It can also be hundreds of dollars depending on the amount of volunteers you have and how quickly you are using equipment.

****Please do not purchase medical grade PPE that is in shortage; leave that for our vulnerable frontline healthcare workers.**

A Special Note on Washrooms:

Campaigning during a time of Pandemic has truly revealed how few safe places there are for the general public to use a washroom. This was especially problematic for long-days away from home. Places that were commonly available may no longer be available like Starbucks or Tim Hortons or McDonalds. Places that do have washroom facilities may have long lines. If you are planning on being out of the house for extended periods, consider building in the time to return home/office to use the washroom.



Remote Campaign Team Building

Remote Campaigning

Eliminating the risk of transmission is always better than reducing the risk of transmission. The candidate and campaign manager made the decision to not have a campaign office. This disrupted our habits and forced us to plan new strategies for getting materials and supplies around the riding.

The campaign team did not assemble or meet in person to conduct work other than in outdoor spaces for mainstreeting further detailed below. The campaign manager made this decision for two reasons: it was morally intolerable that our campaign office or team gathering could become a super-spreading vector of a deadly pathogen, and second, even an accidental or unforeseeable outbreak could cause harm at any moment during a short campaign. Thus, the decision was made to not open a campaign office and to have our team work remotely.

We worked from home through a combination of Email, Zoom, FB Messenger, Phone, and Slack.

Photo provided by Brian Chang Campaign



Remote Campaign Team Best Practices

- **Pay your staff fairly:** it's the right thing to do. It is also the only acceptable thing to do as an NDP campaign. A manager should appreciate that work-from-home requires you to trust your staff. Fair wages keep your staff motivated because it communicates the respect you have for the work they are doing. We recognize that not every campaign has the resources to pay staff.
- **Trust your staff:** the campaign manager told the staff every day "I trust you are making the best decision with what you have" and "I trust your judgement" and "I trust you to check in with me about important decisions and when you are struggling". This helped build enthusiasm in the staff and team. You need to let go of the sense of control over your staff and build in process to ensure they are getting the training to identify and mitigate mistakes.
- **Over-communicate when typing:** there is a balance to avoid mansplaining or overexplaining while simultaneously ensuring that clear direction is given. A lot of nuance is lost over pure text communications. Remember your team members are smart and capable. At the same time, the speed of which decisions and conversations are made on a campaign can mean important subtext and reasoning are not being communicated. Typing your reasoning or detailed instructions avoids time-consuming misunderstandings.
- **Get over your fear or discomfort with the phone** (the author of this sentence is a millennial): digital responses are not always instantaneous, and a manager will be sorting through 20 notifications at any given moment. Cut through the noise when something is time sensitive with a phone call. Sometimes a call is just simpler.
- **Use Apps and Software:** Digital teams are asymmetrical and sometimes asynchronous teams. There are communication apps, task apps, and project management apps that can help your teams function.

Safer Pandemic Campaign Activities

Mainstreeting

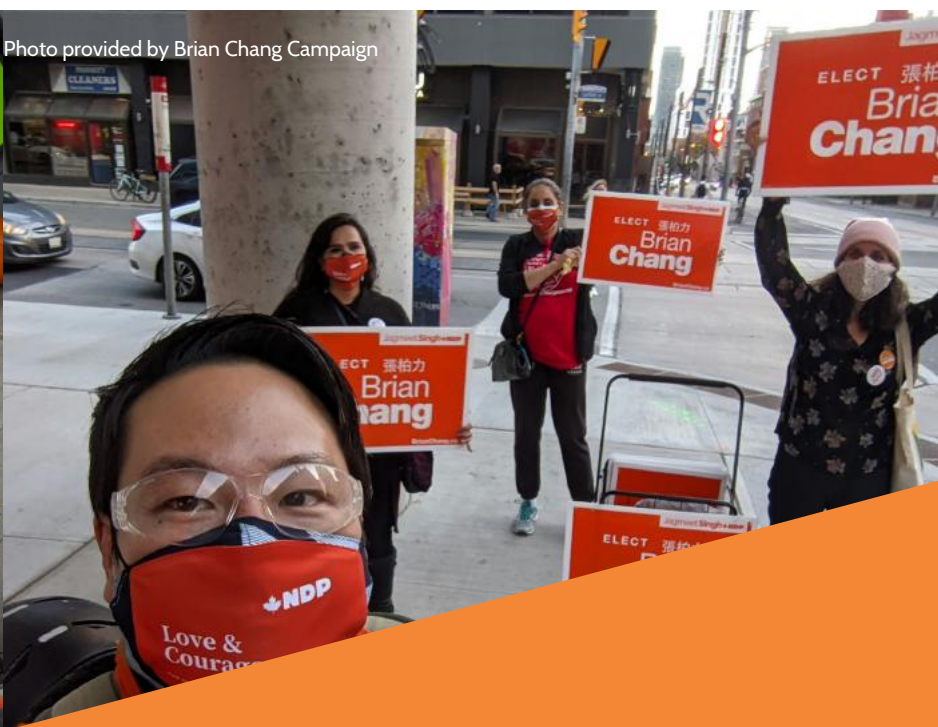
Mainstreeting is a visibility focused activity that gathers volunteers together in key, high-traffic areas of your riding. They can be pedestrian, bike, or vehicle focused.

Vehicle Mainstreeting: A bunch of vehicles and/or bikes gather, decorate and move around a key part of the riding. Keep safety in mind when multiple modes of transportation are used and use appropriate speeds. The vehicles do not need to be moving. This also works if a parking lot is alongside a busy street. You can line up cars/bikes so they are visible.

Protips: Avoid causing dangerous road conditions by choosing routes that reduce risk, like few traffic lights, no left turns, low speed limits, and/or avoiding complicated road design (e.g., roundabouts). Safety first, every time.

Parade: A moving group of people, cars, bikes, mobility devices, etc. With a group of people, you can cheer, whistle, honk, and holler to make noise and have high visibility.

Protips: If you've got a grocery cart or wagon, it's a great thing to lead the parade with. The candidate should have their hands free to engage with passersby.



Safer Pandemic Campaign Activities

Grocery Store Mainstreeting: In times of pandemic, mainstreeting around grocery stores may be the most valuable and important visibility. People tend to buy at their local grocery stores and they continue to be open when other businesses are closed.

Protips: If you get people leaving with grocery bags, offer to put the flyer into their bag for them so there's no contact. Even if it's private property, you can mainstreet until you are asked to leave.

General Notes on Mainstreeting

At all times possible, Brian and teams were outdoors in public talking to people, being visible, and handing out flyers. This was our number 1 campaign activity with the candidate. In well-ventilated, outdoors, socially distant manner, the campaign interacted with hundreds of people each day through mainstreeting.

Mainstreeting is not meant as a data- and marks-gathering activity. This makes it hard to gauge the effectiveness of Mainstreeting events. It's tough to collect emails or any data from people on the streets. The goal of Mainstreeting is to give volunteers a safe way to engage and have the campaign present in a visible way. Along the way, you will have meaningful conversations with voters and potentially sway their votes or gain insight into local issues and campaign messaging.

There are options for gathering information like the use of petitions for specific issues, a QR code for website they can scan quickly, or just directly asking people. Feel free to try different activities and adjust as needed.

Increasing COVID-19 infection numbers did have an effect on the numbers of people in public out and about. On days when numbers were high, there were less people around. Usually, by 7:30pm or sunset, streets were very quiet. This meant our evening outreach was challenging.

Safer Pandemic Campaign Activities

Phonebanking/Textbanking

Phones are more important than ever during a pandemic. It's the only way to connect a voter to our database and mark their engagement and track their vote intention. Your campaign has to direct resources and efforts into phonebanking regularly.

Opening the Phonebanking and Debriefing at the Close

The Campaign had concurrent Zoom sessions ongoing at the same time as calls with a designated Organizer who was available to answer questions, monitor, and address any concerns by Zoom. The face-to-face element provided a way for teams to feel engaged and less awkward about doing work totally remotely.

Each session started with a Zoom video session where a recorded video was played to explain how to use the Callhub interface and system. The screen share feature is very helpful for Organizers to show volunteers how to use their systems.

Every session finished with volunteers debriefing in the Zoom conference and could talk about successes and challenges over the time frame. This worked at addressing issues but also serves as a team-building exercise that allows people to get to know one another.

Phonebank Onboarding Checklist

- Go over the candidate bio and key campaign message
- Encourage volunteers to choose an issue that is important to them and speak from their own stories about why this matters and connect that to the candidate and policy message. **Authenticity and connection matters *more* than a script.**
- Up-To-Date Script for people to use as a starting point.
- Technical Processes
 - Screen recording one session allows it to be played over and over again consistently
 - How to use the Callhub system (or whatever platform you're using)
 - How to navigate through calls
- Provide space for questions

Safer Pandemic Campaign Activities

Practice and Roleplay

We're putting a lot of trust into remote callers because we're not physically in a room with them and able to hear how their conversations are going. Going over reminders about behaviour and disengaging is essential. Your team will have to develop a procedure and checklist for covering the steps.

It may seem childish, but practice and roleplay are common organizing tool to try out techniques, provide coaching in an affirming way, and to help ease people into phonebanking.

Privacy & Maintaining

As always, but especially with remote teams, ensure that private information is controlled. Make sure the core team has sharing controls and revokes them when completed, whether you use OneDrive, Google Docs or Dropbox. Using a system like Callhub eliminates the need to share information outside of the platform.

Photo by Summer Leigh Photography



Digital Storytelling

Digital Campaigning = Digital Storytelling

Lots of people have lots of different ideas about digital engagement, lots of approaches to digital engagement, and lots of ideas on how to do it better. It's the #1 thing people offer to help with, but never follow through with on campaigns. Here are some best practices and ideas to give you a place to start if you haven't, and some reflections on evaluating your current digital presence.

Digital Engagement 101

- Social Media Volunteers are not a thing, amplification volunteers are. If people want to help with social media, their jobs are to boost and promote the candidate and campaign messages.
 - Volunteers can create organic stories related to the candidate and campaign messages, this is gold.
- Digital Campaigning is Digital Storytelling, not digital advertising.
 - Storytelling is an invitation to participate in the sharing of values and feelings in a meaningful way.
- Influencers and content creators are not crafting complex political messages into electoral gains. Similarly, not all politicians are good at social media.
- Social media should be fun. And it's okay if it's a bit random at times. It's a reminder that you're a real person and not a bot.
- Social Media is an intimate and controlled campaign entity.
 - You have to develop trust in order to trust someone with your voice, digital or otherwise.
- You must have a social media presence and engage in digital storytelling. It is noticeable if you're absent and there is no explanation that will redeem yourself.
 - This doesn't mean do all the social media, but you should be on the biggest platforms useful to your messages.

Digital Storytelling

Facebook

- Facebook is the top when it comes to social media and reach. There's nothing like it in terms of connectivity to other apps, its variety of appeal, its age and demographic spread, and its use in political organizing
- Facebook provides the most targeted and affordable advertising available to low-budget campaigns.
- Make a Facebook Page and explore its features.

Twitter

- Politics happens on Twitter 24/7 and it is important to be present in these conversations.
- Every riding has a hashtag where people go to find out about what you're up to, what campaigns are up to, and you must have a presence in these conversations.
- Twitter is also a very effective visual medium.
- Journalists and news live on Twitter. If a journalist is assigned to you, Twitter is their go-to for finding information about you. Keep this in mind if you're missing from the platform.

Instagram

- Have your Hashtags copied into a note so you can easily copy and paste them into your posts easily, every time without having to do them manually. Add in the situation-specific hashtags on top of the standard ones.
- Instagram is a visual medium, not a reading medium. Think about how much written content you want to put on Instagram. Maybe this is better used elsewhere.
- Conversions from Instagram to Web page views is challenging unless you have a business account.
- Instagram can net you volunteers through DMs, make sure to ask from time to time and monitor DMs.

Digital Storytelling

Tiktok/Snapchat/Reels/YouTube

- Video-based social media can go viral and be shared widely very easily. It's great to build your profile.
- None of these social media are geographically bound, so it's challenging to gauge success when followers, comments, and sharers can be anywhere in the world.
- If you have access to videos or clips from debates and media, you can host them right on your social media. If you create a YouTube account, tie it to the Riding Association so that you can build on Likes and Subs over time rather than starting from scratch every time there's a campaign.

Campaign Video

- One of the most memorable moments in a COVID-19 campaign is when you are able to release a video sharing your story and vision. It inspires volunteers, raises awareness of your story, and opens donors pockets.
- A good campaign video will drive up your fundraising and should pay for itself.
- There is an understandable hope to save your video towards the end of the campaign to create a sense of momentum — this is not advised. People will be visiting your website and page throughout the election, and you cannot guarantee that they will return a second time. You want your best emotion-evoking content available the one time you can guarantee someone is visiting your platforms.
- We recommend sharing information regionally about who is a good videographer, and lining up a videographer — and ideally video — before the writ even drops .



Digital Debate Best Practices

Debates have moved onto digital platforms which requires a different approach than you might be used to. These events are more accessible for many people and allow for engagements even after the event has finished. Preparation is key and the party has debate prep notes and messaging available to you as a candidate. The thoughts below are related to the idiosyncrasies of digital debates.

- Invest in good and solid lighting and prepare lighting for the DARKEST it will get over the event. (eg., If the sun is setting over the duration of the event, you need to plan for this otherwise you'll be in the dark by the end of the event).
 - Depending on your skin tone, you'll have different lighting needs. Lighting is *not* one size fits all. Play around with what you prefer and look online for recommendations.
 - Set your camera at an appropriate height. We recommend a camera location that lines up easily with the natural horizon of your eyes if you were sitting/standing in place in a neutral position.
 - Setting a camera above you so you look up into it might be more attractive; but it's hard to hold a position like that for 2 hours versus a 30 second Insta Reels shot.
 - If you are using a built-in Laptop Webcam, then you should raise the laptop on top of books, or a stand to be at eye level. The "under chin" angle that most laptops give by virtue of their height is unappealing.
 - You can use a phone on a stand or propped up. We don't recommend the use of phones as your camera unless you have no other viable options. One key reason is the difficulty in using Zoom/Meeting controls on your phone if you are more than an arms-length away from it. And the default, tight focus of most phone cameras requires you to set it a ways back from you.
 - If you use a phone, it should be secured and affixed so your phone doesn't flop over in the middle of one of your responses.
- Consider investing in an external webcam; the quality will always be better than built-in camera, the angles can be adjusted, and you will look better.

Digital Debates



Photo provided by Jeff Slater

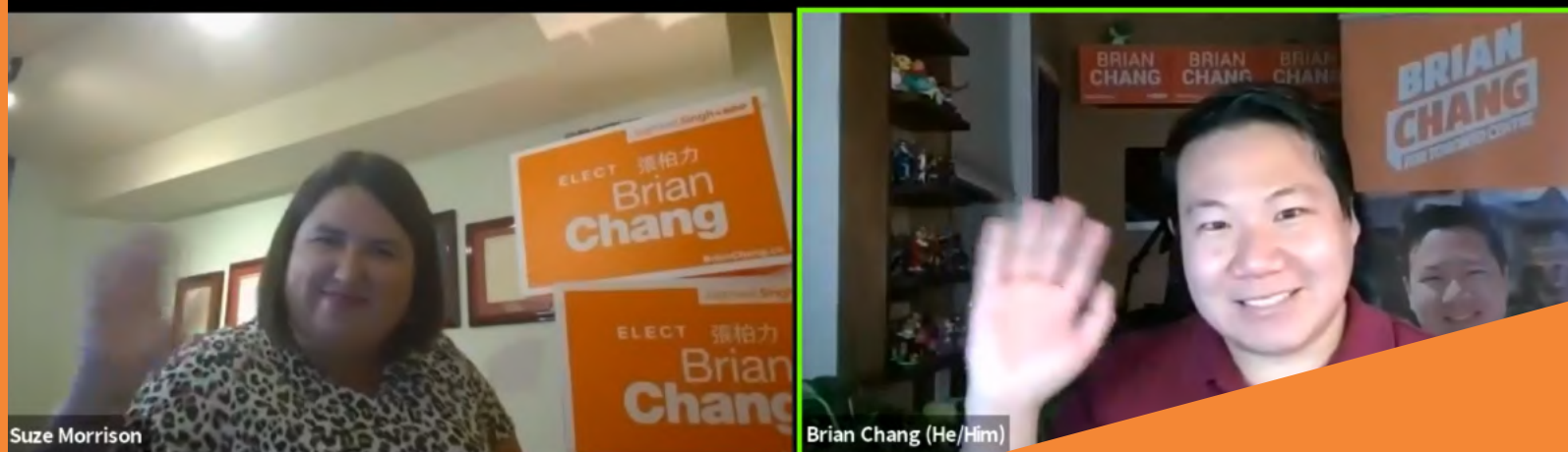


Photo provided by Brian Chang Campaign

Digital Debates

- Make sure you have a backdrop that is legible and includes your name and website (lawn sign or zap banner works). If you have a TV or monitor in the background, you can put your website or logo on that. If there is writing behind you, make sure your camera is inverted so the writing appears correct.
- Have a timer or clock easily in your line of sight. It's a lot easier to lose track of time when you're not in a room and don't have visual cues from a timekeeper. And if they auto mute you when your time is up, you just look silly
- **Perform.** Your behaviour on camera must be more communicative than if you are in person. If your message is about affordable housing, then choose an emotion and convey it. (e.g., anger over the homeless; hope to fight the climate emergency).
 - With a camera lens and microphone between you and the audience, they can't see your eyes glisten, the slight colour changes in your cheeks when angry, the changes in tone of your voice when ticked off. Everything has to be hyped up for a camera.
- Maintain eye contact with the camera. It's very easy to see when someone is reading and it's less acceptable than in person. Some people try to set their papers so it "appears" they are looking at the camera, but it's noticeable when it is awry.

Screenshot provided by Brian Chang Campaign



Digital Debates

- Have your teams go back in and pull clips of key moments from the debate. We did a bit of this but it didn't help that the big debate was only a few days before the election.
- Harness the power of cross-posting on FB/Zoom across multiple platforms. FB live sends a notification to everyone that follows. That can mean major reach.
- After the event, do like 20 jumping jacks or something to reset your system. Normally debates end with time for mingling and chatting and you have time to "come down" from the adrenaline. It's super weird to do a 3hr debate and then close the meeting and it's just done.



Digital Debates

- Zoom is ripe for harassment by video share, chat, Q and As. **So. Much. Harassment.** It sucks. And organizers don't always take it seriously or take precautions. Have your team reach out to the organizers in advance and put anti-harassment on their radar.
 - Depending on the type of event, you may want to may your participation contingent on anti-harassment procedures. (i. e., if the debate is around defunding the police and systemic racism, then you want to ensure white supremacists aren't given a platform.)
 - Be conscious of fluid consumption and needing to use the washroom. This applies in digital events as well as in-person events.



The Value of Good Design

In any campaign, but especially in a digital-focused campaign, the value of good design can't be understated. Coming up with a brand identity with consistent design elements, colours, and visual cues will help. You can do this well in advance of a campaign and it will help you during and after campaigns as well.

Design is also a skill that takes a long time to develop and there is intuition and good design eye that comes from doing the work and being experienced with creating, adjusting, and producing materials over time. Reach out into your networks, designers are everywhere!

Brand Design

Elements of a brand design can include:

- Primary Colour;
- Secondary Colour;
- Font (Including style and weight);
- Alignment: Justified, left, centred, etc.
- Logo(s) (including location or preferred spot on the design)

Designing for Social Media

- Every social media has different design specifications that will maximize your impact and make your materials look professional and communicate properly.
 - A FB event post that doesn't meet the specs might result in key data like the event location being cut off from the main image
 - Social Media ads can cost hundreds of dollars over a campaign so you want them to be good investments that convey professionalism and beauty;
- Do not design one thing and expect it to work on all social media
 - A Twitter Cover Photo won't work as a FB Event post
 - A FB event post is different than a FB ad
- Facebook is still the top social media platform, so if nothing else, gear your design work towards optimizing Facebook.

The Value of Good Design

Twitter 1024px X 512px





Voting by Mail is easy!

Learn How At:

BrianChang.ca/mail

BRIAN CHANG
FOR TORONTO CENTRE

Authorized by the Official Agent for the Candidate

Instagram 1080px X 1080px

We take COVID-19 *seriously.*

Volunteer with us, safely.

Learn How At:

BrianChang.ca/volunteer

 **BRIAN CHANG**
FOR TORONTO CENTRE



Facebook 940px X 788px

VIRTUAL RALLY

Special Guest
Jagmeet Singh

Special Guests!
Performances!
Love & Courage!

 Suze Morrison
 Erin Brockovich

 Manny Dingo
 Matthew Green
 Fay Slif

Thursday October 15, 7pm, FREE
Register Online:
BrianChang.ca/rally

BRIAN CHANG
FOR TORONTO CENTRE

Authorized by the Official Agent for the Candidate



In Support of Brian Chang
and the Toronto Centre NDP!

Media Interviews In a time of Pandemic

Media requests are a common part of being a candidate. There are some unique considerations regarding media hits during a time of pandemic that are important to note and prepare for, especially if they are by video.

Visual Media Interviews Require Flexibility

- The situation and conditions of your interview will vary wildly depending on the media outlet and what resources they have available.
 - For a CP24 interview, Brian had to wear his own headset and call a phone number to get a live connection to the journalist while only the cameraperson was on site.
 - For a different CP24 interview, a journalist and camera person were both on site.
 - For a CTV interview (below), there was a journalist and cameraperson with Brian wearing a lapel mic.
 - For a different City News interview, the cameraperson was on site but the journalist was on speakerphone attached to the microphone stand.
 - Some interviews are on Zoom and Skype.

Screenshot from
CTV News
Heather Wright



Media Interviews In a time of Pandemic

Masks and PPE During Interviews

- Do not take off your mask if you feel unsafe. Sometimes the journalist can't be or isn't going to be more than 6 feet away. Sometimes the media interview is in the middle of a busy sidewalk and social distancing isn't possible. If you choose to wear your mask, the media will have to deal with it.
- Practice speaking audibly (not loudly), and clearly with a mask on at home. We naturally start breathing with our mouths when we speak loudly, and our masks get in the way and can lead to "gaspy" loud breathing. Have someone record you at home to get an idea of what you sound like speaking loudly with a mask on so you can hear what it sounds like and how to adjust.
 - Speaking more slowly and enunciating more clearly is essential while wearing a mask.
 - You don't need to yell into a microphone with a mask on, even if it feels like you have to.
- If you are taking off your mask to do the interview, do so a few minutes before the interview and stand well away from anywhere else, sanitize your hands and rub out the pressure marks on your cheeks and nose from the mask as best as you can.
 - Pressure marks, while authentic, don't look good on camera.
 - Also gives you a chance to review your appearance prior to interview
- Maintain distance from the microphone to avoid any chance of contact with your mouth.

Screenshot from
CP24
George Lagogianes



Media Interviews In a time of Pandemic

General Media Tips

- Have fun and don't be afraid to chat with the journalists and teams. Feel free to talk to them, ask them about the other candidates, what their opinions of the race are so far.
 - This is how we discovered that the CPC candidate in Toronto Centre was the President of the CPC EDA in York Centre because they couldn't find a candidate.
- Know where your light is. Direct sunlight facing you on a media hit is not ideal and can make it very hard for you to see while doing the interview (as below). You can request a different angle.
- Be gracious with your media hosts and be prepared for unexpected moments and events.
 - A dumptruck roaring by in the middle of your key message might mean a retake.
 - Sometimes the journalist or cameraperson may cut you off abruptly.
 - Sometimes the live hit gets cancelled depending on conditions.
 - If the angle isn't working, they might restrike the shot.
- Know where your volunteers are. If you are out with a team, have them in the background of the shot as much as possible, handing out materials, with signs, etc. It's always sad to do a media interview in an empty park with no one around.
- Be consistent with your messaging as a candidate, not the party line, not fluffy platitudes. Work on messaging with your campaign.



Media Interviews In a time of Pandemic

General tips on appearance

Masks affect dryness, moisture, and other conditions on our skin (Note: your appearance is **your** body and you can choose and present your body in the ways that are appropriate to however you'd like; make this clear to your campaign manager and/or your team)

- If you know an interview is planned or likely: consider a shave/trim, wash your face, look for dry-patches and moisturise as needed and to your comfort level.
- Prior to the interview, blot, check the corners of your eyes, nose, and mouth
- Check for unwanted crud on your face (eyes, nose, mouth in particular)
- Apply Lip Moisturizer prior to speaking, especially if you are prone to dry lips
- There are many great products that help:
 - Blotting sheets (even a clean tissue will help)
 - Finishing powder to reduce sheen
 - Lip products
 - Eye depuffer/dark circle reducers/concealer/eyecream (especially useful when candidates are already overworked and under-slept)

Photo by Summer Leigh Photography





THE GOOD FIGHT

is always worth taking on.

**BRIAN
CHANG**
FOR TORONTO CENTRE