

**REPORT TO THE GOVERNANCE AND FINANCE COMMITTEE
MEETING OF WEDNESDAY, JULY 3, 2019**

SUBJECT **Capital Regional District Advocacy Strategy**

ISSUE

To approve an Advocacy Strategy to advance Board Priorities, Board approved Strategies and Operational Service mandates.

BACKGROUND

The Board completed the strategic planning process at the end of January 2019 and in February 2019, approved the Capital Regional District (CRD) Board Strategic Priorities 2019-2022. Four strategic priorities with 18 initiatives were identified to be advanced over the four year term. The Corporate Plan was subsequently developed and introduced corporate strategies and actions aimed at achieving the Board Priorities.

Each of the four Board Strategic priorities includes initiatives that require various types of advocacy to senior levels of government, public authorities and partners for support, to strengthen relationships, collaborate and form partnerships to address community needs. The Board Advocacy, Governance and Accountability priority sets out that the Board will advocate for infrastructure, regulatory, legislative, financial, and operational support to advance regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have a direct mandate to address.

The need to develop a CRD Advocacy Strategy, included as Appendix A, was identified by the Chief Administrative Officer working with the Board Chair to inform specific advocacy initiatives and leverage the collective voice of Board members, partners and staff in efforts to contribute our experience and resources to advance solutions and achieve greater outcomes.

The document identifies various types of advocacy, approaches, objectives and methods in consideration of the different roles and objectives our advocates have internally and externally.

ALTERNATIVES

That the Governance and Finance Committee recommend to the Capital Regional District Board:

Alternative 1

That the CRD Advocacy Strategy be approved and form the basis for individual advocacy initiatives.

Alternative 2

That the CRD Advocacy Strategy be referred back to staff for further information.

IMPLICATIONS

The Advocacy Strategy is not proposed as a Board policy and does not exclusively define or limit the role and responsibilities of Board members, partners or staff in advocacy initiatives. The intent of the strategy is to define how the CRD can become more effective in advocating for support and focus its governance and Committees and Commissions, partners and staff on transparently and efficiently advancing regional, sub-regional and local priorities.

CONCLUSION

The CRD Board Strategic Priorities 2019-2022 includes initiatives that require various types of advocacy to senior levels of government, public authorities and partners for support, to strengthen relationships, collaborate and form partnerships to address community needs. An Advocacy Strategy will inform specific advocacy initiatives and assist in achieving Board priorities.

RECOMMENDATION

That the Finance Committee recommend to the Capital Regional District Board:

That the CRD Advocacy Strategy be approved and form the basis for individual advocacy initiatives.

Submitted by:	Robert Lapham, MCIP, RPP, Chief Administrative Officer
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Attachment: Appendix A: CRD Advocacy Strategy

Advocacy Strategy for the Capital Regional District

The Board has been active early in the term advocating on several policy initiatives that flow from the approved 2019-2022 Board Priorities. To be effective in gaining the support of senior levels of government, local government and partners, the Term Priorities agreed to by the Board will remain the basis of the advocacy strategy, unless revised or updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. A successful advocacy strategy should be targeted, focused, and requires message discipline and consistency. Those we are advocating to need to understand what our priorities are and that we are committed to advancing them. The Board Priorities are organized under four themes with defined initiatives and desired outcomes.

Board Priorities

Community Wellbeing

Envisioning that residents have access to affordable housing that enhances community well-being.

Envisioning that residents have access to convenient, green and affordable multi-modal transportation systems that enhance community well-being.

Climate Action and Environmental Stewardship

Envisioning reduced GHG emissions, triple bottom-line solutions and progress on adaptation.

First Nations Relations

Envisioning strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

Advocacy, Governance and Accountability

Envisioning effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

Governance

Within the legislative framework which the Board and administration of the Capital Regional District (CRD), Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) operate, the Board, its members and staff must work collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region's residents. Board governance includes region wide general government and legislated authority as well as mandated and agreed on participant based sub-regional and local service delivery responsibilities that require infrastructure, regulatory, legislative, financial and operational support, to evolve and remain efficient and effective.

Residents and rate payers expect progressive action by the CRD to solve problems and advance regional, sub-regional and local priorities within its mandate in partnership and collaboration with other authorities. As orders of government, the CRD and CRHD are delegated powers to operate by the Province of British Columbia and as corporate entities and publicly accountable authorities, are able to enter into agreements, partnerships with other public authorities, other corporate entities and individuals. The CRHC is a wholly owned non-profit corporation of the CRD. Each entity may delegate or direct certain responsibilities including advocacy, however decisions of record including the priorities for advocacy are established by resolution of each individual Board.

Advocacy Strategies

For issues that require regional action outside the CRD's mandate, the Board can leverage the collective voice of its members, partners and staff to contribute its experience and resources to advance solutions and achieve greater outcomes. As a member of the Federation of Canadian Municipalities, Union of British Columbia Municipalities and Association of Vancouver Island Coastal Communities, and with member, director or staff representation in a variety of other organizations, the CRD has an opportunity advance our priorities and initiatives or seek the support these bodies as part of its advocacy strategy. Through its governance and service delivery mandate, the CRD also has the opportunity to directly advocate to the Provincial and Federal Government, government Ministries, appointed bodies and agencies and to partner with other entities.

Board Advocacy

Agreed on Board Priorities are the basis of the Board advocacy and the process for adding to those priorities is by Board resolutions with follow up actions typically directed through the Board Chair or the Executive Leadership Team. The Board Chair may ask for the support of other Directors to assist with efforts based on relationships, expertise and experience or participant jurisdiction and geography. While the Board collectively has responsibility for the interests of the electoral areas, it has included or may delegate specific advocacy to the electoral area Directors for those areas.

Inter-Regional Municipal and Electoral Area Advocacy

Board Priorities are only as strong as the support for them in our communities and working with the municipalities and electoral areas to ensure they support Board initiatives is key. The Board Chair, working directly with Board members, and the CAO working directly with Municipal CAOs should engage with elected officials and senior CRD, municipal and electoral area staff to ensure that there is a clear understanding of Board priorities, while identifying and responding to any divergent priorities to ensure alignment within any advocacy initiatives.

Corporate Advocacy

The CAO will lead corporate advocacy based on Board direction and the Corporate Plan. The CAO will lead the staff efforts on how best to drive initiatives forward with the right agreements and protocols with other organizations, and has delegated authority from the Board to enter into agreements including memorandums of understandings with other agencies. The CAO will work closely with the Chair and play a major role in supporting the Chair and Board in advocacy efforts and will update the Board quarterly.

An advocacy strategy must be flexible, nimble and pivot on emerging issues or opportunities and the CAO will respond to and assign specific priorities and strategies for action. The Board Priorities Quarterly Dashboard progress reports track resolutions of the Board, current initiatives and planned actions related to advocacy as well as other priorities.

Advocacy can include formal letters, requests for meetings, presentations, partnering with agencies, campaigns, advisories and announcements. Strong relationships with media who cover the CRD are essential to an effective advocacy strategy and engagement and outreach to editorial boards and media briefings, releases and advisories as well as the CRD website and social media posts are effective tools.

Service Mandate and Operational Advocacy

Under the direction of their General Manager, CRD staff participate in many conversations with regulators' and policy makers on efficient and effective service delivery approaches, and with organizations that engage with senior levels of government on policy and implementation. ELT will coordinate communications with senior levels of government on policy and implementation to ensure alignment with Board direction, service mandate and consistency of messaging in any advocacy.

Over the past few years local government associations and related organizations have increased their role in advocacy for the municipal sector. The CRD needs to stay active in these organizations and drive our issues into and through their process. At times senior levels of government will only consider policy changes that have been approved by these voices for our sector.

Potential Advocates

The following parties have been recognized as potential advocates and have been categorized based on each stakeholders' potential ability to influence the CRD's work (positively or negatively) or according to each stakeholder or groups interest in CRD and whether they are internal or external to the organization.

A Primary Level stakeholder or group interest has or may be identified as a result of a delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding with the CRD.

A Secondary Level stakeholder or group interest has or may be identified as a result of receiving a service or benefit, having a secondary or related affiliation with a primary group or stakeholder or having a mandate aligned with the CRD.

Internal stakeholders or groups include individuals or groups that have a duty or direct affiliation with the CRD or whose organizations participate directly or have a formal relationship with the CRD.

External stakeholders of groups include individuals or groups whose decision making authority either directly impacts the CRD at a Primary Level or whose decision making authority influences the CRD at a Secondary Level.

This categorization provides a focus for advocacy and communications activity by identify primary and secondary advocacy relationships and the preferred approach for advocacy.

Advocacy Internal/External Stakeholders

Advocacy	Internal	External
<p>Primary Level</p>	<p>Board Members and, Alternates</p> <p>Member municipal councils</p> <p>Delegated CRD Commission Members</p> <p>Local Area Elected Officials</p> <p>Local Area CAOs</p> <p>Local Area Senior Staff</p>	<ul style="list-style-type: none"> • Premier’s office • Province: Ministers, Ministers’ offices and Deputy Ministers of select Government of BC 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 • Vancouver Island Region MLAs • Federal Government – Vancouver Island 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)
<p>Secondary Level</p>	<p>Agencies and organizations who have entered into formal agreement with the CRD</p> <p>CRD representatives appointed to an affiliated governance body</p>	<ul style="list-style-type: none"> • First Nations • Federation of Canadian Municipalities • Union of BC Municipalities • Association of Vancouver Island Coastal Communities
<p>Operational Level</p>	<p>ELT and designated staff who participate in various external initiatives, committees and groups as a representative of the organization.</p>	<ul style="list-style-type: none"> • Membership in various Professional Associations, Boards and Groups • Engagement work with Federal, Provincial, Institutional and Local Government staff. • Engagement with Crown and Non-profit bodies aligned and mandated to advance similar priorities.

Advocacy Approach

Advocate	Objectives	Methods
<p><u>Board</u> Includes Board Members and Alternates</p>	<p>Advance Board priorities and actions required by other levels of government to address regional issues.</p>	<p>Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.</p>
<p><u>CRD Member Representatives</u> Member municipalities and Local Area Elected Officials. Designated CRD Commissions and Commissioners</p>	<p>Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.</p>	<p>Advance Board and Corporate priorities as identified by the CRD Board, and included in the Corporate plan and other approved CRD Strategies when aligned with municipal and commission interests.</p>
<p><u>Partnerships</u> Agencies and organizations who have entered into formal agreement with the CRD and/or a CRD representative is appointed to a governance body of that organization.</p>	<p>Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.</p>	<p>Advance Board and Corporate priorities as identified by the CRD Board, and included in the Corporate plan and other approved CRD Strategies when aligned with agencies and organization’s interest.</p>
<p><u>Staff</u> ELT and designated staff who participate in various external initiatives, committees and groups as a representative of the organization when adhering with corporate policy and/or by professional affiliation.</p>	<p>Communicate formal CRD policy or position and share professional expertise. Act on behalf of the organization to advance initiatives in support of Board and corporate priorities.</p>	<p>Advance Board and Corporate priorities as identified by the CRD Board, and included in the Corporate plan and other approved CRD Strategies when aligned with external agencies and organization’s interests.</p>