# Executive Committee

September 13, 2018, 9:00 a.m. – Noon

Edmonton Metropolitan Region Board Office
Capital Region Boardroom

## 1. Opening

1.1 Quorum  
*Action: Confirmation*  
*Lead: Chair Abbott*

1.2 Call to Order  
*Action: Declaration*  
*Lead: Chair Abbott*

1.3 Chair’s Opening Remarks  
*Action: Information*  
*Lead: Chair Abbott*

## 2. Approval of Agenda

*Action: Approval*  
*Lead: Chair Abbott*

**Recommended Motion:** That the Executive Committee approve the September 13, 2018 meeting agenda.

## 3. Approval of Minutes

*Action: Approval*  
*Lead: Chair Abbott*

**Recommended Motion:** That the Executive Committee approve the July 18 and 23, 2018 meeting minutes.

## 4. Strategy

4.1 Strategic Plan KPIs for Information  
*Action: Information*  
*Lead: Chair Abbott/Interim CEO Sarnecki*

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5. Advocacy & Communications

<table>
<thead>
<tr>
<th>5.1 Policy G022 Public Engagement</th>
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<tbody>
<tr>
<td><strong>Action:</strong> Approval</td>
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<td><strong>Lead:</strong> Chair Abbott/Interim CEO Sarnecki</td>
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**Recommended Motion:** That the Executive Committee endorse and recommend Policy G022 Public Engagement to the Edmonton Metropolitan Region Board for approval.

<table>
<thead>
<tr>
<th>5.2 2018 Fall Advocacy Plan</th>
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<tr>
<td><strong>Action:</strong> Advocacy Team Workshop and Approval</td>
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**Recommended Motion:** That the Executive Committee endorse and recommend the 2018 Fall Advocacy Plan to the Edmonton Metropolitan Region Board for approval.

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**Recommended Motion:** That the Executive Committee move In Camera, in accordance with the provisions of Section 17 of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

**Recommended Motion:** That the Executive Committee move out of camera.

6. CEO Update

| **Action:** Information           |
| **Lead:** Interim CEO Sarnecki    |

7. Next Meeting

- November 8, 2018, 9:00 a.m. – Noon, EMRB Office

8. In Camera

| **Action:** Approval               |
| **Lead:** Chair Abbott             |

9. Adjournment

| **Action:** Approval               |
| **Lead:** Chair Abbott             |

**Recommended Motion:** That the Executive Committee meeting of September 13, 2018 be adjourned.
Executive Committee

Wednesday, July 18, 2018
9:00 a.m. – Noon
EMRB Office, Capital Region Boardroom
1100, 10104 103 Avenue, Edmonton

Members:
Jodi Abbott, Board Chair
Bob Young, City of Leduc (Vice Chair)
Tanni Doblanko, Leduc County
Don Iveson, City of Edmonton
Rod Shaigec, Parkland County
Barry Turner, Town of Morinville

EMRB Staff & Consultants:
Neal Sarnecki, Interim CEO
Loreen Lennon, Communications Manager
Leslie Chivers, Operations Manager
Taylor Varro, Project Manager
Brandt Denham, GIS Coordinator
Amanda Borman, Executive Assistant
Joseana Lara, Municipal Planning Intern
Maurice Fritze, Consultant
Tricia Mullen, Consultant
Braden Norman, Consultant

Guests:
Gibby Davis, City of Edmonton
Trevor Duley, City of St. Albert
Glen Finstad, City of Leduc
Larissa Hepp, Sturgeon County
Brandy Kelly, City of Leduc
Gary Klassen, City of Edmonton
Nancy Lyzaniwski, Strathcona County
Linda Matties, Town of Stony Plain
Avril McCalla, City of Edmonton
Rick Preston, UDI Edmonton Chapter
Julie Vizbar, Leduc County

1. Opening

1.1 Quorum

Quorum achieved; four of five voting members present.

1.2 Call to Order

Due to Chair Abbott participating via Skype the meeting will be chaired by Vice Chair Mayor Young. Vice Chair Young called the meeting to order at 9:00 a.m.

1.3 Chair’s Opening Remarks
2. Approval of Agenda

**Motion:** That the Executive Committee approve the July 18, 2018 meeting agenda as amended to move Item 4.3 – CEO Recruitment to following Item 8 – CEO Update.

**Moved by:** Mayor Doblanco
**Accepted by:** Chair
**Decision:** Carried unanimously

Mayor Iveson arrives to the meeting at 9:05 a.m.

3. Approval of Minutes

**Motion:** That the Executive Committee approve the May 10, 2018 meeting minutes.

**Moved by:** Mayor Shaigec
**Accepted by:** Chair
**Decision:** Carried unanimously

4. Human Resources

4.1 Compensation Strategy

**Motion:** That the Executive Committee endorse and recommend the Compensation Strategy to the Edmonton Metropolitan Region Board for approval, as amended.

**Moved by:** Mayor Turner
**Accepted by:** Chair
**Decision:** Carried unanimously

4.2 CEO Compensation Guidelines

**Motion:** That the Executive Committee endorse and recommend the CEO Compensation Guidelines to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Mayor Iveson
**Accepted by:** Chair
**Decision:** Carried unanimously

5. Strategy

5.1 Shared Investment for Shared Benefit Process Options

**Motion:** That the Executive Committee endorse and recommend to the Edmonton Metropolitan Region Board that a Task Force be appointed for the Shared Investment for Shared Benefit Project with Board workshops at key points in the project for input and direction.
6. Governance

6.1 Policy G005 – Board Meeting Procedures

Motion: That the Executive Committee endorse and recommend Policy G005 – Board Meeting Procedures to the Edmonton Metropolitan Region Board for approval, as amended.

Moved by: Mayor Iveson
Accepted by: Chair
Decision: Carried unanimously

6.2 Governance Education

Mr. Chivers and Chair Abbott provided an overview of the plan to include Governance Education during identified Education sessions for the Executive Committee and Board.

7. Advocacy & Communications

7.1 Advocacy Strategy/ Fall 2018 Advocacy Planning

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.

Moved by: Mayor Iveson
Accepted by: Chair
Decision: Carried unanimously

In Camera Participants:
Chair Jodi Abbott
Vice Chair Mayor Bob Young
Mayor Tanni Doblanko
Mayor Rod Shaigec
Mayor Barry Turner
Mayor Don Iveson
Councillor Linda Matties
Councillor Glen Finstad
Mr. Neal Sarnecki, Interim CEO
Ms. Loreen Lennon, Presenting EMRB Staff
Mr. Maurice Fritze, Consultant, M. Fritze Government Relations

Motion: That the Executive Committee move out of camera.

Moved by: Mayor Doblanko
Accepted by: Chair
Decision: Carried unanimously
**Recommended Motion:** That the Executive Committee endorse and recommend the Board Interviews Report, Fall 2018 Advocacy Planning to the Edmonton Metropolitan Region Board for information.

**Not moved by a member**

**7.2 Fall 2018 Advocacy Plan Implementation Team**

**Motion:** That the Executive Committee endorse and recommend informal engagement of non-Executive Committee members as part of an Implementation Team for Fall 2018 Advocacy Plan to the Edmonton Metropolitan Region Board for information.

**Moved by:** Mayor Shaigec  
**Accepted by:** Chair  
**Decision:** Carried unanimously

**8. CEO Update**

Mr. Sarnecki updated the Executive Committee Members on the recent staffing changes.

**4.3 CEO Recruitment**

**Motion:** That the Executive Committee move In Camera, in accordance with the provisions of Section 17 of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

**Moved by:** Mayor Iveson  
**Accepted by:** Chair  
**Decision:** Carried unanimously

**In Camera Participants:**
- Chair Jodi Abbott
- Vice Chair Mayor Bob Young
- Mayor Tanni Doblanako
- Mayor Don Iveson
- Mayor Barry Turner
- Mayor Rod Shaigec
- Tricia Mullen, Consultant, Optimum Talent
- Braden Norman, Consultant, Optimum Talent

**Motion:** That the Executive Committee move out of camera.

**Moved by:** Mayor Doblanako  
**Accepted by:** Chair  
**Decision:** Carried unanimously

**Motion:** That the Executive Committee proceed with interviews with the candidates identified in camera.

**Moved by:** Mayor Turner  
**Accepted by:** Chair  
**Decision:** Carried unanimously
9. Next Meeting

- September 13, 2018, 9:00 a.m. – Noon, EMRB Office

10. In Camera

There were no items requiring further In Camera discussions.

11. Adjournment

The Vice Chair declared the Executive Committee meeting of July 18, 2018 adjourned at 11:50 a.m.

Committee Vice Chair, Mayor Bob Young
### Executive Committee

**Extraordinary Meeting**

Monday, July 23, 2018
8:00 – 8:30 p.m.
Optimum Talent Office
720 Manulife Place - 10180 101 Street NW
Edmonton, AB T5J 3S4

<table>
<thead>
<tr>
<th>Members:</th>
<th>EMRB Staff &amp; Consultants:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jodi Abbott, <em>Board Chair</em></td>
<td>Tricia Mullen, <em>Consultant, Optimum Talent - Expert Advisor</em></td>
</tr>
<tr>
<td>Bob Young, <em>City of Leduc (Vice Chair)</em></td>
<td></td>
</tr>
<tr>
<td>Tanni Doblanko, <em>Leduc County</em></td>
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<tr>
<td>Don Iveson, <em>City of Edmonton</em></td>
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<tr>
<td>Rod Shaigec, <em>Parkland County</em></td>
<td></td>
</tr>
<tr>
<td>Barry Turner, <em>Town of Morinville</em></td>
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#### 1. Opening

1.1 Quorum

Quorum achieved.

1.2 Call to Order

Chair Abbott called the meeting to order at 8:50 p.m.

1.3 Chair’s Opening Remarks

The Chair thanked members of the Executive Committee for their commitment of time and expertise in the CEO Search.

#### 2. Approval of Agenda

**Motion:** That the Executive Committee approve the July 23, 2018 meeting agenda.

**Moved by:** Mayor Doblanko

**Accepted by:** Chair

**Decision:** Carried unanimously

#### 3. Human Resources

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3.1 CEO Recruitment

**Motion:** That the Executive Committee move in-camera, in accordance with the provisions of Section 17 of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

**Moved by:** Mayor Turner

**Accepted by:** Chair

**Decision:** Carried unanimously

**In Camera Participants:**
Chair Jodi Abbott
Vice Chair Mayor Bob Young
Mayor Tanni Doblanco
Mayor Don Iveson
Mayor Rod Shaigec
Mayor Barry Turner

**Motion:** That the Executive Committee move out of camera.

**Moved by:** Mayor Doblanko

**Accepted by:** Chair

**Decision:** Carried unanimously

**Recommended Motion:** That the Executive Committee endorse and recommend the preferred candidate and alternate candidate identified In Camera to the Edmonton Metropolitan Region Board.

**Moved by:** Mayor Turner

**Accepted by:** Chair

**Decision:** Carried unanimously

4. **Next Meeting**
   - September 13, 2018, 9:00 a.m. – Noon, EMRB Office

5. **Adjournment**

**Motion:** That the Executive Committee meeting of July 23, 2018 be adjourned.

**Moved by:** Mayor Iveson

**Accepted by:** Chair

**Decision:** Carried unanimously

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Committee Chair, Dr. Jodi L. Abbott

Executive Committee
Meeting Minutes: Monday, July 23, 2018
The key performance measurement mechanism for the Strategic Plan priorities will be annual reporting of Key Performance Indicators (KPIs) to assess progress and results for the Strategic Plan.

The following table is a guide to report on the Strategic Plan.

<table>
<thead>
<tr>
<th>STRATEGIC DIRECTION</th>
<th>PREVIOUS STATUS</th>
<th>CURRENT STATUS</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHARED INVESTMENT FOR SHARED BENEFIT</td>
<td></td>
<td></td>
<td>Initiative has not started. Project Manager recently hired to begin process.</td>
</tr>
<tr>
<td>RESPONSIBLE AND SUSTAINABLE GROWTH</td>
<td></td>
<td></td>
<td>Implementation of the Growth Plan and new mandate from GoA has begun. The Regional Agriculture Master Plan and Metropolitan Region Servicing Plan projects are well underway and preparations have begun for the update to the IRTMP and a study on Energy Corridor models.</td>
</tr>
<tr>
<td>MAINTAINING MOMENTUM</td>
<td></td>
<td></td>
<td>Despite significant changes in the staffing and organization of the Board, work continues unabated. The REF continues to evolve and be clarified; the annual transportation priorities completed; and GIS/KPI’s improved. Advocacy plans are being prepared for the Fall and upcoming Prov. election.</td>
</tr>
</tbody>
</table>
Policy G022 Public Engagement

Recommended Motion: That the Executive Committee endorse and recommend Policy G022 Public Engagement to the Edmonton Metropolitan Region Board for approval.

Background

- The new EMRB Regulation requires the Board to “develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.”
- Administration consulted with members and compiled an overview of municipal public engagement policies for guidance and to ensure regional policy alignment.
- On June 14, 2018, the Board received a draft Policy G022 Public Engagement for information, along with a Public Engagement Regional Scan and urged members to review and comment by July 13, 2018.
- Administration thanks all those members who provided feedback.

Status

- Using the municipal feedback, Policy G022 Public Engagement has been amended to:
  - Clarify EMRB Stakeholders, in particular, Indigenous Peoples and Experts
  - Clarify that the engagement levels identified in pillars represent the minimum
  - Ensure policy guidelines are flexible enough to be extended and adapted for use in other EMRB projects as required

Attachments

1. Policy G022 Public Engagement Briefing Note
2. Policy G022 Public Engagement – tracked changes
3. Policy G022 Public Engagement – clean
Policy G022 Public Engagement

Background

As per the new EMRB Regulation, formalization of a Board public engagement policy was required for the Growth Plan and Metro Servicing Plan. While no policy existed at the time, EMRB had followed IAP2 guidelines during its public participation as part of Growth Plan Update in 2014-2016.

IAP2 is an international public participation/public engagement standard in relation to individuals, governments, institutions, and other entities that affect the public interest. Most member municipalities use a process that generally aligns with these guidelines.

With regional elected officials and stakeholders as its primary audiences, the Board’s history of public engagement has included open Board and Committee meetings, an informative website, and occasional public meetings related to projects and initiatives, e.g. the Growth Plan Update.

Process

To comply with the new mandate, Administration reconfirmed EMRB stakeholders, reviewed the Board’s current engagement practices as well as member municipalities’ public engagement plans, and then drafted Policy G022 – Public Engagement using IAP2 guidelines.

The draft policy was presented, along with the Public Engagement Regional Scan, to the Board at its June 2018 meeting for information.

Several municipalities responded to a request for feedback with helpful comments that have served to clarify and improve the draft policy.

Status

Importantly member feedback raised the issue of what “public” means to the EMRB, that is, that regional residents are identified as one stakeholder group. It allowed reconfirmation that EMRB’s primary need for engagement remains with key stakeholders, that is, Elected Officials and Administrations of Member Municipalities, and related industry and organizational experts in the realm of land use and growth - and now municipal service – planning.

The revised Policy G022 reflects these important distinctions and clarifications, and will fulfil Regulation requirements. It also has the ability to be adapted as required for more robust public stakeholder engagement on other projects if deemed appropriate in future.
Policy: G022 – Public Engagement

Effective Date: xx, 2018

Approved by: Board

PURPOSE

To outline how the Board shall engage public stakeholders on the Growth Plan and the Metropolitan Region Servicing Plan as per the EMRB Regulation.

To guide all Board stakeholder engagement activities, in alignment with Member Municipalities’ current public engagement policies.

POLICY

The Board is committed to transparent and accountable decision making, which includes engaging stakeholders in the creation of the Growth Plan and Metropolitan Region Servicing Plan as per the Regulation, Part 1, Section 3(1)(f)

develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

GUIDELINES

1. The Board public engagement policy shall respect the authority and jurisdiction of municipal public engagement policies.

2. Engagement shall be done with purpose and clear expectations to avoid stakeholder fatigue.

3. Engagement strategies will be a consideration in other project plans developed.

4. If engagement occurs outside of a project, the Executive Committee will make a recommendation to the Board based on the engagement pillars.

5. Communications must be consulted in the initial development of all engagement plans.

6. Board members are ultimately accountable as decision makers, as per the Regulation.

7. For the purposes of the Board, public and stakeholders include:
   - Member Municipalities – Board Members, Elected officials, and Administration
   - Non-members Municipalities within the Edmonton Metropolitan Region – Elected officials and Administration
   - Other Governments - Provincial and Federal
   - Indigenous Peoples – Treaty 6 First Nations and the Metis Nation of Alberta within the Region
   - Experts – Regional Service Commissions and Relevant Industry and Organizational Experts
   - Public – Citizens of the Edmonton Metropolitan Region
**ENGAGEMENT PILLARS**

The placement of stakeholder groups in pillars below represents the minimum engagement sought with each regarding the Growth Plan and the Metropolitan Region Servicing Plan. Each stakeholder group may be moved along the engagement continuum as necessary per project outcome and Board preference. Advocacy with the Provincial and Federal Governments is ongoing.

<table>
<thead>
<tr>
<th>Inform</th>
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<tr>
<td><strong>Public Participation Goal</strong></td>
<td>Provide balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.</td>
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<td>Work throughout the process to ensure concerns and aspirations are consistently understood and considered.</td>
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**ENGAGEMENT CONTINUUM - INCREASING LEVEL OF INPUT**

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Member Municipalities</th>
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**INCREASING LEVEL OF INPUT**

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Dr. Jodi Abbott, Board Chair

**Revisions**

<table>
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Policy: G022 – Public Engagement

Effective Date: xx, 2018

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To guide all Board stakeholder engagement activities.

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GUIDELINES

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2. Engagement shall be done with purpose and clear expectations to avoid stakeholder fatigue.
3. Communications must be consulted in the initial development of all engagement plans.
4. Board members are ultimately accountable as decision makers, as per the Regulation.
5. For the purposes of the Board, public and stakeholders include:
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<td>Final decision-making.</td>
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**ENGAGEMENT CONTINUUM - INCREASING LEVEL OF INVOLVEMENT**

**Stakeholder minimum engagement**

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Dr. Jodi Abbott, Board Chair

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2018 Fall Advocacy Plan

Recommended Motion: That the Executive Committee endorse and recommend the 2018 Fall Advocacy Plan to the Edmonton Metropolitan Region Board for approval.

Background

- On August 9, 2018 the Board received as information the development of an Advocacy Team composed of Executive Committee members and four non-Committee Board members: Mayors Choy, Frank, Heron and Katchur.
- A plan for EMRB advocacy for the Fall 2018 sitting of the Alberta Legislature has been drafted following consultations August 9 with Board and with the Advocacy Team members in June and July.
- There was agreement that the basis of advocacy generally, and the focus of the fall plan as a first test of an Advocacy Team, would be guided by:
  - How to speak with One Voice
  - How to stay consistent in messaging, eliminating personal interpretation and bias
  - Who speaks when, with what urgency, on what subject
- A roundtable consultant-led workshop with the Advocacy Team to determine final elements of Plan execution to be held prior to the vote on this motion.

Next Steps

- The Execution of the 2018 Fall Advocacy Plan, to be led by Advocacy Team and any Board members wishing or invited to be engaged.
- A review of the 2018 Fall Advocacy Plan will be held in early 2019 to determine shape and scope of a 2019 Pre-Election Advocacy Plan.

Attachments

1. 2018 Fall Advocacy Plan
FALL 2018 ADVOCACY PLAN

EXECUTIVE COMMITTEE ADVOCACY TEAM
ADVOCACY AND GOVERNMENT RELATIONS

For the Edmonton Metropolitan Region Board, Government Relations describes a systematic approach of efforts to shape the actions of and policies of the Government of Alberta primarily, and where appropriate the Government of Canada, with the advantage of peer-to-peer advocacy (i.e. between elected officials).

The mission of Board Government Relations is to represent and advance the interests of the Edmonton Metropolitan Region in legislative and regulatory affairs, where appropriate.

The ultimate goal of Board Government Relations is to establish a ‘relationship’ between regional and provincial government elected officials built on trust to establish trusted advisor status.

The status of trusted advisor, while difficult to achieve, once earned offers unique opportunities to shape public policy and decision making.

For the Edmonton Metropolitan Region Board, that trusted advisor status relationship would underscore regional collaborative successes and facilitate receptivity to the benefits of regional municipal solutions.

LOYIST REGISTRATION

From Lara Draper, Alberta Lobbyist Registrar and General Counsel
Office of the Ethics Commissioner of Alberta

Re: Board members
As a board established by the Government (specifically, pursuant to the Municipal Government Act (“MGA”) and the Edmonton Metropolitan Regional Board Regulation, AR 189/2017 under the MGA), the individual members of which represent their respective municipality, it is our view that the EMRB falls within this exemption in section 3(2)(c). Therefore, submissions made to MLAs or Ministers by an individual in their capacity as a member of the EMRB are exempt from the Act and do not require registration.

Re: Board Chair
In our view the EMRB Chair similarly is covered by the exemption in section 3(2)(c) of the Act when acting on behalf of the EMRB in her capacity as a member of the EMRB.

Re: Executive Director
TBC
FALL 2018 ADVOCACY PLAN

The Fall 2018 Advocacy Plan is the first step in a longer-term government relations strategic goal of connecting the mission and vision of the Edmonton Metropolitan Region Board’s 2018-2023 Strategic Plan by raising the profile of the Edmonton Metropolitan Region Board in the Region, in particular with the provincial government.

OBJECTIVE

Position Edmonton Metropolitan Region Board as strong, effective and successful collaborative organization and mutual partner of the Government of Alberta.

AUDIENCE

Provincial elected officials of the Region

FALL 2018 TARGETS

Cabinet
Regional MLAs
Opposition Leaders

MESSAGE SUMMARY

The Edmonton Metro Region is a success, a result of an appreciated partnership between the Edmonton Metropolitan Region Board and the provincial government. Let’s continue to collaborate and succeed together for the Region’s 1.3 million Albertans.

MESSAGERS

EXECUTIVE COMMITTEE ADVOCACY TEAM

Executive Committee members: Board Chair Dr. Abbott, Mayors Doblanke, Iveson, Shaigec, Turner, and Young, complemented by Board members Mayors Choy, Frank, Heron and Katchur.

TIMELINE AND PROCESS

SEPTEMBER 13, 2018 FINAL PRE-PLAN TEAM CONSULTATION WORKSHOP

Consultant-led workshop and discussion with Advocacy Team members on September 13 to refine approach to Team advocacy, and complete details of Mission Possible tactical plan.

OCTOBER 11-DECEMBER 13, 2018

This coincides with Plan approval by the Board at its October meeting, through the Fall sitting of the Alberta Legislature, to the final Board meeting of 2018.
JANUARY 10, 2019 POST-PLAN REVIEW AND FOLLOW-UP

Advocacy Team meets to debrief Mission Possible and discuss pre-election strategy to March 2019.

MISSION POSSIBLE*

PLAN TACTICS:
Create/enhance personal relationships with regional provincial elected officials
Reinforce/inform value of Board expertise (trusted advisor), Board’s success at regional innovation, and Board’s ability to assist province in managing its risk around implementation of public policy
Establish Edmonton Metropolitan Region Board as an advocate for regional municipal management via specific issue (TBD)

PLAN ACTIVITIES:
Individual Toolkit Binders: Confidential series of activities assigned to Advocacy Team members, using the unique set of skills of each in presentation, networking, team-building and political savvy in connecting informally with provincial elected officials. (TBC)
Formal contact opportunities with Cabinet and Party Leaders – in process
Organized Event (TBD)

SUCCESS INDICATORS
• Government of Alberta officials want to meet with us
• Board Members are recognized peer-to-peer
• Caucus members report back positively about Edmonton Metropolitan Board and Region
• Board members are tapped for solutions; quoted in Government news announcements
• Edmonton Metropolitan Region/Board appears in briefing book for government change

*Details to be discussed and completed Sept 13 for inclusion in amended Fall 2018 Advocacy Plan, and subsequent Executive Committee endorsement and recommendation to Board on Oct 11, 2018