Advocacy & Monitoring Committee
Agenda

Thursday, July 9, 2015
8:30 a.m. – 10:00 a.m.
Chateau Louis, Grand Ballroom
11727 Kingsway, Edmonton

Agenda Items

1. Call to Order – Mayor Greg Krischke, Chair

2. Chair Opening Remarks

3. Approval of Agenda – Mayor Greg Krischke, Chair

4. Approval of Minutes of March 12, 2015 – Mayor Greg Krischke, Chair

5. Updates from Chairs of Standing Committees – Mayor Greg Krischke, Chair

6. Revised Terms of Reference – Leslie Chivers, Operations Manager

   **Recommended Motion:** That the Advocacy & Monitoring Committee recommend the revised Terms of Reference to the Governance Priorities & Finance Committee, through to the Capital Region Board for review and approval.

7. Strategic Advocacy – Loreen Lennon, Communications Manager

   a. CRB Provincial Election Advocacy Update

   **Recommended Motion:** That the Advocacy & Monitoring Committee receive the update of the CRB Provincial Election Strategy as information.

   b. Updated Three-Year Advocacy and Communications Strategic Plan

   **Recommended Motion:** That the Advocacy & Monitoring Committee approve the Three-Year Advocacy and Communications Strategic Plan as updated in July 2015, and recommend it to the Capital Region Board for approval.
8. **CEO Update** – *Malcolm Bruce, CEO*

   a. **Strategic Plan Performance Measures**
   b. **Risk Assessment**
   c. **Sunshine List**

9. **Adjournment** – *Mayor Greg Krischke, Chair*
Advocacy & Monitoring Committee

Thursday, March 12, 2015
12:30 p.m. – 2:30 p.m.
Chateau Louis – Leland Room
11727 Kingsway Edmonton, AB

Members:
Greg Krischke, City of Leduc (Chair)
Ed Gibbons, City of Edmonton (Alternate)
Camille Berube, Town of Beaumont
Wes Brodhead, City of St. Albert
Nolan Crouse, City of St. Albert
Tom Flynn, Sturgeon County

Regrets:
Mel Smith, Redwater

CRB Staff & Consultants:
Malcolm Bruce, CEO
Neal Sarnecki, Project Manager
Loreen Lennon, Communications Manager
Stephanie Chai, Director, Special Projects

Guests:
Leslie Chivers, Sturgeon County
Gibby Davis, City of Edmonton
Dwight Ganske, Town of Stony Plain
Jacquie Hansen, City of St. Albert
Kelly Rudyk, Strathcona County
Yolande Shaw, Strathcona County
Patty Walker, City of Fort Saskatchewan

Brandt Denham, GIS Coordinator
Amanda Borman, Executive Assistant
Maurice Fritze, Consultant

1. CALL TO ORDER

Chair, Mayor Krischke, called the meeting to order at 11:50 a.m.

2. Chair Opening Remarks

3. Approval of Agenda

It was agreed by unanimous consensus the Advocacy & Monitoring Committee approve the March 12, 2015 agenda.
4. Approval of the Minutes

   **Motion:** That the minutes of February 12, 2015 be approved.
   **Moved by:** Councillor, Ed Gibbons, *City of Edmonton*
   **Decision:** Carried unanimously

5. Updates from Chairs of Standing Committees

   It was agreed by unanimous consensus the Advocacy & Monitoring Committee receive for information the updates from the Standing Committee Chairs.

6. Strategic Advocacy

   a. CRB Provincial Election Advocacy

   It was agreed by unanimous consensus that the Advocacy & Monitoring Committee receive for information the CRB Provincial Election Advocacy as presented by Loreen Lennon and Maurice Fritze.

7. Update on Membership Review Process

   **Motion:** That the Advocacy & Monitoring Committee receive the membership review process report and refer the matter to the Governance, Priorities & Finance Committee.
   **Moved by:** Mayor Tom Flynn, *Sturgeon County*
   **Decision:** Carried unanimously

8. MGA Discussion (Board IR)

   **Motion:** That the Advocacy & Monitoring Committee, subject to a discussion with the missing committee member on March 12, recommends the MGA Review matter be brought back to the Capital Region Board for discussion and/or approval.
   **Moved by:** Mayor Tom Flynn, *Sturgeon County*
   **Decision:** Carried unanimously

9. CEO Update

   a. Performance Measurement Discussion

   It was agreed by unanimous consensus that the Advocacy & Monitoring Committee receive for information the Performance Measurement as presented by CEO, Malcolm Bruce.
b. Engagement Framework

It was agreed by unanimous consensus that the Advocacy & Monitoring Committee receive for information the Engagement Framework as presented by CEO, Malcolm Bruce.

10. ADJOURNMENT

The Chair declared the meeting adjourned at 1:23 p.m.

______________________________
Committee Chair, Greg Krischke
Revised Terms of Reference

Recommended Motion

That the Advocacy & Monitoring Committee recommend the revised Terms of Reference to the Governance Priorities & Finance Committee, through to the Capital Region Board for review and approval.

Background

On May 14, 2015, The Capital Region Board approved the following two motions;

That the Capital Region Board revert the Housing Task Force back to a Standing Committee of the Board effective immediately, as recommended by the Regional Services Committee.

And,

That the Capital Region Board disband the Regional Services Committee effective immediately and that its mandate and authorities be terminated, as recommended by the Regional Services Committee.

Because of these changes, the Terms of Reference for Advocacy & Monitoring need to be updated to reflect the new change in membership, which aligns with the new Board Committee structure. The amended terms of reference for the Advocacy & Monitoring Committee are attached for review and recommendation.
BACKGROUND

This committee provides the leadership for monitoring and reporting of the Board’s progress towards its stated goals (Business and Strategic Plans, and Growth Plan), and making recommendations to the Board to improve its performance.

Mandate

Reporting to the Board, this committee’s mandate is to:

- Monitor and report on the Board’s progress as set out in its approved Business, Strategic and Growth plans
- Identify risks and issues that may be inhibiting the Board’s progress and propose solutions
- Identify emerging issues and opportunities to the Board
- Identify where changes are needed or enhancements can be applied to further reinforce the progress of the Board’s collective efforts
- Oversee, monitor and report on the Board’s progress in education, communications, advocacy and relationship building as set out in its approved advocacy and communications plan
  - Policy Advice - Formulate and recommend any positions and responses to provincial and federal issues (legislative, policy and program) affecting the CRB
  - Intergovernmental Relations and Advocacy - Inform and provide recommendations regarding legislative, policy and program issues and opportunities affecting the Board’s mandate and priorities to key federal and provincial government departments

Membership

This committee will consist of seven members: the Board Chair, the Chairs from the four standing committees Committees of Governance, Priorities & Finance, Land Use & Planning, Regional Services and Transit, the City of Edmonton, and a member at large. Membership will be reviewed by the Board every two years. No municipality shall have more than one voting representative on the committee at any time.

Leadership

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. At the end of a two year period, once the committee membership has been reviewed by the Board, the committee will also review and select its Chair and Vice-Chair. The Board Chair will not be eligible to Chair this committee.

Support/Resources

The CEO will support this Committee drawing upon CRB administration as required.
MEETING FREQUENCY

The Committee will meet quarterly after a Board meeting or at the call of the Chair as warranted.

AUTHORITY

All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

DECISION-MAKING

Decisions, recommendations and actions determined by this committee will be driven by the desired outcome to do what is in the best interest of the Capital Region. Only elected officials that are designated as voting members of the committee, or their designated alternate, may vote. Each member of the committee will represent their respective standing committees (standing committee Chairs) or the Board (Board Chair, member at large, and the City of Edmonton) and will have one vote.

All motions must be moved by a voting member. Motions require a majority of members in attendance to pass (50 percent plus one).

QUORUM

Quorum is defined as 50 percent plus one of standing membership.

DISPUTE RESOLUTION

The committee Chair is accountable for ensuring effective and collaborative committee operations and decision making. Where the Chair’s efforts are unable to resolve a dispute, the matter will be brought to the Board for discussion and resolution.

COMMUNICATIONS

The Chief Executive Officer will act as the single point of contact for all communications requests for the Board and will determine the appropriate level of response required. This may result in responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board administration, or the Chief Executive Officer.

STATUS OF MEETINGS

Committee meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. The committee may invite individuals from the Province, industry, the general public or other Board/committee members to participate in specific agenda items. Committee minutes are public records.

Section 602.08 (1) of the Municipal Government Act (MGA) states that the committee may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.

All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.
REPORTING

The committee is expected to provide the Board, through established communication channels and schedules, sage advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.

MEETING AGENDAS AND MINUTES

All meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format. In general, meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

The committee will include its meeting minutes with the next Board meeting agenda package.

______________________________

Nolan Crouse, Board Chair

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<tr>
<th>Date</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>May 25, 2015</td>
<td>Updated</td>
<td>Changed verbiage regarding membership due to the Regional Services Committee being disbanded and the Housing Task Force being made a Committee.</td>
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</table>
Update: Provincial Election Advocacy Strategy for Spring 2015 Plan

Background
On March 12, 2015 the Board approved the Provincial Election Advocacy Strategy for Spring 2015 as a draft timeline and actions for discussion and confirmation by AMC, to address how the pre-election, election, and post-election periods could be used to build the base of the CRB Government Relations generally, and further to inform Government Relations planning for the Growth Plan Update project in particular.

The provincial election was held May 5, 2015 and resulted in a new majority NDP government, a rookie Cabinet and 70 of 87 MLAs elected for the first time.

Status
The massive reset of the provincial environment is taking longer than anticipated by the original draft strategy, which has set back the originally anticipated timelines for activity.

Although a Committee Retreat was suggested for July 9, 2015 to discuss a 2015-16 action plan, there is a lack of information and clarity about key provincial stakeholders sufficient for a full planning session.

Instead the Committee is asked to discuss a map of new provincial stakeholders, choose an interim advocacy approach, key messages and action plan for the immediate future, to be revised as circumstances unfold – including important relationship-building through as much summer engagement as possible with the Minister of Municipal Affairs, other Capital Region MLAs, key provincial administrative leaders, and the new 2015-2016 Provincial Budget.

Revised Plan

<table>
<thead>
<tr>
<th>Step</th>
<th>When</th>
<th>How/Who</th>
<th>Notes</th>
<th>Status</th>
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<tbody>
<tr>
<td>Step 1</td>
<td>March 12- April 15</td>
<td>Begin building the team for advocacy by scheduling one-on-ones for each of member of AMC with Consultant</td>
<td>Alongside Provincial Budget, writ drop, Election</td>
<td>Complete</td>
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<tr>
<td>Step 2 &amp; 3</td>
<td>March 30- May 5</td>
<td>Based on results of one-ones, Consultant and Communications Manager develop a case statement and draft of goals</td>
<td>Election period</td>
<td>Complete</td>
</tr>
<tr>
<td>Step 4</td>
<td>July 2</td>
<td>Outline key stakeholders by position and history, draft engagement plan, in preparation for Step 5, 6, 7</td>
<td>NDP government 25/ 29 Capital Region MLAs</td>
<td>In process</td>
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</table>
| Steps 5,6,7 | Discussion  
July 9 meeting | Map new provincial stakeholders, choose interim advocacy approach, key messages, summer action plan |
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<tbody>
<tr>
<td>Step 8</td>
<td>Summer for September 10 meeting</td>
<td>Create Next Steps: Real work of assessing and planning for new landscape</td>
</tr>
</tbody>
</table>

- All inexperienced Ministers
- Bureaucratic reset; Lengthy transition
- Steps 5,6,7

**Discussion**

- July 9 meeting

**Step 8**

- Summer for September 10 meeting

**Create Next Steps:**

- Real work of assessing and planning for new landscape

**GPU GR as priority**
2015 update of CRB Three Year Advocacy and Communications Strategic Plan

Recommended Motion:

*That the Advocacy & Monitoring Committee approve the Three-Year Advocacy and Communications Strategic Plan as updated in July 2015, and recommend it to the Capital Region Board for approval.*

Background

An Advocacy and Communications Committee was originally established by the Board in 2009 and charged with the responsibility to develop and execute the Board’s advocacy and communications activities.

In recognition of the fact that the breadth, complexity and impact of the Board’s work came to require communications with a broader spectrum of stakeholders, the Committee commissioned a three year Advocacy and Communications Strategic Plan in 2012. It was completed and approved in July 2013 and set out a blueprint for action, identifying and addressing CRB’s global issues and desired outcomes.

The plan was updated in 2014 following the municipal elections and approval of a CRB Strategic Plan. The updated plan was approved by the new Advocacy & Monitoring Committee in October 2014, but was not sent to the Board.

Rationale

This 2015 annual update of the plan reports on activities since October 2014 and recommends changes to reflect new priorities for advocacy in the area of government relations in the context of a new NDP provincial government.

Change highlights:

- Re-prioritization of stakeholders including addition of Aboriginal groups
- Appendix B: Draft Engagement Strategy
Advocacy and Communications Strategic Plan

2015 - 2018

Approved by Advocacy & Monitoring Committee
October 9, 2014
Updated July 2, 2015
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Background

The Capital Region Board approved an Advocacy and Communications plan in July, 2013. Since then, much of the foundational work needed to enhance communications and advocacy efforts has been done.

In 2014 a full-time communications officer was hired, a Road Show to every member municipality was initiated and successfully completed, a foundation communications document CRB 101 was produced, and a regular internal members e-newsletter, reCAP, was launched.

A new CRB Strategic Plan approved in October 2014 and other changes require the Advocacy and Communications Plan to be updated. This document supports achievement of the Board’s goals as noted in the strategic plan, including priorities in 2015 – the Growth Plan Update and Board’s Economic Development Initiative. Specific tactics to achieve core communication and advocacy strategies are detailed in work plans, available under separate cover.

Roles

The Advocacy & Monitoring Committee provides leadership and oversight regarding CRB’s advocacy and communications. The Board ultimately approves the plan but the CEO has overall responsibility to implement it.

See Appendix A for specific roles and responsibilities.

Update

See Appendix B for Engagement Strategy
See Appendix C for Annual Report of Activities
Stakeholders

The following stakeholders have been prioritized based on each group’s attitude towards CRB, their level of power to influence CRB’s work (positively or negatively) and finally, each stakeholder group’s interest in CRB. This analysis provides a focus for advocacy and communications activity.

Changes have been made following the 2015 provincial election to reflect the importance of establishing relationships with the new Government of Alberta and also the increasing need for stakeholder engagement as the work of both the Growth Plan Update and the Economic Development Initiative progress toward completion.

First Level Engagement Priorities

Internal
- Board Members, Alternates, Committee and Task Force members
- Member municipalities – Elected Officials, CAOs, and senior administration

External
- Premier’s office
- Capital Region MLAs (27 NDP and 2 Wildrose)
- Media – Capital Region
- Federal Government – Capital Region MPs, Ministers and staff of select ministries (Industry Canada, Infrastructure Canada, Transport Canada, Health Canada, Intergovernmental Affairs, Natural Resources Canada, Employment and Social Development Canada)
- Capital Region Economic Development Stakeholders as outlined in Edmonton Metropolitan Region Economic Development Initiative
- Regional Aboriginal interests
- Special interest groups as outlined in Growth Plan Update Communications Plan
- Calgary Regional Partnership and other regional partnerships in Alberta
- AAMDC and AUMA

Second Level Priorities
- Federation of Canadian Municipalities
- Opposition MLAs not part of Capital Region
- Capital Region Residents
- Media – outside Capital Region
- Northern Alberta Mayors’ & Reeves’ Caucus
Value Proposition

No other organization in the Capital Region offers the same focus and value as the CRB. CRB’s value proposition is that it provides the region’s 1.2 million Albertans with a collaborative, regional, perspective and platform from which to speak with one voice to:

- Articulate the big picture; a strategic view of the Capital Region without boundaries.
- Increase accessibility and affordability for residents in the areas of transit, affordable housing and other public access outcomes.
- Leverage a Growth Plan to assist the region in reaching its economic potential thereby encouraging a high standard of living.
- Facilitate the region, which consists of both urban and rural communities, in becoming a globally known and competitive metropolitan region.

The Capital Region Board exists to enhance education, awareness and collaboration among regional leaders about the benefits of working together as a region:

- More efficient regional planning.
- Better coordinated level of regional service.
- Better investment in time and money through regional cooperation.
- One regional voice on issues that impact everyone in the region.
- Increased global prominence for the region.
Advocacy and Communications Desired Outcomes

1. CRB membership is unified, fully engaged, and collaborates to agree and speak with one voice on matters of regional interest.

2. Members understand CRB’s purpose, support and accept the mandate, and trust the process. Plans are understood, internalized, respected, and communicated by members. Plans transcend changes in individual membership appointments.

3. Media is knowledgeable about CRB and reports its regional role accurately as an established, influential organization.

4. CRB is universally recognized as a trusted, regional driver of growth, transit, housing, prosperity and other key quality of life elements. This recognition is evidenced by such behaviour as (for example) recognition in MGA and long-term funding, receipt of invitations to local project- recognition ceremonies/events, and acknowledgement in regional communication materials produced by others.

5. CRB has strong positive relationships with the Government of Alberta and identified key ministries.

6. CRB work is recognized and considered by, and reflected in, provincial plans.

7. CRB is considered an opinion leader by municipal, federal, and provincial governments, the media and the general public on Capital Region projects, policies and issues.

8. Stakeholders are aware of and understand CRB’s work thanks to effective communications.
Key Messages

Global key messages are the foundation for language to be used in CRB’s communications to stakeholders. The object is to make the messages top of mind. These key messages will be reinforced with sub-messages appropriate for specific issues.

- We collaborate to speak with one voice for 1.2 million people representing one third of Alberta’s population.

- We develop and champion regional plans and initiatives that benefit the whole Capital Region.

- Our work produces positive and tangible results.

- We are unified in our belief that a strong Capital Region means economic prosperity for all municipalities and residents in the region.

- The Capital Region is made stronger through collaboration, integrated planning, and a unified approach to infrastructure investment and sustainable growth.
CRB Strategic Priorities

1. The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region’s municipalities and citizens.

2. The Board’s activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region.

3. The Board develops and implements a high level, long term growth plan for the region, which is approved by the Government of Alberta.

4. The Board understands the global situation and positioning of the region and the strategic opportunities to compete globally.

Advocacy & Communications Goals and Strategies

The following goals and strategies will support CRB in the achievement of its strategic priorities.

Goal 1: Ensure advocacy and communications efforts are well planned, coordinated and supported across the organization.

Core Strategies:

1A. Assess and fill information gaps among the Board and member municipalities regarding CRB’s vision, mandate, key priorities, plans and programs.

1B. Create and keep current advocacy and communication tools that enable members to easily convey information, be advocates and coordinate their efforts.

1C. Develop and implement a structured, coordinated, strategic approach to advocacy and stakeholder relations efforts.

Goal 2: Position CRB as a relevant and important leader in the development and championing of plans, programs and policies that benefit the Capital Region.

Core Strategies:

2A. Raise awareness and understanding of the Board’s role and its contributions as the Growth Plan and other major initiatives are communicated.

2B. Develop and maintain strong, timely communication links and information flow with internal and external stakeholders.
2C. Extend the CRB’s voice and visibility by focusing on key stakeholders that lack knowledge and awareness of the CRB’s role, contributions and benefits.

2D. Tell the CRB story: engage in self-promotion, publicizing and showcasing CRB successes, key activities and impact.

2E. Become an opinion leader by proactively commenting on issues that impact the region and fall within CRB’s mandate, policies or programs.

2F. Involve more members in outreach and advocacy.

**Goal 3: Ensure CRB’s advocacy and communications activities add value to the organization and contribute to the achievement of business goals.**

**Core Strategies:**

3A. Set qualitative and quantitative measures for advocacy and communications to set benchmarks, encourage excellence and return on investment.

3B. Evaluate programs, initiatives and tools against benchmarks, modifying them as necessary based on results.

**Implementation**

Each core strategy has specific tactics that blueprint how the strategy will be achieved. Work plans for each tactic provide the operational roadmap for timing, budget, staff resources and other details. Tactics and work plans are developed and managed by the Communications Officer.

**Budget**

This plan will be implemented within the budget parameters of the approved 2015 budget. Budgets for subsequent years will be developed and brought forward within CRB’s normal budget cycle.
Appendix A: Roles and Responsibilities

- **CRB Board and Committee members:** Champion best practices in advocacy and internal and external communications; support policies and initiatives that enable this to occur; role model how to be good information agents and CRB ambassadors. Support clear and timely communication channels between the Board, Committees and projects to identify, clarify and prioritize communications and advocacy requirements. Interface with other elected officials in member municipalities, the province, federal government, and other key stakeholder groups.

- **Chief Executive Officer:** Put into place and oversee the processes, tools and other best practices that enable Board and Committee members to identify communications and advocacy requirements, be good CRB advocates, information agents and brand ambassadors; be an information agent and CRB ambassador. Interface with administration heads of member municipalities, the province, federal government and other key stakeholder groups.

- **Communications Officer:** Implement advocacy and communications strategies and tactics; develop and maintain advocacy and communications tools that support the CEO, Board, committees and staff; provide coaching and support to those who need it; evaluate effectiveness; role model good communications and advocacy practices.

- **Other CRB Staff:** Be an information agent and CRB ambassador. Interface with staff in member municipalities and other key stakeholder groups.
Appendix B: Draft Engagement Strategy

Model
### Appendix C: Report on Activities 2014/15 and Draft Action for 2015/16

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<tr>
<td><strong>Goal 1 – Ensure advocacy and communications efforts are well planned, coordinated and supported across the organization</strong></td>
<td>• CRB Strategic Plan</td>
<td>Complete: Final report approved October 2014</td>
<td>Refine and Implement Engagement Strategy</td>
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<td></td>
<td>• Website update to engage members and stakeholders</td>
<td>Pending: Website review pending final 2015 budget</td>
<td>Pending Board decisions and/or funding:</td>
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<td></td>
<td>• Enhanced professionalism</td>
<td>Regular updating is ongoing</td>
<td>• Website review</td>
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<td>• AMC Planning Retreat</td>
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<td>• GPU advocacy and communications</td>
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<td>• EcDeV communications</td>
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<td>Continue building on relationships with all stakeholders</td>
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<td>➤ Assess and fill information gaps among the Board and member municipalities regarding the CRB’s vision, mandate, key priorities, plans, and programs</td>
<td>• CRB 101 – Intro guide and education tool for general use.</td>
<td>Complete: Offered to stakeholders and to members for own community use</td>
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<td>➤ Create and keep current advocacy and communication tools that enable members to easily convey information, be advocates and coordinate their</td>
<td>• RECAP - E-newsletter Launch: March 2014 To all CRB members as direct, regular, communications to summarize ongoing CRB activity and encourage use of website resources through links</td>
<td>Ongoing: Focus now on key CRB initiatives and activities on a monthly basis</td>
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<td>Distribution to all CRB members and alternates, municipal elected officials, committee members and alternates, CAOs and municipal administrations. Invitations to subscribe sent key</td>
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## Capital Region Board
### Advocacy and Communications Strategic Plan 2015-2018

**Goal 1 – The Environment**

<table>
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<th>Efforts</th>
<th>Stakeholders</th>
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<tr>
<td>➜ Develop and implement a structured and coordinated, strategic approach to advocacy and stakeholder relations efforts</td>
<td>Ongoing: Update and reminder highlighting key activity dates and issues before Board</td>
</tr>
<tr>
<td>• CEO Monthly Update E-newsletter Launch: April 2015 To all CAOs direct from CEO</td>
<td>Ongoing: Plan approved November 2014 including: GPU webpage launched March 2015 Government relations planning underway Communications Plan in process of update to reflect new GPU timelines Five GPU Road Shows in April 2015</td>
</tr>
<tr>
<td>• Growth Plan Update Communications Plan</td>
<td>Complete: Visits by Chair and CEO to all 24 members in their communities</td>
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**2014 Board Chair Road Shows**

**Goal 2 – Position CRB as a relevant and important leader in the development and championing of plans, programs and policies that benefit the Capital Region.**

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<th>Efforts</th>
<th>Stakeholders</th>
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<tr>
<td>Media releases to all regional media and follow up for each Board meeting and key issues as required</td>
<td>Ongoing: Regular release post-Board meetings to all local regional media</td>
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<tr>
<td>Engagement Strategy</td>
<td>Ongoing relationship building with all stakeholders</td>
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<tr>
<td>Provincial Election Strategy</td>
<td>Complete Pre- and Spring Election Strategies</td>
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<td>2015 Housing Symposium</td>
<td>In process: refining post election strategy</td>
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<td>Implementation of Post Election Strategy</td>
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<td>Launch of Growth Plan Update 2.0</td>
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<td>Communications Strategy for EcDev Initiative as required</td>
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<td>Continuing roll out of Board approved documents to key audiences</td>
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Raise awareness and understanding of the Board’s role and its contributions as the Growth Plan and other major initiatives are communicated.

Develop and maintain strong, timely communication links and information flow with internal and external stakeholders.

Extend CRB’s voice and visibility by focusing on key stakeholders that lack knowledge and awareness of the CRB’s role, contributions and benefits.

Tell the CRB story; engage in self promotion, publicizing and showcasing CRB successes, key activities and impact.

Become an opinion leader by proactively commenting on issues that impact the region.

- **RECAP**, website, media releases, as vehicles for telling CRB story
- **Road Shows**: face-to-face meeting with members
- **Social Media**: strategic engagement for internal and external audiences
- **Advocacy & Monitoring Committee** leading government relations planning as part of GPU plan
- **Community Presentations**

| Ongoing: Board Chair as spokesperson for all media |
| As needed |
| Ongoing: Limited but focused use of Twitter @CRBnow |
| In process |
| Ongoing: Board Chair and CEO presentations and speaking opportunities to stakeholder, e.g. Chambers of Commerce, Calgary Regional Partnership, U of A City Region Study Centre, U of C School of Public Policy, Realtors Association of Alberta, Government Finance Officers of Alberta, Alberta Public Housing Administrators Association, regional |

**Ongoing**: Board Chair as spokesperson for all media

**As needed**

**In process**

**Ongoing**: Limited but focused use of Twitter @CRBnow

**300+ followers**
and fall within CRB’s mandate, policies or programs.

- Involve more members in outreach and advocacy.

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<th>Goal 3 – Ensure CRB’s advocacy and communications activities add value to the organization and contribute to achievement of goals</th>
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<tr>
<td>• Political work</td>
</tr>
<tr>
<td>In process: Resetting relationships with new Government of Alberta, Seeking meetings with Premier, Ministers and partners</td>
</tr>
</tbody>
</table>

State-of-the-municipality functions and Mayors’ Prayer Breakfasts and/or Suppers.

- Ongoing

| Implementation of Growth Plan Update and Economic Development Initiative communications plans |
| Complete: 2014/15 Annual Report delivered to the Province June 30 |

| Annual Report |
| Complete: Launched June 2015 |

| CRGIS website |
| Ongoing: e.g. Broad distribution of reports of the Sub-regional Housing Needs Assessment Pilot programs, the Specialized Transit NE Needs Assessment and the Regional Energy Corridors Task Force |

| Report distribution |
| Develop tracking and measurement metrics |

| Create relevant surveys |

Committee Meeting: July 9, 2015

Committee Meeting: July 9, 2015
- Set qualitative and quantitative measures for advocacy and communications activities to set benchmarks, encourage excellence and return on investment.

- Evaluate programs, initiatives and tools against benchmarks, modifying them as necessary based on results.

<table>
<thead>
<tr>
<th></th>
<th>Engage Strategy with Three Year Advocacy and Communications Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Update tracking program: who meets with whom, and outcomes</td>
</tr>
<tr>
<td></td>
<td>In process</td>
</tr>
</tbody>
</table>
## CRB Strategic Plan 2014 – 2018 Priorities

### Performance Measurement

**July 9, 2015**

<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Purpose</th>
<th>Key Results</th>
<th>Previous Report</th>
<th>Status</th>
<th>Progress</th>
</tr>
</thead>
</table>
| **1- REGIONAL VISION** | The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region’s municipalities and citizens. | **KR 1.1:** Regional stakeholders and citizens are engaged, and they develop a long term vision for the whole region. **KR 1.2:** The Board adopts its long term Regional Vision. | | - Separate and distinct from the Growth Plan  
- Recommended to be addressed after the GPU is completed |
| **2 - COLLABORATIVE CULTURE (The How)** | The Board’s activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region. | **KR 2.1:** The Board understands the distinctive characteristics and needs of rural and urban members. **KR 2.2:** CRB improves collaboration and governance practices through education, best practice research, educational speakers and workshops. **KR 2.3:** CRB members agree on priority high level issues for the region and are validated on a regular basis. **KR 2.4:** CRB actively pursues partnerships and collaboration with specific regional stakeholder organizations. | | - CEO update occurs monthly to all CAOs  
- Joint meeting with CRP regarding Transit  
- Joint meet and greet with Calgary Regional Partnership and the Minister of Municipal Affairs  
- Engaging of each municipality’s economic development officer in creation of the EcDev Framework and Strategy  
- Developing a process for membership review  
- Housing Symposium planning continues  
- Challenges: Budget  
- GreenTRIP  
- Prioritized Infrastructure |
| **3 - REGIONAL GROWTH PLAN (The What)** | The Board develops and implements a high level, long term growth plan for the region, which is approved by the Government of Alberta. | **KR 3.1:** A high level growth plan is prepared and adopted by the CRB. **KR 3.2:** The Government of Alberta reviews and approves the Regional Growth Plan. **KR 3.3:** A process for approving and incorporating the Capital Region Growth Plan into Government of Alberta policy environments is developed, negotiated with | | - Vision and Principles approved by Board  
- Extension request by 10 months with delivery to the Province by Oct 2016. Request Submitted  
- Additional funding ask of the Province to facilitate extended timeline  
- Policy area development continues |
Government of Alberta and approved by Capital Region Board.

**KR 3.4**: Municipal members ensure that municipal and sub-regional plans conform to the Regional Growth Plan.

**KR 3.5**: Outcomes of the Regional Growth Plan are measured, monitored and reported.

### 4 - GLOBAL COMPETITIVENESS (The Why)

The Board understands the global situation and positioning of the region and the strategic opportunities to compete globally.

**KR 4.1**: The CRB explores the regional economic development landscape and identifies opportunities for CRB to add value.

**KR 4.2**: The economic landscape is mapped and understood, and regional stakeholders are educated on our regional strategic advantages.

**KR 4.3**: Through this research on the economy, trust and collaboration increases and mutually agreed new roles evolve.

**KR 4.4**: Development approval processes across the region are improved and streamlined.

**KR 4.5**: A uniform regional site selector tool is developed.

- Edmonton Metropolitan Region Economic Development Framework and Strategy approved in Principle, subject to six conditions, in June 2015
- Work on funding model will continue over summer to come back in Q3 2015
- GIS launch in June 2015
- Additional GIS layers being added throughout year (seven maps exist at launch)

**Legend:**
Colours – Green significant progress; Yellow a work in progress; red either yet to be initiated or just started
Arrows – Up progressing according to plan; side ways no progress started
Risk

Determining what Risks there are to the CRB and how to best mitigate them is an evolving process in the CRB. Three important steps have occurred toward a more robust and coherent model, which will help the CRB better manage risk into the future. Establishing the criteria used to determine what CRB considers a risk and developing a Risk with mitigation strategies are outlines below. These are further articulated in the Business Plan.

CRB Criteria:

a. Impact reaches across CRB.
b. Potential reputational impact or risk to CRB & the jurisdictions it supports.
c. An issue of public interest.
d. Can be proactive (e.g. GPU or Economic Development Initiative) or reactive (e.g. Membership Review).
e. Source can be external or internal

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Financial Impact</th>
<th>P x Fl</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political Change - Loss of Regulation</td>
<td>1%</td>
<td>$3,000,000.00 plus Matching Funding/Grants</td>
<td>Not Applicable</td>
<td>Return the balance of uncommitted funds to the province and municipalities</td>
</tr>
</tbody>
</table>
| Staff Offence – FOIP, Criminal Act, Conflict of Interest | 5%          | $300,000                             | $15,000  | • $10,000,000.00 annual aggregate coverage for Commercial General Liability  
                                                          |             |                                      |          | • $1,155,000.00 Crime coverage                                           |
| Board & Staff General Coverage            | 5%          | $1,000,000.00                        | $50,000.00 | • $10,000,000.00 annual aggregate coverage for Primary Commercial General Liability |
| Major lawsuit and resulting damages awarded due to negligence | 10%         | $1,000,000.00                        | $100,000.00 | • $7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors & Omissions Liability |
| Acts of God                               | 1%          | $1,500,000.00                        | $15,000.00 | • $10,000,000.00 annual aggregate coverage for Primary Commercial General Liability |
| Total Loss of Workspace                   | 3%          | $1,500,000.00                        | $45,000.00 | • $7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors & Omissions Liability |