

capital region board
regional action. global opportunity.

**Three-Year
Advocacy and Communications
Strategic Plan
2016-19**

October 13, 2016
Advocacy & Monitoring Committee

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Background

The Capital Region Board approved the Three-Year Advocacy and Communications Strategic Plan (the Plan) in July, 2013, just prior to that year's October municipal elections.

In February 2014, a full-time communications officer was hired to oversee implementation of the Plan. Later that year, the new Board approved a CRB Strategic Plan requiring an update to the Plan.

Since then the Plan has been updated annually to ensure specific tactics to achieve core communication and advocacy strategies are consistent with the Board's annual Workplans, available under separate cover.

The Plan reporting covers advocacy and communications (engagement) activities in the prior year and sets out goals for the coming year.

Roles

- The Advocacy & Monitoring Committee provides leadership and oversight regarding CRB's advocacy and communications. The Board ultimately approves the Plan and the CEO has overall responsibility to implement it.
- See Appendix A for Roles and Responsibilities
- See Appendix B for Engagement Strategy

Update

- See Appendix C for Report of 2015/16 Activities and Draft 2016/17 Action Plan
- See Appendix D for Engagement Overview Q4 2015 and Q1 & Q2 2016

Stakeholders

The following stakeholders have been prioritized based on each group's level of power to influence CRB's work (positively or negatively) and 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 neared completion.

Engagement Priorities	Internal	External
First Level	<ul style="list-style-type: none"> Board Members, Alternates, Committee and Task Force members Member municipalities – Elected Officials, CAOs, and senior administration 	<ul style="list-style-type: none"> Premier's office Province: Ministers, Ministers' offices and Deputy Ministers of select Government of Alberta ministries: Municipal Affairs, Transportation, Finance/Treasury Board, Infrastructure, Environment & Sustainable Resource Development, Jobs, Skills, Training & Labour, Energy, Innovation & Advanced Education, Seniors (including Housing), Opposition Leaders Edmonton Metropolitan Region MLAs (27 NDP and 2 Wildrose) Media – Edmonton Metropolitan Region Federal Government – Edmonton Metropolitan 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) Stakeholders as outlined in Edmonton Metropolitan Region Economic Development Initiative Regional Aboriginal interests: Confederacy of Treaty Six First Nations, including the Alexander First Nation, the Enoch Cree Nation and the Paul Cree Nation, the Metis Nation of Alberta Special interest groups as outlined in Growth Plan Communications Plan Calgary Regional Partnership and other regional partnerships in Alberta Alberta Urban Municipalities Association Alberta Association of Municipal Districts and Counties
Second Level		<ul style="list-style-type: none"> Federation of Canadian Municipalities MLAs not part of Edmonton Metropolitan Region Capital Region Residents Media – outside Edmonton Metropolitan Region Northern Alberta Mayors' & Reeves' Caucus

Value Proposition

No other organization in the Edmonton Metropolitan Region offers the same focus and value as the CRB.

CRB's purpose is to be the regional planning body in our four core areas, with one regulatory output – ensuring municipal statutory plan alignment with the Growth Plan.

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 Edmonton Metropolitan Region without boundaries e.g. Prioritization of regional transit or housing needs in advance of submission to Province.
- Leverage a Growth Plan to assist the region in reaching its economic potential, encouraging a high standard of living; and to advocate for coordinated accessibility and affordability for residents in the areas of transit, affordable housing and other public access outcomes as the Region grows to 2.2 million people in the next 30 years
- Facilitate the Region in becoming a globally competitive metropolitan region.

As well as supporting the Government of Alberta in implementing provincial policy and direction, the Capital Region Board also exists to enhance education, awareness and collaboration amongst 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 Edmonton Metropolitan 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 ambitions 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:

- Assess and fill information gaps among the Board and member municipalities regarding CRB's vision, mandate, key priorities, plans and programs.
- Create and keep current advocacy and communication tools that enable members to easily convey information, be advocates and coordinate their efforts.
- 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:

- 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 the 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 and fall within CRB's mandate, policies or programs.
- 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:

- Set qualitative and quantitative measures for advocacy and communications to set benchmarks, encourage excellence and return on investment.
- 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 2015/16 budget. Budgets for subsequent years will be developed and brought forward within CRB's normal budget cycle.

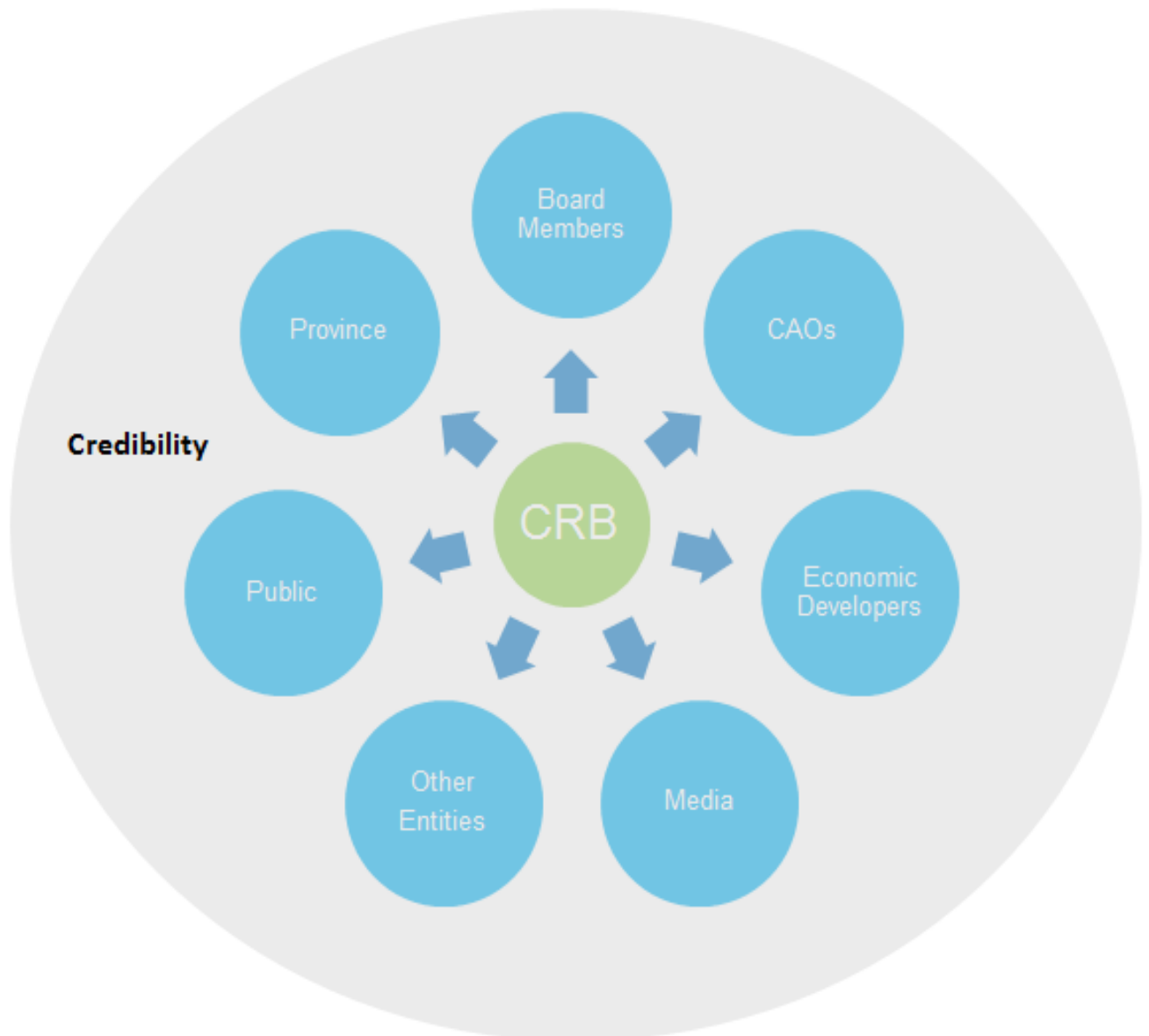
Appendix A: Roles and Responsibilities

- **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: Engagement Strategy

Engagement builds understanding and credibility.

Model



Appendix C: Report on 2015/16 and Draft Action for 2016/17

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

Goal 1 2015-16 Key Activities	Status July 31, 2016
Website review and redevelopment	Project approved and underway to be completed Sept 2016
GPU advocacy and communications	Assisted Stakeholder engagement; coordinated with GPU Task Force
AMC Retreat and renewed government relations	Adapting engagement to better suit new government

Goal 1 Core Strategies

- ➔ Assess and fill information gaps among the Board and member municipalities regarding the CRB's vision, mandate, key priorities, plans, and programs.
- ➔ Create and keep current advocacy and communication tools that enable members to easily convey information, be advocates and coordinate their efforts.
- ➔ Develop and implement a structured and coordinated, strategic approach to advocacy and stakeholder relations efforts.

Goal 1 Core Strategy 2015-16 Action	Status July 31, 2016
Growth Plan Update Communications Plan – increased focus on CRB elected officials	Ongoing: Support for May 2016 one-on-one member visits and six June 2016 Public Road Shows; provide contextual plan content as required; assist with ongoing internal communications and media relations
Refine and Implement Engagement Strategy - Continue building on relationships with all stakeholders	Ongoing: Semi annual members visits by CEO; Cross ministerial team for GPU, regular DM meetings; outreach to indigenous groups and new federal government,
Develop a Regional Narrative - to underpin reason for growth planning done by Capital Region Board.	Ongoing: Regional story scheduled for introduction to Board September 2016
EcDev Communications	On hold: assisted with engagement through October 2015

Goal 1 Draft 2016/17 Action

1. Launch of Edmonton Metropolitan Region Growth Plan



2. Launch of redeveloped CRB website
3. Continue with ongoing tools: *reCAP* newsletter, CEO Updates, media releases and backgrounders, Twitter
4. Monitor EcDev Initiative and support as needed
5. Continue building relationships with all stakeholders, especially the Government of Alberta

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.

Goal 2 2015-16 Key Activities	Status July 31, 2016
ReEnvision Housing Symposium	Complete: Sold-out event “Housing for the Next Generation” took place October 1, 2015 in Fort Saskatchewan
Regional Positioning Statement – as outcome of Regional Narrative project	Complete: Being incorporated into general communications messaging and materials along with “Edmonton Metropolitan Region”
Engagement Activities: Correspondence, Meetings, Presentations and Representation/Outreach	See Engagement Activity Report

Goal 2 Core Strategies

- ➔ Raise awareness and understanding of 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 and fall within CRB’s mandate, policies, or programs.
- ➔ Involve more members in outreach and advocacy.

Goal 2 Core Strategy 2015-16 Action	Status July 31, 2016
2015 Annual Report	Complete: Revised format to be more conversational, focusing on Board momentum and successes
Advocacy & Monitoring Committee as lead for Government Relations	Complete: GR campaigns, e.g. Value Add, will be led by AMC
Distribution of Regional Needs Assessment Reports and Energy Corridors Master Plan	Complete: Broad distribution with context emphasizing importance of value-add of this ground-breaking regional research

Goal 2 Draft 2016-17 Action
<ol style="list-style-type: none"> 1. Implementation of Edmonton Metropolitan Regional Growth Plan 2. Collaborate to Compete Regional Symposium as showcase for CRB success 3. Continue to refine Government Relations Strategy via AMC – Value-Add Campaign, possible Municipal Election Strategy 4. Continue to improve Media Relations using Growth Plan as impetus 5. Strategy for results of Modernized MGA when adopted 6. Strategy for EcDev Initiative as required

Goal 3 – Ensure CRB’s advocacy and communications activities add value to the organization and contribute to achievement of goals

Goal 3 2015-16 Key Activities	Status July 31, 2016
Government Relations	Ongoing: Continuing to build relationship with new Government of Alberta – Base built with key stakeholders in Municipal Affairs, Infrastructure and Transportation, Seniors and Housing, Energy

Goal 3 Core Strategies

- ➔ 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.

Goal 3 Core Strategy 2014-15 Action	Status July 31, 2016
Engagement Activity Report	Ongoing: Tracking requires analytic component

Goal 3 Draft 2016-17 Action
<ol style="list-style-type: none"> 1. Value Add Campaign 2. Development of meaningful measurement metrics

Appendix D: CRB Engagement Overview Q4 2015 and Q1 & Q2 2016

Background

Engagement builds understanding and credibility.

Activity Summary

Engagement takes many forms, including:

1. Correspondence
2. Meetings
3. Presentations
4. Representation/Outreach

1. Correspondence

Date	CRB	to	Why
July 29/16	Chair	Minister MA	Delivery of 2015/16 Annual Report
July 29/16	CEO	Public Health Agency of Canada	Re: Endorsement of grants and CRB in-kind sponsorship to support Housing Developments for Health and Wellbeing of Aging Population
July 28/16	Chair	Minister of Agriculture	Re: Agriculture Master Plan and Land Evaluation Tool Initiatives
July 21/16	CEO	Regional Stakeholders	Housing Symposium Sponsorship Opportunities
July 15/16	Chair	Minister of Transportation	Board endorsement of Public Transit Infrastructure Fund (PTIF)
July 13/16	Chair	Ministers of Seniors & Housing and Transportation, Regional MLAs and Key Cabinet Ministers	Regional Housing Needs Assessment and Specialized Transportation Needs Assessment Reports
July 11/16	Carr	Mayors Flynn, Katchur, Shaigec, Whaley	Thank you for hosting GPU Road Shows
	CEO	DM MA	Follow-up re: July 6, 2016 meeting
July 6/16	Chair	Premier	Reminder Housing Symposium



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June 28/16	Crouse	Minister Sohi	Regional Needs Assessments Reports
June 27/16	Chair	National Energy Board	Support for Enbridge Northern Gateway Pipeline
	CEO	DM Housing	Proposed Agenda for July 7, 2016 meeting
June 17/16	Chair	Chair CRWMAC	Discussion re overview of CRWMAC and Intro meeting
	CEO	DM MA	Alberta Community Partnership Budget Amount
June 15/16	Ganske	Board Chair, CAOs Regionals EOs	Invitation to 2016 Housing Symposium
	CEO	ADM MA	Discussed suggestions for draft MGA recommendations in creating MDP templates
June 9/16	Chair	Capital Region Waste Management Advisory Board	Invitation to meet
June 8/16	CEO	Gordon family	Response re: Opposition to Bremner
May 30/16	CEO	Taylor family	Response re: Opposition to Bremner
May 18/16	CEO	APPI Evaluation Team	Award Submission: CRGIS website
May 16/16	Chair	Minister Transportation	2016 Regional Transportation Priorities
	Chair	Premier	Invitation to 2016 Housing Symposium
	Chair	Councillor-Elect Raymond	Congratulations and Welcome
May 5/16	Chair	Minister MA	CRB Mandate update
April 27/16	Carr	Regional Eos	Invitation to GPU Road Shows
	Chair, Carr	External Stakeholders	Thank you for GPU consultation session input

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	CEO	Mayors	Details: May GPU One-on-Ones
April 26/16	CEO	Bocock family	Inquiry response: CRB and Bremner project
April 25/16	CEO	Regional Commissions	Thank you for input to CRB Mandate discussion
April 22/16	CEO	Counties/Edmonton	Follow-up: April 13, 2016 meeting
April 20/16	CEO	Bocock family	Inquiry response: Energy Corridors Master Plan
April 7/16	Chair	Minister MA	CRB Monitoring and Reporting Indicators Report
	CEO	GPU Responders	Thank you for input
March 31/16	Chair	Minister MA	Response to request for input on CRB mandate for MGA Review
March 21/16	CEO	To MGB	Inform on CRB and GP at MGB member orientation in Red Deer
March 21/16	Vice Chair Land Use	To Alberta Transportation Awards of Excellence	CRB nominated for the Transportation Prioritize List.
March 15/16	Chair	Minister Sohi (GOC), Minister Sigurdson	Request for update on Affordable Housing Support in Edmonton Metropolitan Region
		Minister Transportation	Request for status of potential access to unexpended GreenTRIP allocations in the 20% category (outside Edmonton and Calgary regions)
		Minister MA	Request re: Town of Redwater vote to withdraw from CRB
		Minister MA	Request re: Town of Lamont vote to withdraw from CRB
		Minister MA	Update on Capital Region Board Voting Structure

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March 15/16	GPU Chair	CRB	Notification of expanded Board engagement on GPU
March 10/16	Chair/CEO	Minister MA	
March 10/16	CEO	CAOs	New CAO engagement session on GPU
March 8/16	CEO	Board	Information for March 10, 2016 Board Meeting, Agenda Item 6.a. Membership Voting Structure
March 4/16	CEO	Land Use Commissioner	Engagement on the Energy Corridor Master Plan and setting up an engagement for the ADM council in April.
March 1/16	Chair	Minister MA	Request for clarity around permissiveness of CRB Mandate
February 25/16	CEO	Board members	Information for March 10, 2016 Board Meeting, Agenda item 9 Growth Plan Update decisions
February 19/16	Chair/CEO	AIHA Board	
February 18/16	Chair	UDI	Request to speak on CRB
February 17/16	Chair CEO	Premier President AER	Delivery of final Capital Region Energy Corridors Master Plan
February 4/16	Chair	CRP Board Retreat	Request to speak on CRB Mandate as it relates to their move to
January 28/16	CEO	Alberta Transportation	Nomination for Award of Excellence for Operational Operation, 2016 Minister's Awards for Transportation Innovation
January 15/16	CEO	CAOs	Invitation to GPU Information Session for Capital Region Municipal Administrations February 5
December 21/15	Chair	DM Seniors	Thank you and recap of Housing portfolio
December 15/15	Chair	Minister Transportation	Thank you for attending Joint CRB/CRP Transit meeting December 4

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		Chair CRP	Thank you for co-hosting Joint CRB/CRP Transit meeting December 4
		Mayor Strathcona County	Thank you for providing bus for travel to Joint CRB/CRP Transit meeting December 4
November 20/15	CEO	DM Seniors	Introductory Meeting and Update
November 18-19/15	CEO	CRP CEOs and Board	Requested to speak on CRB Mandate and REF
November 2/15	CEO	DM Energy	Congratulations, invitation to meet
October 30/15	Chair	Minister MA, Minister EcDev & Trade	Congratulations, invitation to meet
October 15/15	Chair	Minster Health	Status of Direct Borrowing for Housing Foundations and Other Non-Profits
		Minister EcDev & Trade	CRB Membership Review
October 9/15	CEO	CAOs of eligible members	CRB Membership Review

2. Meetings

Regular monthly meetings with Municipal Affairs DM Brad Pickering

Date	CRB	With/for	Why
August 9/16	CEO	Alberta Indigenous Relations	GPU and First Nations
July 7/16	CEO/Staff	CHBA	GP Densities
	CEO/Staff	Cross Ministerial team	GPU update
July 6/16	CEO	Housing DM	Update and funding ask
June 27/16	CO/Staff	Alberta Energy	Energy Corridors Master Plan
	CEO, staff	UDI	GPU Densities



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June 16/16	CEO/Staff	EWMCE	Tour of facility
May-June	CEO/Shuya	24 Members	Local impact GPU discussion
April 28/16	CEO/Staff	Alberta Transportation , CRP	Joint Provincial Transit Engagement
April 26/16	CEO	Mayor Lindop	Devon Energy
April 22/16	CEO	NAIT	Potential GIS Coordination
April 12/16	CEO/Staff	UDI	GPU
March 10/16	Chair, CEO	Minister MA	Update on Mandate Review and EcDev
February 2/16	CEP	CEO EIA	Employment Figures
January 25/16	CEO	Joe Doucet	EcDev
January 7/16	GPU PM	Alberta Agriculture	Introduction to Growth Plan Update
December 15/15	CEO, GPU PM	Director UofA City- Region Study Centre (CRSC)	CRB Regional Approaches to Food & Agriculture
December 7/15	CEO	CEO Edmonton Chamber of Commerce	Update on EcDev
November 26/15	CRO, Transit PM	CEA	Transportation & Environment Committee Mixer
November 23/15	CEO	CEO EIA	Update on EcDev and GPU
November 20/15	CEO	DM Seniors	Introductory meeting
October 20/15	CEO	Russel Dauk	CRB Housing issues
October 14/15	CEO	Director CRSC	Introductory meeting
October 8/15	CEO, GPU PM	Commander CFB	Economic Impact of CFB in the Region
October 7/15	CEO	CEO Northlands	Introductory meeting
October 5/15	CEO	CEOs of AAMDC, AUMA, CRP	Initial meeting to establish common ground and regular communication

3. Presentations

Date	CRB	To/for	Subject
June 29/16	CEO	GPU TF	Edmonton Town Hall
June 23/16	CEO	GPU TF	Fort Saskatchewan Town Hall
June 22/16	CEO	GPU TF	Parkland County Town Hall
June 17/16	Chair, CEO	AUMA Mayors Caucus	CRB as regional growth board
June 15/16	CEO	GPU TF	Sturgeon County Town Hall
June 9/16	CEO, staff	Regional EOs	GPU Town Hall
April 15/16	CEO, staff	External Stakeholder Consultation	GPU update
April 12/16	CEO, staff	LUF DM Committee	GPU and regional growth
March 21/16	CEO, Transit PM	Municipal Growth Board	Introduction and overview of CRB
February 19/16	CEO	AIHA Board	Overview of GPU
February 5/16	CEO, GPU PM	CRB Municipal Administrations	GPU Updates and Engagement
November 19/15	CEO, Transit PM	CRP Board	Update and overview of CRB Membership, Mandate and Governance
November 17/15	Chair	Bon Accord Council	CRB Membership Review
November 9/15	Chair	Warburg Council	CRB Membership Review
November 3/15	CEO	Wabamun Council	CRB Membership Review

4. Representation/Outreach

Date	CRB	To/With	Occasion
August 19/16	CEO	Edmonton City Hall	Treaty Six Recognition Day
August 4/16	CEO	GOA Transit Information Session	Hwy 2 Corridor Improvement Study
June 13/16	CEO/Staff	Provincial Update	MGA Review
June 10/16	CEO	Bruderheim	Mayor's Supper
April 27/16	Chair/CEO	Leduc Nisku EDA	AGM
April 25/16	CEO/Senior Leadership	Edmonton Chamber	Mayor's State of the City Luncheon
April 21/16	CEO	Greater Edmonton Foundation	Building for Life Breakfast
April 20/16	CEO	Luncheon/Chai	Habitat Day, Habitat for Humanity
April 8/16	CEO	Leduc	Provincial Update
March 21/16	CEO, Transit PM	AT Minister's Awards	Awards Banquet to represent CRB nomination
March 19/16	Chair, GIS Coordinator (for CEO)	2016 Housing Gala	CHBA Edmonton Region Annual Awards of Excellence in Housing 2016
March 17/16	CEO	Sturgeon County	State of the County Address
March 8/16	CEO	St. Albert	Imagine Possible – Business Breakfast
		Devon	State of the Town Address Luncheon
		Spruce Grove	State of the Region Address Dinner
March 4/16	Comms Mgr (for CEO)	Leduc	State of the City and County Address Luncheon
February 17/16	CEO	Strathcona County	State of the County Address Luncheon
February 10/16	CEO	St. Albert	State of the City Address Luncheon
February 8/16	CEO	Metro Region	Interview



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Advisory Panel			
January 20/16	CEO	Beaumont	State of the Town Address Luncheon
November 26/15	CEO, Transit PM	Consulting Engineers of Alberta	Seasonal Mixer
November 25/15	Chair, CEO	Guests of EIA	Festival of Trees Gala
November 18/15	CEO	Edmonton	City's Metis Flag Raising Ceremony
November 17/15	CEO	BOMA	EIA-hosted Luncheon
November 5/15	CRB Senior Leadership Team	GOA and municipal stakeholders	Premier's State of the Province Address Luncheon
October 15/16	CEO	North West Redwater Partnership	Refinery Tour