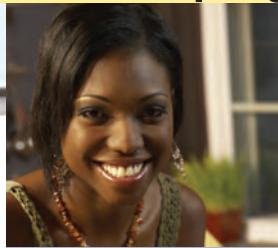


## Toronto Regional Champion Campaign:



# Increasing Women's Participation in Municipal Government

**Toronto Regional Champion Campaign:**



**Increasing Women's  
Participation in  
Municipal Government**

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# Message from the Mayor



It gives me distinct pleasure to offer my congratulations to the Toronto Women Councillors and Women Protégées for joining the Toronto Regional Champion Campaign.

This is a unique program and I am encouraged with the interest in public office shown by these young women. Together, the councillors and protégées have embarked on a new journey that will enrich and reward the mentors and the protégées. Most important, this is a practical program designed to increase the participation of women in municipal government.

The voices of women are needed in every council chamber just as they are needed around every boardroom table. As Mayor of Toronto, I support initiatives that encourage women to become more active in local politics.

I look forward to the presence of strong and diverse women taking up the challenge of running in municipal elections.

**Mayor David Miller**

# Message from Chair, Toronto Regional Champion Campaign



I am proud to present the plan for the Toronto Regional Champion Campaign. This campaign is Toronto's response to a nation-wide initiative of the Federation of Canadian Municipalities to redress the democratic deficit in municipal governments.

The United Nations set 30 per cent as the target to ensure that women's voices are heard and that policies include women's perspectives. Currently, only 22 per cent of positions in municipal governments are held by women. To achieve the target of 30 per cent, more than 2,000 more women need to be elected to

municipal councils in Canada. Our program will offer relevant skills and knowledge to young women from diverse backgrounds in order to prepare them to pursue elected office in municipal government.

As a member of Toronto City Council and Chair of the FCM's Standing Committee on Increasing Women's Participation in Municipal Government, I am proud of Toronto's leadership role with this campaign. This program would not be possible without the enthusiastic support of my women colleagues on Council and the overwhelming interest shown by the young women participating. I want to thank everyone who has made this important program a reality.

I know that this experience will begin to inspire a new generation of women leaders in municipal government.

**Councillor Pam McConnell**

**The value systems of those with access to power and those far removed from such access cannot be the same. The viewpoint of the privileged is unlike that of the underprivileged.**  
**Aung San Suu Kyi, winner of the 1991 Nobel Peace Prize**

# Introduction

The Toronto Regional Champion Campaign builds on the 2005 foundational work led by Mayor David Miller and Toronto City Council, who hosted the Federation of Canadian Municipalities' premier event and mobilization tour to increase women's participation in municipal government.

The United Nations has defined 30 per cent female representation as the minimum required to reflect women's concerns.

To achieve this goal, Toronto women councillors in partnership with young women from the Toronto Youth Cabinet, the City's Strategic and Corporate Policy Division and Councillor Pam McConnell's office have developed Toronto's unique program for young women.

The Federation of Canadian Municipalities' Standing Committee on Increasing Women's Participation in Municipal Government is moving forward on an action plan to encourage and support women running for public office. A significant part of this plan is the Regional Champion Campaign to recruit, organize, assist and provide information for women interested in running for municipal government in the future.

**I am absolutely convinced that women's participation in the life of cities and villages guarantees progress.**  
**Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada**

## Goal and Objectives

The overall goal of the program is to make women feel inspired and familiar with the job of a municipal councillor so they may consider running for elected office and help increase women's participation in municipal government.



To achieve that goal, the following objectives have been identified:

- Connect young women with councillors who can provide mentorship.
- Provide young women with an opportunity to get first-hand experience in municipal politics.
- Create a support network for young women that includes mentors, peers, resources and contacts.
- Create a supportive context for shared learning.

It's important to not get caught up to think it's all going to be better someday, tomorrow; it's important to say it's going to be better today. If I can help an elderly person today, that will help me live more fully. Consequently, you then realize that to help someone is not a dream out there but is something that is very do-able.

**Rigoberta Menchu, winner of 1992 Nobel Peace Prize**

# 1. What is the Toronto Regional Champion Campaign?

Toronto Regional Champion Campaign is a one-year mentoring, job shadowing and education program where young women are matched with Toronto women councillors with the goal of providing information and support to young women interested in learning about the role of elected women in municipal government. It is a strategy for investing in the future generation of active and engaged women. The campaign has three components: mentoring, job shadowing and education.

## Mentoring

The campaign's Mentoring component offers monthly, face-to-face interaction between a protégée and a Toronto woman councillor in order to gain insight into the work and experiences of a woman councillor.

## Job Shadowing

The Job Shadowing component offers unique insight into the work of a woman City councillor, where the protégée accompanies her during a typical workday for a few days over the course of a week, giving the young woman a close look at the experiences and activities of a councillor.

## Education

The Education component is a communications strategy that reaches out to women and promotes the role of women in elected office in municipal government. A participating councillor will address a group from a college, university and community centre to describe the councillor's experiences, challenges and successes, and to present information about the role of elected women in municipal government.

## Sustaining Leadership Development

After the program concludes, the young women will be provided with information about other leadership opportunities, for example, the Maytree Foundation School4Civics program; the application process for appointment to the City's agencies, boards, commissions and corporations; membership with the Toronto Youth Cabinet; sessions on an election campaign; and opportunities with non-governmental organizations.

## Media and Publicity

A key component for increasing women's participation in municipal government is to make everyone aware of Canada's democratic deficit – the under-representation of women in elected office. Every opportunity for media and publicity is encouraged.

Women councillors and protégées will contact different communities, schools, universities and alternative electronic and print media to foster awareness and cultivate an interest in municipal politics. Keeping a record of print and electronic media is encouraged so that an inventory of publicity is maintained.

### Facts

- Even though women make up 52 per cent of Canada's population, according to a 2007 survey, only 22 per cent of the representatives on municipal councils are female.
- Out of the total of 24,740 mayors and councillors in Canada, just 5,442 are women
- For the council term 2006-2010, Toronto's women councillors make up 22 per cent of City council, which is the national average.

The Federation of Canadian Municipalities has released an action plan to support municipalities in increasing women's participation and reaching the United Nations' target of at least 30 per cent female representation on local councils.

## 2. Mentoring Program Activities

In order to help achieve the goals of the Regional Champion Campaign, consider the following suggestions on how the councillor and protégée can explore the many facets and activities in the life of a city councillor. The mentor and protégée will review these proposed activities together at their first meeting and establish a draft work plan for the year ahead. This work plan becomes part of the mutual agreement.

The councillor's staff are vital to ensuring the success of this program. They should not only understand the purpose of the campaign, but be mindful of providing opportunities to enrich the mentorship and job shadowing experience.

In their sessions, the mentor and protégée will try to cover the following topics and activities. The learning program will provide an opportunity to attend committee and community meetings, to discuss how policies are made, to witness how individuals are engaged in communities, to discuss election campaigns, and to form personal relationships with each other.

The sessions will also provide an opportunity to explore some of the skills required to be a councillor, such as chairing meetings, understanding the City's finances, supporting neighbourhood and community engagement, creating strategies, undertaking constituent casework, and managing office and staff.

### **1. Mentor's Personal Experiences**

Welcome the protégée to start building a relationship.

Both participants share personal experiences on

- what motivated the protégée to join the program
- what motivated the councillor to run for election
- preparing for elected office
- support networks
- planning for the financial requirements, and
- training required

## **2. Overall Job of Councillor**

Discuss eligibility to run for municipal office.  
Explain the job and skills of a municipal councillor.



## **3. Councillor as a Policy-Maker**

Much of what happens in a councillor's office is proactive – setting an agenda and seeing it through. It can sometimes occur over months or even years. To illustrate this work, identify a specific project and include the protégée in the project. The

protégée can follow its evolution over the course of the program, and learn about

- how to be effective as a policymaker
- how to transform a policy idea into reality
- how the project has evolved, and current options and goals

The councillor/mentor can invite the protégée to attend a committee meeting at City Hall where the mentor is committee chair or an active participant. Provide the protégée with the staff report, relevant decision history and background materials on a policy that is important to the councillor. The councillor and protégée should review this material together in preparation for the meeting.

## **4. Constituents and Participation in a Ward/Community Meeting**

Discuss how to deal with constituents' needs.

Discuss what services are provided to constituents.

Attend a community meeting with the councillor and learn the issues firsthand.

Review the case studies in section on page 12.

**Never retract, never explain, never apologize – get the thing done and let them howl.**

**Nellie McClung (1873-1951), Canadian feminist, politician and social activist**



## 5. Briefing Sessions

An important part of a councillor's work is the interaction with her staff on constituent concerns and matters arising at committees and Council.

- Invite the protégée to attend briefing meetings with the councillor and her staff.
- Invite the protégée to suggest scenarios and solutions.
- Invite protégée to witness the relevant committee/Council deliberations and observe how the briefings are reflected in the councillor's questions, remarks and motions.

## 6. Speaking Engagements

Public speaking is a crucial skill for any elected representative. Have the participant accompany the councillor to an event where she has a speaking role. It may also be beneficial to have the protégée go over the speaking notes with the councillor.

## 7. Media Interviews

The protégée can spend time with the councillor as she prepares for a press conference or media interview, witnessing the interview, and analyzing the media coverage.

## 8. Politics and Lobbying

Discuss backroom politics – how to be included, how to get results. Examples:

- how to deal with an issue such as a new local development plan and zoning
- what is lobbying – what's allowed, what's not allowed

## 9. Gender Issues

Discuss the systemic barriers women face – barriers that prevent them from participating in elected office.

Discuss solutions to gender issues.

It's the little things citizens do. That's what will make the difference. My little thing is planting trees.

**Wangari Maathai, Global environmentalist, Kenya**

## 10. Career Path

Consider:

- types of activities that can lead to the job of a municipal councillor
- kinds of paid work to pursue in anticipation of possible future election to public office
- types of volunteer work that can be valuable
- examples of advocacy issues to consider getting involved in



## 11. Elections

Describe basic election campaign skills and activities, elaborating on

- fundraising
- importance of a media strategy and personal image
- door-to-door canvassing – which is essential to getting elected and being re-elected. (Some elected members also canvass when they are able between elections to help maintain their street-level presence and sustain their close connection to the community or to assess local opinion on a specific issue.

Before this landed in my neighbourhood, I didn't know what an agenda was or what minutes were, and now we're holding weekly meetings, I'm making speeches and stuffing people's mailboxes with flyers. You have to start small, but it can be done.

**Sarah Harmer, Canadian singer-songwriter and activist**

## Case Studies – Community Engagement

Here are some models for community engagement:



### **Case Study 1: A Community Facility**

A city facility in the ward will be revitalized. The plan involves retaining the facility's current use as well as introducing new municipal uses. Discuss related matters such as

- holding regular meetings with community stakeholders
- holding meetings with City staff who are preparing the report for the committee
- preparations with the councillor's staff to make a presentation to the committee (Reports go to committee for discussion and recommendation, and then on to City Council.)

### **Case Study 2: Blue Bins**

The City's blue bin rollout for recycling causes local concerns about storage of bins and their placement at the curb. The councillor meets with staff of Solid Waste Management division about problems in the neighbourhood, and

- organizes a public meeting in the ward to hear concerns
- holds a follow-up meeting with the staff of Solid Waste
- establishes a steering committee of residents to address the problems
- helps set up meetings of the steering committee and City staff to create local, citizen-led solutions
- meets with Solid Waste Management staff to implement solutions and assess outcomes

**It is this belief in a power larger than myself and other than myself which allows me to venture into the unknown and even the unknowable.**

**Dr. Maya Angelou, writer, educator, actress, civil-rights activist**

**Case Study 3: Condominium Tower**

A developer wants to build a condominium (or “condo”) tower in the ward. The councillor

- helps organize meetings with the developer and City Planning staff
- community meetings in the neighbourhood
- establishes a working group to address local concerns
- sets up regular working group meetings
- holds discussions with Planning staff about modifications to the plan, etc.
- reports to the community council, then to City Council



**When I care to be powerful – to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.**

**Audre Lorde, writer and activist (1934-1992)**

# 3. Job Shadowing Program Activities: Councillors and Protégées Learning Exchange

## **Expectations**

The mentor and protégée agree upon two to five days that will be convenient for the protégée to job shadow the councillor. They may be separate days or continuous days in a particular week – it depends on the goals of the job shadowing. If the protégée is interested in a day in the ward-community life of the councillor, then such a day is selected. If the protégée is interested in accompanying the councillor for a City Hall standing committee meeting, then that kind of day is selected. This scheduling forms part of the agreement. The executive assistant of the councillor confirms the dates and times.

## **Preparations**

Prior to the meeting, the executive assistant provides the protégée with the day's schedule, relevant documents, and any relevant background information about the nature of the meeting, the people involved, contentious issues (if any), issues to be negotiated, or web links to useful information so that the protégée can arrive somewhat prepared for the job shadowing.

## **Job Shadowing Experience**

The protégée will accompany the councillor for the entire day to learn about the role of a municipal councillor. The councillor will expect a lot of questions from the protégée regarding what to expect in the day ahead and what took place during each part of the day. The councillor and the protégée will discuss the challenges and successes they encountered during the course of the day.

## **Evaluation**

At the end of the day, the mentor and protégée will fill in an evaluation form and discuss their expectations, what worked well and what needs improvement. This approach forms a base for an open, honest personal and professional relationship.

## **Program Completion**

The councillor and job shadowing protégée each complete the final program evaluation, attend the mayor's recognition and media event and reception, and promote the Regional Champion Campaign through media opportunities. The protégées are encouraged to continue with their leadership development.

## 4. Guidelines

### Protégée Guidelines

As a protégée, you share the responsibility with the councillor to foster a positive learning environment. Clear and open communication is vital for the development of a good personal and professional relationship, and for a positive evaluation.

---

#### Getting Started

1. At the first meeting you and your mentor will get to know each other. You will share information about yourselves and your interests in order to start building the personal relationship.
2. You will be introduced to her staff in the office. You are not a student intern or a part-time volunteer. You are the protégée of the mentor.
3. At the first meeting you and your mentor will review the program activities in this handbook. Both of you will discuss which activities are of interest to you and how and when to achieve these within the coming year.

### Councillor Guidelines

The mentor and protégée are encouraged to form a personal and professional peer relationship. The exchange benefits both the mentor and protégée.

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#### Getting Started

1. At the first meeting, the protégée and councillor will get to know each other, sharing some personal information in order to build a peer relationship.
2. The councillor will introduce the protégée to her office staff. The staff will assist in creating a warm and welcoming environment and treat the protégée as the councillor's peer.
3. At the first meeting, the councillor and her protégée will identify an annual work plan based on the Program Activities section of the handbook.

## **Protégée**

### **Reaching an Agreement**

1. The councillor and protégée identify the joint activities by
    - reviewing the Program Activities section
    - discussing with your mentor the activities you are interested in, and
    - drawing up a tentative schedule.
  2. You can negotiate the agreement at your first private meeting.
  3. You can mutually amend the agreement later, but the councillor's schedule is booked several months in advance due to the busy schedule of standing committees and community engagements.
- 

### **Preparing for Sessions**

1. You can make the most of your time with your mentor by
  - reading and researching, and
  - preparing a draft agenda for your meetings
2. As for appropriate dress, you should discuss it with your mentor. Wear appropriate attire for the activity.

## **Councillor**

### **Reaching an Agreement**

1. The councillor reviews the Program Activities in this handbook and discusses with the protégée the work plan for the year ahead.
  2. This work plan, with a proposed schedule of meetings, forms an appendix to the agreement.
  3. Adjustments can be made to the work plan based on a joint discussion with the protégée.
  4. Distribution of the agreement: one copy with the executive assistant; one with the program chair; one with the protégée.
- 

### **Preparations**

1. Your protégée is young, enthusiastic and new to municipal politics. Be prepared for a lot of questions.
2. Protégées may want to know about proper dress code or their role when accompanying you for a meeting.
3. Agree on an agenda for each session based on the work plan so that expectations are clear.

### **Protégée**

#### **The Sessions: A Learning Exchange**

1. Be prepared to ask questions – don't be afraid to ask questions.
2. Ask your mentor if any item being discussed is confidential. Don't take anything for granted.
3. Be enthusiastic, involved and interested.

### **Councillor**

#### **The Sessions: Factoring in Briefing Time**

Protégées are new to municipal life, structures, acronyms and intricacies of the system – and may not know the right questions to ask. Set aside a few minutes before a session or activity to explain the history, process and goals, and afterward to go over what happened and possible next steps.

1. Review agenda at the beginning of each session, so that both the protégée and mentor are clear on the expectations for each session.
2. Be inclusive of your protégé especially when you are with familiar people and your protégée is the stranger.
3. Introduce your protégée at events, meetings, community meetings, etc. The benefit is two-fold. One, your protégée is treated as a peer and two, the program is promoted.
4. At the end of each session, agree on the agenda for the next session. That way, the protégée can prepare and do appropriate research for the next session.
5. Set aside 10 minutes at the end of each session to evaluate objectives – what went well, what needs improvement. That way, both mentor and protégée begin understanding each other better, lines of communication are open and honest, and you have established a base for a good relationship.

## **Protégée**

### **Establishing the Relationship**

1. Create a mutual personal and professional relationship.
  2. Be open and communicative.
  3. Be aware that the councillor and you may have different political orientations; analysis of power, race and class; socio-economic backgrounds; perceptions on discrimination and outcomes; and life experiences.
  4. Be respectful of each other's differences and try to establish common ground. This program is a learning experience for both of you.
- 

### **Time Management**

1. You should confirm your meeting (with your mentor) by contacting the executive assistant of the councillor you are matched with.
2. If a pre-arranged meeting cannot take place, proper notice should be given. Councillors and protégées have very demanding schedules. Cancelling a meeting could result in a reduced number of opportunities for the learning experience.
3. If you are delayed for a meeting for an unforeseen reason, call the councillor's office and explain the situation, advising on the time when you expect to arrive.

## **Councillor**

### **Different Philosophies or Opinions**

The councillor and protégée may have different political opinions or affiliations, but each should treat the other's opinions with respect. Discuss political ideals in a respectful and non-confrontational manner.

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### **Time Management**

Executive assistants are called upon to ensure that the mentoring protégées receive high priority in the scheduling of appointments with the councillor.

Changes to the schedule, if any, should occur well in advance, with a thorough explanation being provided to the protégée so she understands the challenges of a political office.

If the scheduling change is, for example, the result of an urgent press conference, perhaps the protégée would like to attend that event.

**Protégée**

**Facilitators**

1. If you have any concerns or problems regarding the program, contact the program chair's office or the program committee.
- 

**Evaluation**

1. The evaluation is intended to collect and analyze the feedback from all participants in order to make improvements to the program. Fill in the form after each session, discussing your successes and challenges and establishing an agenda for the next meeting.
  2. The information will be used to provide a general report at the mid-year progress meeting and in the final evaluation.
- 

**Program Completion**

1. Fill out the final program evaluation.
2. Attend the Mayor's Recognition and Media Event and Reception.
3. Promote the campaign through media opportunities.
4. Continue to pursue your personal leadership development.

**Councillor**

**Facilitators**

1. For any concerns or problems regarding the program, please contact the program chair's office.
- 

**Evaluation**

This is a pilot project and session evaluation forms are necessary in order to review the program's challenges and successes.

**Program Completion**

1. Fill out the final program evaluation forms.
2. Provide your protégée with some leads for next steps.
3. Attend the Mayor's Recognition and Media Event and Reception.
4. Seek publicity through various channels, including the media.

## 5. What the Terms Mean

Below are a few of the terms used routinely at City Hall – and what they mean.

**Administrative Assistant to a City Councillor:** A councillor’s “AA” is responsible for general administrative operations of the councillor’s office, which may include reviewing and distributing incoming mail, faxes, e-mails and telephone inquiries to appropriate staff members; scheduling the councillor’s appointments; organizing travel arrangements; and maintaining the office filing and database.

**Community Council:** The City’s four community councils, each representing a different geographical area of Toronto, are responsible for making recommendations to City Council on local planning and development matters, as well as deciding on many neighbourhood matters such as local traffic plans and parking regulations.

**Community Events:** Councillors are regularly invited to attend events organized by community groups and organizations. These events provide an excellent opportunity to connect with constituents. The protégée can accompany the councillor to a community festival, a seniors’ luncheon, etc., to experience the networking activities.

**Community Meetings:** Community meetings are often the cornerstone of municipal governance, whether concerning a new development, a contentious local issue, or public input into a City initiative (e.g., off-leash area for dogs).

**Constituency Assistant to a City Councillor:** A “CA” is responsible for constituency outreach on behalf of the councillor. Typical duties include monitoring constituency issues, liaising with appropriate City staff in addressing constituent concerns, and playing a part in initiatives, services, programs and issues that affect the councillor’s ward.

## Toronto Regional Champion Campaign:

**Executive Assistant to a City Councillor:** An “EA” is responsible for strategic planning and office operations for the councillor, which may include monitoring and analyzing city-wide issues and policies, liaising with the Mayor’s Office and other councillors’ offices, preparing presentation material and/or speeches, preparing briefing material for meetings, and monitoring the councillor’s office budget.

**Lobbying:** The term lobbying refers to the act of communicating with a public office holder to influence decision-making. The City of Toronto has a registry to provide a record of lobbying activity. In other words, the registry keeps track of who talks to whom about what, and makes that information available to the public online. The registry was set up to help enhance public confidence in the integrity of the City's decision-making processes by making lobbying activities open and accessible to the public. Lobbying activities are to be carried out ethically and with the highest standards.

**One-on-One Meetings:** Much of a councillor’s information comes from small meetings with community leaders and City staff. Frequently, advice and direction are exchanged during these meetings.

**Standing Committee:** A standing committee is a permanent committee of City Council with a mandate in distinct areas of public service delivery and corporate operations. The mandates include monitoring program delivery, service levels and emerging issues; recommending policy and program changes; and providing a forum for public participation and detailed discussion of the City's decision-making.

If any of you happens to see an injustice, you are no longer a spectator, you are a participant. And you have an obligation to do something.

**June Callwood, (1924-2007), Canadian journalist, humanitarian and social activist**

# Facts and Figures

## Women in Government

- Canada's international ranking on women in national parliaments has fallen to 51st out of 188 countries. Despite enjoying economic prosperity and political stability, Canada now has fewer elected women. The top four countries are Rwanda (48.8%), Sweden (47%), Cuba (43.2%), Finland (41.5%). (Source: July 2008 Inter-Parliamentary Union Table on Women in National Parliaments, [www.ipu.org](http://www.ipu.org))
- At the municipal level, Canada is at 22 percent – 5,442 women out of 24,740 mayors and councillors in municipal government. (2007 Federation of Canadian Municipalities statistics: [www.fcm.ca](http://www.fcm.ca))
- To reach the minimum of 30 per cent female representation required for public policy to realistically reflect women's concerns, as defined by the United Nations, Canadian municipalities need at least 2,000 more women in elected office.
- In 2005, Toronto Mayor David Miller, in response to the Federation of Canadian Municipalities (FCM) Standing Committee on Increasing Women's Participation in Municipal Government, launched the first Mobilization Tour and Media Event, to build support using national media and women's networks to raise awareness and to brainstorm ideas. More than 300 women leaders in Toronto were consulted. Consultations were also held across Canada by FCM. Women recommended specific activities to increase women's participation which became the basis of the national action plan, Getting to 30 per cent by 2026.
- The FCM developed an Election Toolkit and the Regional Champion Campaign encouraging "champions" in local municipalities across Canada to recruit and help organize women to run for municipal office.

## Snapshot of Toronto

- In Toronto, of the 44 councillors, 10 or 22 per cent are women (2006-2010). Toronto stands at the national average of 22 per cent of women making up the elected municipal officials, compared to 78 per cent made up of men.
- In order to reach a 30 per cent or higher representation of women on Toronto City Council, at least 13 women would need to be elected to Council.
- In order to reflect the 52 per cent of the overall population that consists of women, at least 24 women would need to be elected to Council in Toronto.

## Barriers Encountered by Women

Equal Voice and FCM have outlined some of the issues that prevent equal participation of women:

- Masculine political environment
- Inadequate information about elected office
- Inadequate funding for effective political campaigns
- Failure of political parties to nominate women in winnable ridings
- Exclusion from informal party networks
- Stereotyping of women's roles and abilities
- The nature of media treatment of women politicians
- The "glass ceiling" traditionally faced by women
- Family responsibilities

## Solutions to Increasing Women's Participation

- Toronto has developed a unique program in which women councillors train women on the role of a municipal councillor.
- FCM established its Standing Committee on Increasing Women's Participation in Municipal Government, issuing a nation-wide call to recruit more women to run for municipal office.
- The MayTree Foundation ([www.maytree.com](http://www.maytree.com)) runs a campaign school, School4Civics, that trains participants to organize campaigns, advocate for issues and run for public office.
- Equal Voice ([www.equalvoice.ca](http://www.equalvoice.ca)) promotes the election of more women.
- Political parties actively seek women members in local ridings and volunteers for election campaigns and committees.
- The City of Toronto makes appointments of diverse women a priority for its agencies, boards, commissions, corporations and committees.

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Barbara Sullivan, Chief of Protocol

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William Mendes, Youth Engagement Co-ordinator, Toronto Mayor's Safety Panel

Tom Clement, Executive Director, Co-operative Housing Federation of Toronto

Carolina Martelo and Sherrie Mohamed, Toronto Youth Cabinet

Jessica DaSilva, Student Intern

# The Young Women Protégées

The following 26 young women were selected to participate based largely on their keen interest in the work of municipal councillors and their accomplishments. The goal was to have women from all parts of Toronto and from diverse communities take part in the program.

Gajanii Arulpiragasam

Nikan Barari

Amna Basit

Rona Chavez

Ellen Curtis

Cyesha Forde

Husnia Hakimy

Jessica Hewlett

Harmandeep Jassy

Haminat Kehinde

Hillary Keirstead

Yan Si Loo

Yan Yen Loo

Nneamaka Madumelu

Carolina Martelo

Danielle Masanto

Masooda Mehdizada

Sherrie Mohamed

Nithila Murugadas

Ishanie Perera

Melanie Pleasant

Navreet Aliyah Rana

Jeanne San Juan

Natalya Soloveychik

Sandra Viselli

Pascal Yachouh

# Toronto Women Councillors/Mentors

All 10 Toronto women City councillors are at the heart of the Toronto Regional Champion Campaign. They are enthusiastic mentors and educators.



Maria Augimeri



Suzan Hall



Sandra Bussin



Gloria Lindsay  
Luby



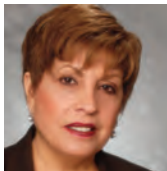
Shelley Carroll



Pam McConnell



Janet Davis



Frances Nunziata



Paula Fletcher



Karen Stintz