

**REFERENCE GUIDE TO STRATEGY AND STRUCTURE
PROPOSALS PUT FORTH FOR CONSIDERATION AND
ADOPTION BY THE MEMBERSHIP OF THE ANTI-POVERTY
COMMITTEE.**

"WE WILL WIN"

Prepared by members of the Ad - Hoc
Committee for Planning and Implementing a
Strategy / Structure Completion Process

ANTI – POVERTY COMMITTEE

GENERAL

[1]

On 17 December, 2002 an ad-hoc committee was provided the mandate to construct and implement a strategy / structure resolution process which would take the form of a conference conducted over a number of days. The following is a broad breakdown of the proceedings which are planned:

DAY 01 STRATEGY
 19 JAN 03

- (1) Overall Strategy;
- (2) Strategic Execution (tactics, campaigns, tactical objectives, etc...); and
- (3) Prioritization of factors in section (2).

In addition:

- (4) Membership Criteria.

DAY 02 STRUCTURE
 02 FEB 03

- (1) To be constructed.

[2]

At the end of each day APC members will have discussed and debated the relevant areas of the documents at hand (sections either pertaining to strategy or to structure) and will have made decisions based upon the proposals contained either in these documents *OR through the amendment making process* where all members will have the opportunity to modify the documents should the membership agree.

[3] IMPORTANT NOTE:

This paper is intended as a **reference guide only**. It is **not a synthesis** of any of the proposals, nor is it intended to advise you how to make your decisions during the strategy and structure discussions.

We have attempted to break down the documents into the main themes which seem to be contained in each proposal. These main themes will structure our deliberations.

STRATEGY

DAY 01 -- 19 JAN 03

“There can be no revolution without a revolutionary strategy.”

A. OVERALL STRATEGY

INTRODUCTORY NOTES

[1]

This part of the exercise of strategy formulation requires APC to collectively debate, discuss, and accept an **overall strategy**. The overall strategy will coherently and consistently identify and tie together the broad goals and aims of APC. Broadly speaking, it can be viewed as the glue which holds all of the different aspects of APC's activities together and gives the organization a direction.

[2]

We should remember, (referring to strategy handout) that strategy is the logical *framework* within which political activity aimed at accomplishing a goal or set of goals is conducted. In other words, *strategy is the long-term action plan for achieving a goal or set of goals*

[3]

If the APC basis of unity can loosely be considered a statement of basic organizational policies, then they can only be actualized through the strategy that APC accepts.

METHOD OF ANALYSIS

[1]

- (a) All matters dealing with **overall strategy in each of the proposals will be highlighted in YELLOW highlighter.**
- (b) The **substantive points (which are actual operational principles and action directives) will also be underlined in red marker.** These points are the ones that we will have to debate, discuss and decide upon.

A. OVERALL STRATEGY -- PROPOSALS

PROPOSAL 1: ACTION PROGRAM TO CONFRONT THE LIBERAL GOVERNMENT AND CRISIS IN BC

REFER TO: PAGES 3 THROUGH 5, SECTIONS HIGHLIGHTED IN YELLOW

(a) Campaigns

The first section of this overall strategy proposal (under the heading 'Campaigns', p.3) discusses the purposes and philosophy behind campaigns as seen by those who prepared this report.

The four primary objectives of campaigns are: (points 1 through 4)

Discuss / Debate / Decide on each point by point

(b) Networking

Discusses the different justifications for networking with different organizations.

This brief section does not offer any real substantive points upon which to argue and decide in terms of concrete strategy.

(c) Prioritizing Our Work (page 4)

This section appears to offer a methodology for prioritization of APC's work. This is part of the overall strategy being put forth in this document and should be considered here as such.

{i} Campaigns

The first paragraph is an analysis of the government's strategy.

There are two substantive points which must be dealt with here. They revolve very generally around how to deal with new government attacks and a very general method for starting a new campaign.

Discuss / Debate / Decide on each point by point

{ii} Communities and Regions

Firstly, the proposal identifies two factors for prioritizing the outreach work we do as an organization. These are laid down in points 1) and 2).

Discuss / Debate / Decide on each point by point

Secondly, this proposal gives the justification for the points above and suggest the need to **not focus on the downtown east side only**. In other words, the strategic importance of this line rests in the fact that it is advocating launching a drive to outreach to communities of poor outside of the what APC has traditionally primarily dealt with.

Discuss / Debate / Decide

{iii} Tasks and Tactics

It appears that this section is calling for a diversity of tactics to be used in different situations depending upon the overall political circumstances.

(d) Popular and Internal Education (page 5)

This final section puts forth the rationale for the need for educational information sharing. It should be noted that there is no suggestion with regards to how this education should be carried out. **Only educational principles are offered here**. It is broadly broken down into **two sections**:

{I} Popular Education

The part dealing with *external education* talks firstly about what type of education we are offering to the general public as well as why and how we present it (points 1 and 2).

Discuss / Debate / Decide on each point by point

Secondly, this part deals with the need to keep ourselves open to lessons learned from those we claim to be fighting for. It is basically calling for APC members to be in direct contact with members of the public as much as possible so that we learn from them as much as we can about the realities of their situation.

{ii} Internal Education

This part of the overall strategy recognizes the need for internal education on matters of importance to building our movement. It advocates education on issues of racism, sexism, etc... through workshops, forums, etc... AS WELL AS education through working

with groups which one has little understanding of so as to increase understanding (point 3).

Discuss / Debate / Decide on each point by point

Point 4 calls for the need to educate ourselves on "what our enemy is up to.", referring to the need for an understanding of ruling class analysis, strategy, and tactics.

Discuss / Debate / Decide

Point 5 calls for the need for skills development programs

Discuss / Debate / Decide

Point 6 calls for the need for international education.

Discuss / Debate / Decide

PROPOSAL 2: PROPOSAL TO DECENTRALIZE POWER AND BUILD
COMMUNITY IN THE APC

REFER TO: AREAS HIGHLIGHTED IN *YELLOW*

It should be noted that the author of this proposal has a different writing style and therefore, what we have is a document which strategy points and structure points often intersect.

(a) FLEXIBLE CAMPAIGNS (one fight, end poverty) [page 1]

On page 1 we have the basic vision which appears to lie at the centre of Joey's strategy proposal summarized in two lines. The purpose of the organization is provided in the two lines highlighted on the first page.

Discuss / Debate / Decide

(b) MAIN CAMPAIGN (one fight, end poverty) [page 2]

On the second page this proposal gives the basic vision with regards to how the vision can be implemented. Like the basic vision, this vision of implementation is given in the form of a principle.

Discuss / Debate / Decide [in principle]

(c) FURTHER STEPS [pages 2 and 3]

In this section are outlined some further points with regards to strategic organizing and expanding the influence of APC. Firstly, it implies the need to target marginalized communities and provides examples of how that could be done. On page three, the rationale for doing so is provided. Essentially, what this proposal seems to be arguing is the need to build a culture of community within the work that APC does. The idea appears to be to create a whole new framework of not only action but to reinforce it with a commonly held sense of 'community values', thus harmonizing collective thought and action.

Discuss / Debate / Decide [in principle]

(e) DIRECT ACTION CASEWORK

Finally, the overall strategy elements of this proposal refer to the use of casework and how this casework fits into our overall strategy. At the

bottom of page 4, this proposal advocates the strategic use of tactical casework. The rationale is provided and is self-explanatory.

An clear distinction is made in this proposal between the “strategic” use of casework and the use of casework as a means of “social work”.

Discuss / Debate / Decide on these points

PROPOSAL 3: APC STRUCTURE ANALYSIS AND PROPOSAL

REFER TO: AREAS HIGHLIGHTED IN *YELLOW*

(a) THE ROLE AND FOCUS OF THE ORGANIZATION (page 1)

This first paragraph (point 1.) gives this proposal's overview of the overall strategic principles which the author recommends for the APC. Firstly, the prospective role of the organization is given.

Discuss / Debate / Decide

Secondly, the prospective focus of the organization is articulated.

Discuss / Debate / Decide

Thirdly, the proposal puts forth prospective main objectives.

Discuss / Debate / Decide

Finally, in terms of overall strategy, it puts forth a method of prioritization.

Discuss / Debate / Decide

(b) STRATEGY – APPROACH TO ORGANIZING AND OUTREACH (page 5)

POINT 4 of this document deals with the *approach* to organizing and outreach. The first paragraph, on page 5, offers a critique of the overall strategy, or lack thereof, so far.

The substantive *principles* are offered on page 6. In the first paragraph there is a suggestion that APC has been inward focused and that it should change its approach to putting the emphasis on being outward focused.

The next paragraph discusses and advises as to how this could be done, in principle.

Discuss / Debate / Decide in principle

POINT 5 elaborates on the points in 4 a little further. In particular, the last sentence is of substantive relevance as it stipulates the need to identify APC's

allies and build a network to fight against the government.

Discuss / Debate / Decide

(c) STRATEGY PROPOSAL -- LOOSE COALITION (pages 7 and 8)

On the last two pages of this proposal are articulated this proposal's ideas with regards to how APC's overall work fits into the rest of the movement for social justice. The main task is identified as APC becoming a catalyst for mass mobilization and the justification is provided.

{i} Objectives of Loose Coalitions

It is under this section that the objectives of the loose coalitions are listed.

Discuss / Debate / Decide on each point by point

{ii} What would be the role of APC in those loose coalitions

Discuss / Debate / Decide

{iii} How do we build those coalitions

Discuss / Debate / Decide

PROPOSAL 4: CLASS STRUGGLE: "PERSPECTIVE"

REFER TO: AREAS HIGHLIGHTED IN *YELLOW*

(a) INTRODUCTION / GENERAL IDEAS

The first section of this proposal is essentially a critique of the APC as it currently stands (and has stood) with regards to strategic direction. One point which is made clear is that, when engaged in the process of strategic construction and implementation being continuously reflective is an inseparable reality. As such, what appears to be advocated here is that this reflective process must be ongoing and rooted in continual analysis of ourselves, the organization, our adversaries, and the political terrain. What is being recommended here are strategic principles which should stay constant, regardless of the shift in strategy which may take place from time to time. These principles are recommended as the framework within which strategic directions are framed. This is a subtle, yet important point.

To this effect, the proposal lists four factors which must be addressed in terms of strategy: These are listed on pages 2 and 3.

{I} Mass Mobilization

The substantive point here is that APC is advised to mass mobilize in "each and every front" / "...we have to work and focus in deferent dynamics of class struggle." The justifications are provided within this section.

Discuss / Debate / Decide

{ii} Unity

There are two substantive principle which must be examined here. They are numbered 1 and 2.

Discuss / Debate / Decide on each point

{iii} Types of Struggle

Discuss / Debate / Decide

{iv} Political Power

Discuss / Debate / Decide

(b) Based upon these 4 components, how can we define our Strategy?

This section is extremely important for understanding the overall proposal here. It essentially defines the strategy as 'People's War'. A general description of what this means is given. In other word's, *the overall strategy can be encapsulated in the form of struggle – people's war.*

Discuss / Debate / Decide

On page 4, in the last paragraph of this section, is listed a further strategic point. This is the principle that as APC's influence grows, it will be able to put forth concrete demands to any party which runs and exert enough leverage to have those demands met. This is a goal.

Discuss / Debate / Decide

The principle that is guiding this strategy is the constant maximization of power in the hands of the people.

PROPOSAL 5: untitled

PREPARED BY: LYNN

REFER TO: N.A.

This proposal does not appear to address matters of overall strategy.

B. STRATEGIC EXECUTION – PROPOSALS

*“If we send soldiers on missions which are unclear
they will pay the price.*

So will we.”

B. STRATEGIC EXECUTION (CAMPAIGNS / TACTICAL PLANS AND MEATHODS)

INTRODUCTORY NOTES

[1]

This part of the strategy is concerned with the actualization of the overall strategy. In other words, if we can view the work of the APC as a house, then we can look at overall strategy as being like the frame of the house. Within that frame then, *the strategic execution can be viewed as being the drywalling, plumbing, electrical wiring, etc...* This is a crude analogy, but you probably get the point. The substance of the strategic execution is what is being tied together by overall strategy.

[2]

It should be kept in mind that the components (campaigns, tactics, etc...) are the logical outcome of the overall strategy and, therefore, should be consistent with whatever overall strategy is adopted by APC.

METHOD OF ANALYSIS

[1]

- (a) All matters dealing with **strategic execution (campaigns, etc...)** will be **highlighted in PINK highlighter**.
- (b) The **substantive points (which are actual operational principle and action directives)** will also be **underlined in red marker**.
These points are the ones we will have to debate, discuss and decide upon.

PROPOSAL 1: ACTION PROGRAMME TO CONFRONT THE LIBERAL GOVERNMENT AND CRISIS IN BC

REFER TO: AREAS HIGHLIGHTED IN PINK. IN PARTICULAR, PAGES 6 THROUGH 23

The Functioning of Campaigns

The first page of this section (page 7) is a general critique of APC so far. In particular, it asserts a lack of strategic outreach (networking, alliance building, targeting of areas and communities outside of the Downtown East Side [DTES], etc...) as a shortfall not addressed so far. In short, the assertion is made that with the campaign plans put forth here, APC tactics will be more clear and be compatible with the overall strategy.

(a) Notes on Strategy to End the Training Wage

Firstly, the primary demand and two supporting demands of the campaign are put forward. These are substantive points.

Discuss / debate / decide

{i} *'Why the Campaign to End the Trg. Wage?'*

Under this heading is provided the strategic rationale for pursuing the campaign (page 8).

Several substantive points (numbered 1 and 2) are outlined here that are principles which, if accepted, will guide how we implement this campaign.

Discuss / debate / decide

{ii} *"Outreach and Education"*

This section lists the key groups which this proposal recommends APC focus on (point 3), namely:

1. Youth;
2. People of colour and 'Illegal Workers'; and
3. Women.

Discuss / debate / decide

It goes on to state the *need for endorsement for campaigns* from all groups APC works with (point 4).

Discuss / debate / decide

The next point (point 5), speaks of the other types of general outreach which must be continued.

Discuss / debate / decide

{iii} *'Unions'*

Point 6 is a point of principle: The explicit need to work with unions and to try to get unions to organize low wage workers.

Discuss / debate / decide

Point 7 proposes that *should the efforts of APC to get unions to organize low wage workers fail, then APC should look into organizing its own union.*

Discuss / debate / decide

{iv} *'Targetting Businesses'*

Point 8 proposes the need to target specific businesses directly in terms of actions and sub-campaigns.

Discuss / debate / decide

{v} *'Research'*

Point 9 speaks of the need to stay on top of research. There are 3 types of research that are proposed: APC conducts its own research, compiles and processes research by others, and research about large scale changes to the economy at the national and international level which effect low wage workers.

Discuss / debate / decide

{vi} *'\$6 in Relation to Other APC Work'*

This point proposes that this campaign be prioritized in terms of the overall strategy.

Discuss / debate / decide

(b) Welfare Campaign Strategy Proposal

Firstly, the *general* objectives (3 objectives) are outlined.

Discuss / debate / decide

{i} 'Demands'

There are three points of principle which should guide the tactical strategy.

Discuss / debate / decide

{ii} 'Objectives'

There are two main points to this campaign strategy.

(1) Point ¹ on page 12.

Discuss / debate / decide

The three groups to be targeted by the campaign:

- (a) Unemployable;
- (b) Transitionally employed workers;
- (c) Employed Workers.

Discuss / debate / decide

(2) Point ² is on page 13.

Discuss / debate / decide

{iii} 'Time Frame'

This section gives a general guideline for what should be accomplished over the next six months.

Point 4 (still page 13) outlines plan for the next *3 months*.

Discuss / debate / decide

Point 5 outlines plan for the next *6 months*.

Discuss / debate / decide

{iii} 'Notes on Some Tactics'

This section goes over some of the tactical methods that APPC should employ in this campaign strategy.

Discuss / debate / decide

{iv} *'Casework'*

Point 7 (on page 14) divides the type of casework to be done into two categories. Within these two categories are provided the type of outreach to be done and the justification in doing so.

Discuss / debate / decide

The principle outlined in point 8 advocates the strategic use of case work.

Discuss / debate / decide

The principle outlined in point 9 advocates the selective use of casework.

Discuss / debate / decide

IMPORTANT: THE NEXT PART OF THIS PROPOSAL, page 15, (*'Proposal for APC Communication and Education Committee'*) HAS BEEN REDefined BY THE AD HOC COMMITTEE AS BEING A POINT OF STRUCTURE RATHER THAN STRATEGY. THIS WILL BE DEALT WITH ON THE 19TH OF FEBRUARY, 2003.

(C) APC HOUSING CAMPAIGN PROPOSAL

{i} *'Why we should do a Housing Campaign'*

This section just gives the justification for a housing campaign.

{ii} *'What a successful strategy looks like'*

There are two pillars to this campaign strategy (points 1 and 2):

Point 1 -- Education and Outreach; and
Point 2 -- Action.

Point 1 (page 16) deals with EDUCATION / OUTREACH. Within this point are a number of tactical directives which should guide and inform the education and outreach done by APC with regards to this campaign.

Discuss / debate / decide

Point 2 (page 17) deals with ACTION. Specifically, it identifies 4 targets of action by APC.

Discuss / debate / decide

Finally, point 3 (page 17) offers a number of tactics to be used in conjunction with the overall strategy.

Discuss / debate / decide

{iii} *'Timeline'*

Finally, a timeline is offered. Please add on two months to this time frame. For example, instead of December, the document should now be considered to read February, etc... The dates should be considered in turn.

Discuss / debate / decide

(D) WOMEN'S ISSUES CAMPAIGN

As suggested by the full name of this section of the proposal, this is not a campaign proposal. Rather it is a discussion document and is composed entirely of a class analysis of the exploitation of women in a capitalist society. However, there are a number of items which can be considered principles which would, if accepted, guide the campaign strategy pursued by APC with regards to ending the oppression and exploitation of women.

Point 1 (page 19) is one such point.

Discuss / debate / decide

Point 2 (page 21) outlines some '*Suggested areas of work for our women's campaign*'

Discuss / debate / decide

(E) LEGAL DEFENCE STRATEGY PROPOSAL

{i} '*Objectives*'

Firstly, the four objectives of this tactical strategy are outlined at the top of page 22.

Discuss / debate / decide

{ii} '*Why a strategy around Legal Defence?*' (pages 22 and 23)

The first paragraph merely covers the argued justification of this campaign.

Then, under the sub heading 'HOW TO DO THIS' are provided five tactical methods to actualize the campaign strategy.

Discuss / debate / decide the five points on a point by point basis

{iii} *'Six Month Timeline'*

Firstly, a timeframe for what should be accomplished '*within three months*' is given.

Discuss / debate / decide

Secondly, a timeframe for what should be accomplished '*within six months*' is given.

Discuss / debate / decide

Finally, a suggestion for this campaign's *relationship to other campaigns* is outlined.

Discuss / debate / decide

PROPOSAL 2: PROPOSAL TO DECENTRALIZE POWER AND BUILD
COMMUNITY IN THE APC

REFER TO: AREAS HIGHLIGHTED IN PINK

(a) FLEXIBLE CAMPAIGNS (one fight, end poverty) [page 1]

There is an important point here that is related to the first line, above, in the paragraph. This point *proposes how new campaigns could be brought forward to the general membership for ratification.*

Discuss / Debate / Decide

(b) Action Proposal [pages 3 through 6]

On page 3 begins the portion of this proposal which deals with how to execute the overall strategy in earnest. In order to fully grasp the spirit and intent of this proposal it is important that the sections relating to the underlined substantive points are read.

(1) SIX BICKS SUCKS

The substantive points of this section are underlined in red.

Discuss / Debate / Decide

(2) IOC = INTERNATIONAL OLYMPIC CAMPBELL

The substantive points are highlighted and underlined in red.

Discuss / Debate / Decide

(3) DIRECT ACTION CASEWORK

This section of the proposal advocates the use of direct action with regards to the casework that is done by APC. An example of the type of casework to be done is provided as being intervention in the deportation process through the targeting of Canada Immigration so as to stop deportations.

Discuss / Debate / Decide

PROPOSAL 3: APC STRUCTURE ANALYSIS AND PROPOSAL
REFER TO: NOT APPLICABLE

PROPOSAL 4: CLASS STRUGGLE: 'PERSPECTIVE'
REFER TO: AREAS HIGHLIGHTED IN PINK ON PAGE 3

(a) HOW CAN WE USE OF TACTIC OF THE MOMENT (sic)?

This section briefly advocates that a calendar of actions should be put together in correlation to expected and existing government policy directions.

Discuss / Debate / Decide]

PROPOSAL 5: MOTION TO PUT FORWARD COMMUNICATION AND
DECISION MAKING WORKSHOPS
REFER TO: NOT APPLICABLE