

Executive Committee

July 12, 2019, 8:00 a.m. – 10:00 a.m.

Edmonton Metropolitan Region Board Office
#1100 Bell Tower, 10104 – 103 Avenue
Capital Region Boardroom

<p>1. Opening</p>	
<p>1.1 Quorum <i>Action: Confirmation</i> <i>Lead: Vice Chair Young</i></p>	
<p>1.2 Call to Order <i>Action: Declaration</i> <i>Lead: Vice Chair Young</i></p>	
<p>1.3 Opening Remarks <i>Action: Information</i> <i>Lead: Vice Chair Young/CEO Wichuk</i></p>	
<p>2. Approval of Agenda <i>Action: Approval</i> <i>Lead: Vice Chair Young</i></p> <p>Recommended Motion: That the Executive Committee approve the July 12, 2019 meeting agenda.</p>	
<p>3. In Camera <i>Action: Approval</i> <i>Lead: Vice Chair Young</i></p> <p>Recommended Motion: That the Executive Committee move In Camera, in accordance with the provisions of Section 21, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.</p>	
<p>3.1 Our Current Environment and Context – Section 21 – Disclosure Harmful to Intergovernmental Relations <i>Action: Discussion</i> <i>Lead: CEO Wichuk/Cathy Kiss</i></p>	



<p>3.2 Bill 7 – Follow Up Discussion – Section 21 – Disclosure Harmful to Intergovernmental Relations <i>Action: Discussion</i> <i>Lead: Vice Chair Young</i></p> <p>Recommended Motion: That the Executive Committee move out of camera.</p>	
<p>4. Engagement Strategy - Review of Key Messages and Next Steps <i>Action: Discussion</i> <i>Lead: CEO Wichuk/Cathy Kiss</i></p>	Page 3 of 13
<p>5. Next Meeting</p> <ul style="list-style-type: none">September 12, 2019, 9:00 a.m. – Noon, EMRB Office	
<p>6. Adjournment <i>Action: Approval</i> <i>Lead: Vice Chair Young</i></p> <p>Recommended Motion: That the Executive Committee meeting of July 12, 2019 be adjourned.</p>	



Engagement Strategy - Review of Key Messages

Background

Over the course of the several months, EMRB administration has been engaged in the development of an engagement strategy framework, communications tools, and associated initiatives needed to implement the framework. As this work has progressed, there is an increased focus on the importance of multi-stakeholder engagement and increased potential and opportunity for strategic alignment with the provincial and federal governments, as well as a number of strategic partners.

With the evolution in the provincial and regional political landscape, the EMRB is presented with a tremendous opportunity to demonstrate its successes and relevance, but also the opportunity to enhance its leadership position in the region by leveraging the broad, diverse, and informed regional perspectives, experiences and economic impacts as a basis of evidence to increase influence across all levels of government and decision-makers. The EMRB has a unique opportunity to demonstrate its value proposition and advantage, the return on investment, and organizational efficiencies the EMRB can realize for the shared growth of the region and all Albertans.

Emerging EMRB Narrative & Supporting Messages

EMRB BRAND STATEMENT

“ONE REGION, ONE VOICE.”

THE EMRB PITCH

The EMRB is thirteen vibrant and diverse municipalities standing as one region, planning without boundaries, and speaking with one voice; united in our ambition to create the dominant hub for northern Alberta recognized for its economic diversity, entrepreneurialism, leadership in energy development, environmental stewardship, and excellent quality of life.

WHO WE ARE

We are one region and one voice, working towards one common goal to ensure the long term economic and community prosperity for the region and its citizens.

- The EMRB is **positioned like no other organization in northern Alberta** to be the trusted advisor to government in creating an efficient, competitive and sustainable region, improving the conditions for business and benefiting the lives of Albertans.



We are streamlined, nimble and responsive.

- We are an organization of high-performing municipal leaders committed to supporting the Provincial government in delivering on its mandate to Albertans. The EMRB is 13 municipalities standing as one.

We are better together and our commitment to the region's future is unwavering.

- Our unique approach, and success to-date, is proof that, as a region, we are more effective, more competitive, more efficient, and more responsible to the taxpayers of municipalities when we bridge rural-urban divides to plan and invest together for shared benefit.

OUR VALUE PROPOSITION

EMRB is leveraging small investment for big impact.

- The EMRB leverages investment from the Government of Alberta, its members, and the unique expertise and strengths of municipalities, to **realize efficiencies, cost-effectiveness, economies of scale, and regional innovation** to successfully execute our provincial mandate.

EMRB is a lean organization with a transformational vision.

- In 2017, recognizing the potential of the Board to deliver on regional growth, the Province expanded the EMRB mandate. Since then, the Board has doubled its workload **to six major initiatives spanning multiple policy areas** including transportation, agriculture, optimizing service-delivery, energy corridor advocacy, rural broadband, data collection, and shared investment.
- **Our region is leading the way in efficient, responsible and cost-effective growth planning that will benefit all Albertans.**

We are your trusted partner in the region.

- EMRB provides a **single point of focus for the consultation, planning, development, implementation** and delivery of strategic priority initiatives enabling economic growth, responsible development, and the long-term sustainability of the region's municipalities.
- Our work **streamlines processes and engagement** underway across the provincial government, **reducing administrative burden and duplication of effort** that might occur when engaging municipalities on a case-by-case basis.

We are actively working to reduce the costs and barriers to growth.

- Our mandate is to deliver on the strategic initiatives outlined in our regional **Growth Plan**, and to develop a **Metropolitan Regional Servicing Plan** that will create value for citizens through a seamlessly coordinated approach to regional planning and service-delivery.



- By embracing a collaborative approach to regional planning, our initiatives will **enable more efficient and effective policy, program and service-delivery planning with provincial ministries.**

OUR REGIONAL CONTEXT

We have work to do and our stakes are high.

- At 1.3 M people, the Edmonton Metropolitan Region is the **second youngest and second fastest growing region in Canada**, accounting for a **third of the province's population**. Nearly **725,000 jobs** - and growing – generate **100 billion dollars** of economic activity – a **third of the Provinces GDP**.

We are problem solving for an additional million residents in the region.

- Our work is vital. We're planning for growth with purpose and intent. Our regional **population is projected to nearly double to 2.2M people by 2044**, and with that growth we're aiming to enable the creation of **nearly 475,000 new jobs** to the Alberta economy.

OUR OPPORTUNITY

We can't just sit back.

- If we want to **attract business, families and skilled talent**, and if we want to **create the conditions for a prosperous future**, we need to be proactive and innovative. We need to recognize our strengths and capitalize on opportunities to **work smarter**.
- As one coordinated region, we can **realize exceptional regional efficiencies** in planning, investment and service-delivery, and reduce costs to ensure the region is attractive for business, and well-positioned to grow sustainably and responsibly.

Attachments

1. Engagement Strategy – Activities to Date and Next Steps
2. Crown Strategic Consulting: EMRB Advocacy Approach Report

DRAFT FOR DISCUSSION



Engagement Strategy – Activities to Date and Next Steps

EMRB ACTIVITIES TO DATE

- Engaged a consultant with significant expertise and a broad network to provide advice and guidance in the development of engagement strategy related to government and key Regional stakeholders.
- Meeting held with senior departmental officials at Municipal Affairs to advance ongoing dialogue and establish regularized meetings with EMRB.
- Completed writing campaign to new Cabinet Ministers.
- Completed writing campaign to government MLAs.
- CEO has attended multiple open functions with government and key stakeholders.
- Introductory meeting held with Municipal Affairs senior ministerial staff, including a brief discussion with Minister Madu, regarding the EMRB value proposition, alignment to government policy direction and opportunities for Regional engagement.
- Submitted the EMRB 2018-2019 Annual Report “One Region, One Voice” to the Minister of Municipal Affairs for tabling in the legislature and which serves to provide forward looking strategic messaging from the Board.
- Draft EMRB Narrative Platform developed.
- Completed a preliminary review of potential linkages between published pre-election policy platforms and EMRB policy areas/projects to analyze and assess potential impacts, and to determine areas of for EMRB opportunity, influence and leverage.
- Meetings held with the Calgary Metropolitan Region Board to establish ongoing dialogue and to identify joint communication and engagement opportunities.
- Meetings held with Edmonton Global to plan an event(s) to engage with Ministers and regional MLAs.

NEXT STEPS

- Further develop EMRB Strategic Engagement Matrix with emphasis on regional stakeholder network, and engagement strategy/supporting messaging for EMRB Strategic Initiatives (IRTMP, MRSP, RAMP, SISB, RECAS, Regional Broadband).
- Continue development of comprehensive, communications, marketing and engagement strategy, including an active social media awareness campaign for EMRB, development of new communications and marketing products, including strategic initiative one-pagers and other “leave-behind” materials, to support engagement and elevate the public profile of the EMRB in the region and among stakeholders.
- EMRB 2018-2019 Annual Report to receive broad distribution to municipal elected officials and regional stakeholders.
- Continue to deliver EMRB overview presentations to Municipal Councils across the Region



Engagement Strategy – Activities to Date and Next Steps

- Continue to advance outreach on behalf of the Board to Premier and relevant Ministries, including an invitation to meet with the Board extended to the Minister of Municipal Affairs.
- Continue to develop relationships with senior provincial departmental officials including Deputy Ministers and Assistant Deputy Ministers.
- Develop a joint event opportunity with Calgary Metropolitan Region Board to host elected and senior government officials.
- Review and assess provincial Ministry Annual Reports and Business Plans for potential impacts and opportunities for alignment with EMRB activities.
- Continue to gather intelligence and analyze linkages between post-election government policy and EMRB policy areas/initiatives to determine areas of for EMRB opportunity, influence and leverage.
- Continue to monitor legislation, speeches, announcements, news releases and other media to ascertain opportunities for strategic alignment with the provincial government.
- Support and active participation in the annual EMRB golf tournament.

EDMONTON METROPOLITAN REGION BOARD
ADVOCACY APPROACH
MARCH – 2019



INTRODUCTION AND PURPOSE

The provincial election in 2015 represented a significant shift in Alberta's political climate. Albertans pivoted sharply to the left after four decades of Progressive Conservative governments, in favour of the New Democrat Party (NDP).

The result of this choice has been felt across the social, political and economic spectrum. There is no doubt the NDP government came into power with clear ideas on how they would change the way public policy was developed and delivered to Albertans.

The Edmonton Metropolitan Region Board (EMRB) is the 13-member growth management board of the Edmonton Metropolitan Region, mandated to coordinate long-range growth planning via the EMRB Growth Plan and to develop a Metropolitan Servicing Plan for the Region. Its members come from the municipalities with populations of 5000 or more; the regional leadership representing and collaborating in the best interests of the region as a whole. It sets the conditions, strategic priorities and vision for the EMRB thus leveraging tax dollars and other resources to the benefit of citizens of the region, and ultimately all Alberta.

In 2019, we will see both provincial and federal elections. Developing a federal and a provincial advocacy plan will be critical to ensuring that elected officials at all levels are educated and aware of the EMRB, its successes and the value and return on investment it brings not only to the region, but to our province and country as well. Though will apply similar tactics towards a federal advocacy plan, the initial focus will be on developing and execution of a provincial plan. The EMRB has a strong relationship with the Government of Alberta but this could change with the upcoming election, regardless of who is the successful government. The province is facing many challenges including significant debt, a high unemployment rate, little to no investment and is currently polarized by a pipeline discussion with the Federal Government.

The EMRB has expressed the desire to extract more value from their relationship with the provincial and federal government and position themselves uniquely through illustrating their return on investment and contribution to the region. The upcoming provincial election provides an opportunity to evolve and modernize the relationship.

The EMRB has a significant role and voice in the debate involving funding and policy and as a part of the strategy should consider aligning with other organizations interested in improving the region and the province. Coalition building greatly amplifies the urgency and need for change in funding and policy and takes your advocacy beyond the reach and capacity of any one group. Consideration should be given to working with the Calgary Metropolitan Region Board to identify common interests and initiatives to approach government on collectively. The strength of both regions represents 23 municipalities and 65% of Alberta's

population. As an example, insulating the grant that both organizations receive should be considered as a priority due the recent decrease from the existing government. In addition, the EMRB should be aware of, and align where appropriate, with other organizations including AUMA, RMA and the Alberta Industrial Heartland, among others.

Now is the time to build on the good advocacy work that has been done by the Board. The meetings at the Alberta Legislature on December 6, 2018 and the 10-year celebration on December 13, 2018 are great examples of how the Board worked collaboratively to illustrate to the provincial government its priorities and initiatives. The advocacy work going forward will build off of this strong platform.

ADVOCACY STRATEGY

We are not in position to predict the outcome of the election, but what we do know is that there is an opportunity to evolve and advance the partnership the EMRB has with the newly elected government. Over the past two years, the EMRB has delivered significant plans and initiatives and is now in a position to educate and illustrate to the government not only the value it brings to the Region but to the Province as a whole. The ability to leverage tax dollars to save the Government time, energy and resources as they look to the future will be a significant consideration in the development of the advocacy framework. Given the current political environment, EMRB requires a four-stage approach; pre-election, election, post-election and ongoing targeted advocacy.

Pre-Election Strategy

The Premier's nomination meeting is March 17, 2019 and the Throne Speech is set for March 18, 2019. Knowing that the election will be called within a couple of weeks, there is little value in engaging with government at this time. This time is being used to gather information, review and revise key messages and collateral documents, and initiate the draft of a new advocacy framework. The development of collateral documents for Board Members and Administration is also being done to leave behind when meeting with each party candidate in their municipality during the election to develop relationships with potential new MLAs.

Pre-Election

- Maintain a low profile
- Use this time to gather information, statistics and data

- Review current collateral documents and key messages
- Build a draft advocacy framework
- Draft key messages and a “leave behind” illustrating an introduction to the EMRB and a list of major successes and what’s upcoming

Election Strategy

Once the writ has dropped and the policy platforms are unveiled, work will begin on understanding how each political party views the roles of municipalities and the EMRB, as well as any potential impact this might have. During these 28 days, Board members will be encouraged to meet with the candidates running in their constituencies, using this as an opportunity to understand clearly from each candidate further detail on their party policy platforms. That feedback will be key in identifying opportunities and challenges within the advocacy framework and initiating a targeted approach.

Election

- Activate Board members to engage with each party candidate within their respective municipalities
- Board members can educate each party candidate with a high-level overview of their municipality and the benefits of belonging to the EMRB.
- Provide a “leave behind” document and key messages to the Board members for their meetings with candidates
- Review policy platforms and determine linkages to advocacy framework
- Identify opportunities and challenges
- Encourage the Board members to use social media to talk about who they are meeting with and to highlight the EMRB and key stats
- Develop a strategic communications plan to support your advocacy framework

Post-Election Strategy

After the election, building relationships with the newly elected MLAs and Ministers, as well as department officials will be a top priority. There stands to be quite a few newly elected officials and the learning curve will be steep. Government will take time to organize themselves, appoint officials and set priorities. The EMRB can finalize work on collateral documents that reflect the new

advocacy framework with supportive key messages. Presenting the EMRB as a resource to government as they are transitioning from campaigning to governing will develop strong ties and ensure you are viewed as a partner in the future.

Post-Election

- Build relationships with newly elected MLAs
- Engage with key officials and educate them on the EMRB
- Provide information to support the value of the EMRB and illustrate the return on investment
- Roll out new strategic communications plan

Ongoing Targeted Approach

Strengthening the significance and position of the EMRB as a relevant and important voice in the province is the purpose of the advocacy framework. Once the government has established itself, passed a budget, developed ministry mandates and coordinating business plans, the EMRB can effectively align itself with the priorities of government and thus start to target the approach and identify obstacles. The goals of advocacy framework include:

1. Knowledge, engagement and understanding the Need for Action
 - Educate the provincial government about the need for strategic and sustainable investments in the EMRB
 - Increase influence with public policy makers
 - Promote solutions that are fair and equitable to all stakeholders
 - Identify further opportunities to partner on key initiatives
2. Establish Key Partnerships
 - Identify and align with organizations who share the same goals as the EMRB
 - Empower other stakeholders to assist in influencing common policies in the province
3. Policy Innovation
 - Enhance public policy and practices regarding the region
 - Improve decision making processes to ensure a collaborative approach to policy development

Without knowing what shape government will take, it will be hard to provide a targeted approach until it is understood how the new government has organized the ministries and coordinating officials. That said, EMRB will be targeting those ministries and officials who are responsible for municipal affairs, transportation, infrastructure, agriculture, energy, environment, finance and treasury, economic development and executive council. This will illustrate to government the breadth and depth of EMRB's approach and provide an opportunity to review EMRB's major accomplishments and demonstrated return on investment, as well as the ambitious agenda for 2019-2021.

Finally, there are "Seven Deadly Sins" of advocacy that will be kept in mind as the plan is developed and executed:

1. Unclear aims and objectives
2. Activity planning happening before (or without) developing an influencing strategy
3. Action plans that run to an internal timetable
4. Lack of innovation
5. Messages that do not get noticed and move people
6. Poor monitoring and evaluation
7. Failing to focus