



**GREEN PAPER**

# **PLAN FOR THE FIRST 180 DAYS**

Authored by  
Leadership Contestants:  
Anna Keenan and Chad Walcott  
[www.KeenanWalcott.ca](http://www.KeenanWalcott.ca)



## OUR VISION

Our vision for the Green Party of Canada is one of a Party that prioritizes a positive, professional, responsible internal culture within its democratic decision-making bodies.

We envisage members and district associations who are engaged in their communities, and who are consistently learning, growing, effectively raising funds, training the next generation of grassroots leaders, and engaging in a predictable cycle of grassroots policy development.

In the next Federal election, the party is running high-ambition, competitive campaigns in at least 60 ridings, to set us up for being able to win a caucus of 12 seats and official party status, so that we can influence negotiations about who forms government.

All of the above serve our shared goals of achieving ambitious climate action and environmental protection; democratic renewal and proportional representation, and a shift towards a wellbeing-oriented economy & society.



# 6-MONTH OBJECTIVE(S)

03



## RENEWAL

An increase in public confidence & member confidence in the Party's ability to achieve external impact, leading to restored stability in the party's finances.



## RESPONSIBILITY

Confirmation and alignment on the mandate of the Federal Council, the GPC Fund, Staff, Leader, and Shadow Cabinet; the re-establishment of a strong, positive, trusting culture within the Party, and alignment on a new Strategic Plan.



## RESULTS

Launch of a new program for Electoral District Association capacity-building, to set us up for high-ambition campaigns in at least 60 ridings at the next election.

# OBJECTIVE 1: RENEWAL

04

**An increase in public confidence & member confidence, in the Party's ability to achieve external impact, leading to restored stability in the party's finances.**

## **By 31 December:**

- **External impact target: renewing party/leadership relationships with civil society advocates and identifying priority campaign areas for the next 6-12 months.**
- **Fundraising Target \$1,200,000 or \$60 x 20,000 members**

The final month of the year is traditionally the best fundraising month for the party. We believe that we can leverage the excitement of the election of a new leadership team to attain fundraising numbers that will help the Party financially recover from its current position.

We also see fundraising and external impact as inextricably linked: to motivate donations, we need to demonstrate our ability to drive political change on key areas of policy focus.



**Actions - external impact:**

Build relationships with civil society organizations that align with our policy priorities (for example, organizations working on democracy, indigenous reconciliation, healthcare, housing affordability, municipalities, urban design & transit, energy sector, social justice & inclusion), to hear their recommendations and craft 3-5 focused issue campaigns where we – together with our parliamentary caucus and Shadow Cabinet – believe that Green actions can make a tangible difference in the next 6-12 months.

**Actions - fundraising:**

Sit down with the outgoing and incoming Executive Directors to discuss the implementation of an end-of-year fundraising plan, leveraging momentum from the leadership race.

Host a member town hall to review our 6-month plan, and launch a ‘sustaining donor’ program that invites past donors, and those newly inspired, to recommit to the party, for one year of monthly donations.

Active EDA Presidents: ask for contributions to the central party, to relieve the central party of its current financial liabilities, and minimize risk to the party as a whole.

## January–March Quarter

- **External impact target: launching 2-3 new issue-based campaigns**
- **Fundraising Target: \$600,000 or \$30x 20,000 members**

### **Actions - external impact:**

- Work with Council and staff to agree on a process for renewal of the party's strategic plan, including member and District Association consultation processes.
- Announce our political/policy priorities as issue-based campaigns for the next 6-12 months, including key events led by expert members of Shadow Cabinet, and in support of civil society voices.
- Offer District Associations the opportunity to actively engage in our issue-based campaigns, including policy workshops and campaign strategy training.

### **Actions - fundraising:**

- Work, as a member of the Federal Council, to oversee the Executive Director's development of a long-term fundraising plan for 2023, including quarterly milestones and progress reporting to allow for adaptation.
- Work with the GPC Fund to check on the status of GPC finances and look into the possibility of rehiring general operations staff and/or fundraising consultants.



## **April-June Quarter**

- **External impact target: District Associations are running issue-based campaigns in their ridings, and are fundraising to join the Green Leaders' Network (see Objective 3)**
- **Fundraising Target \$600,000**

### **Actions - external impact:**

- Offer District Associations public-engagement materials that they can use to engage their local communities in the issue-based campaigns we are leading nationally.

### **Actions - fundraising:**

- Run Fundraising campaigns around Earth Day (April 22)
- Announce the imminent launch of the Green University program/Leaders Network (see below), inviting District Associations to begin fundraising for their representatives to join the training cohort.
- Announce to members the party's renewed strategic plan.

# OBJECTIVE 2: RESPONSIBILITY

08

**Confirmation and alignment on the mandate of the Federal Council, the GPC Fund, Staff, Leader, and Shadow Cabinet, doing the work to build a strong, positive, trusting culture within the Party, and aligning on a new Strategic Plan.**

## **Until December 31 - Rest and Reset**

In order to address the issues of fatigue and long-term stress that have been expressed by many members of the GPC Federal Council, we would propose to Federal Council members that the body take a month-long break from council and committee meetings, until the new year. We would propose that regular business resume in early January. During this collective rest period, we would schedule 1-1 relationship-building meeting with all members, and encourage all of them to do the same amongst themselves.

This process will be useful in order to develop positive working relationships and trust with each member, allow us all to develop an understanding of the sources of tension that currently exist in these bodies, and ascertain areas of commonality we could build on once regular meetings resume. It would also allow the group to absorb and reflect on the changes to public perception of the party that have resulted from the leadership race





## Additional actions:

### First 10 days. Connect with:

- All competitors in the 2022 and 2020 leadership races, to share what we most appreciated about their contributions to the races, encourage them to stay engaged and run as candidates and ask how they would like to contribute to the party.
- Our parliamentary caucus, to identify their priorities for the legislative season, and discuss how they want to work together
- Executive Director and President. Discuss and align on our approach to building party culture, and mutual accountability.
- The party's Indigenous People's Advisory Circle, to hear their expectations for us as leaders, and how they would like to work together.
- Leaders of all other federal parties; commit to respectful interaction, even in disagreement.
- Leaders of all provincial Green parties.

### 10-30 days (December). Listening tour. Connect with:

- All former members of Shadow Cabinet from the last 5 years, to discuss if current members would like to remain in their posts, and what their vision and priorities for their roles are, going forward.
- All elected Greens in the country, at provincial and municipal levels, to solidify a proposal for how we will communicate, coordinate, and work together collaboratively.
- All current Federal Councilors, and former federal councilors from the last 5 years. To discuss our approach to building a strong party culture, mutual accountability, their visions, and their hopes for serving the party.
- Convene a roundtable of active District Association Executive members, to hear their expectations for the coming year, and to build alignment around a shared vision.



## January–March – Reconvene and Assess

**(Investment = \$10,000)**

When Federal Council reconvenes, propose a motion to bring in an external governance expert to do an evaluation of the Federal Council and the Fund Board. The purpose of this evaluation would be to identify any areas of mission drift within these bodies and propose solutions to realign these bodies on their respective and complementary mandates.

When the report is received, review and discuss the findings of the evaluation. Collectively, amend and reconfirm Board procedures and policies, to address the deficiencies that have led to internal conflict in the last 2 years.

For Shadow Cabinet, launch an open application process for any vacant positions.

## April–May – Retreat, and Renew

**(Investment = 50 people x \$2000/participant if in-person = \$100,000.)**

**(If the budget does not allow for travel, pursue an online alternative, led by professional online event facilitators.)**

With the President, organize a 5-day retreat for Federal Council, GPC Fund, Staff, Leadership, and a representative selection of Active EDA Presidents, for the purpose of:

- building relationships and trust
- solidifying governance protocols and decision-making
- collectively reviewing the impact of the first 6 months of new leadership, and
- Finalizing a renewed Strategic Plan for the party, including the timeline for a constitutional review process.

Report out from the retreat to all party members.

## 11

- ## By 31 December:

## April-May

- Publicly launch an application process for the Green Leaders' Network training cohort.
  - Each riding association can nominate a cohort of up 3 or 4 applicants to join the Green Leaders' Network, at least one of whom is younger than 30.
  - EDAs must fundraise to have their applicants pay the tuition fee. Fundraising support and coaching will be provided. A limited number of subsidized registration spots will be provided, by application, to support the participation of people from under-represented communities.
  - Minimum participation goal = 60 ridings x 3 people per riding = 180 people in the Network.

# MEASURES OF SUCCESS

13

## Key Performance Indicators:

### Fundraising targets:

\$1,200,000 by 31 December, \$600,000 for the quarters ending March and June

### Party reputation:

As measurable by member surveys taken in December and May asking for self-reported member satisfaction and hopefulness levels, and also measurable by changes in voting intention in public opinion polls

### Member engagement:

Above-minimum-target participation in the newly-launched Green Leaders' Network and Sustaining Donor programs.



By taking the time to patiently invest in designing and creating that renewed, sustainable foundation, we will be able to take the Party to its next level of success.



[facebook.com/keenanwalcott](https://facebook.com/keenanwalcott)



[@keenanwalcott](https://twitter.com/keenanwalcott)



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