



Serving Edmontonians

Communications and Engagement



Edmonton

Serving Edmontonians through Relationships and Listening

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November 4, 2021

A review of our morning together

1. Review of the c/City's brand
2. Strategic and Prioritized Relationships and Partnerships
3. Intergovernmental Priorities and Context
4. Listening and Learning through Public Engagement and Research

What We Heard from Council on Monday

1. **EMPATHY AND COMPASSION** - As a City, we work with and for all Edmontonians — we must continue to reach diverse audiences and attract diverse voices.
2. **EFFICACY AND VALUE** - The seasonal and repeatable nature of a municipality allows for continuous improvement and reflection. Achieving value for tax dollars is critical.
3. **RELATIONSHIP FOCUS** - We have a Council that approaches their City-building work through a relationship-based lens. Tools and information will help Council do their best work in the public and community spaces.

A quick review of our Brand

What is a Brand?

- The things we're known for; what people think and feel about the City of Edmonton and the city (community) of Edmonton
- Have to earn it every day, with every interaction -- consistency is critical
- A logo and tagline are expressions of a brand, but not a brand

Why is a Brand important?

- Builds trust and affinity
- Builds relationship capital
- Sets service expectations
- Has economic value

Alignment of Corporate & Place Brands

Corporate brand attributes

- The City is collaborative, community-focused, efficient, open, progressive
- Guided by corporate promise, cultural commitments, research

Place brand attributes

- Edmonton is open, inventive, cooperative, risk-taking
- Guided by community conversations, research, City Plan Guiding values

Bringing C/city brands together



[City Farm Video](#)

Brand is Essential to Relationship- & City-building

- Brand is the foundation for collaboration
- ConnectEdmonton recognizes this
- The C/city's brand attributes validate not just who we are but how we work together

TOPIC #1

Strategic and Prioritized Relationships and Partnerships

Strategic Wayfinding

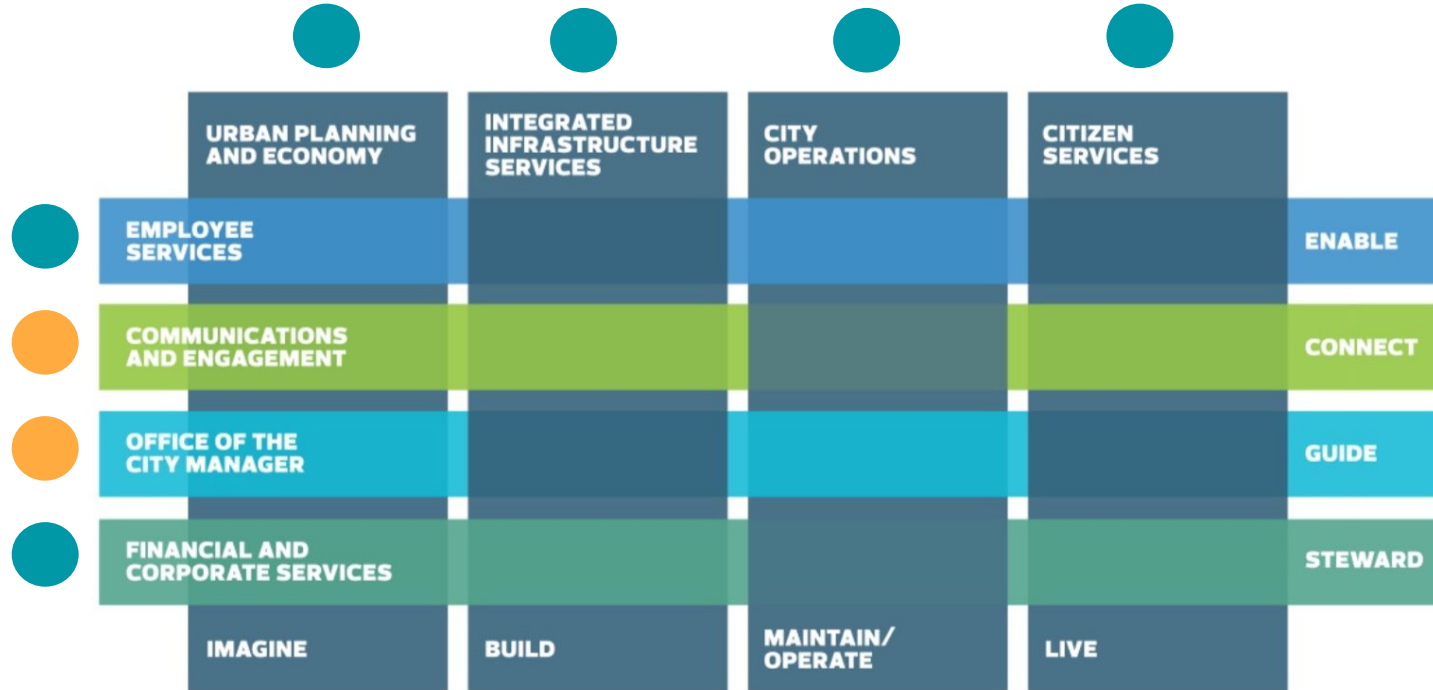


Statutory Plan / Bylaw Status



Strategic and Prioritized
Relationships and Partnerships are
the foundation of collaborative
city-building

Corporate Wayfinding



Orange circle = Lead Department(s) Teal circle = Supporting Department(s)

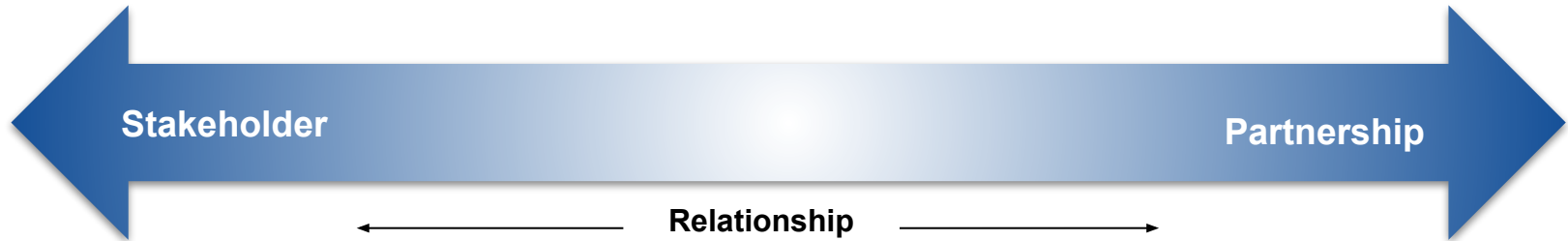
Relationship and Partnership Framework

- Administration's guiding document for the City's relationship and partnership work.
- Contains **leading practices, alignment** and an **understanding of value** to ensure relevancy, effectiveness and efficiency in the application of taxpayer dollars.
- Used by Administration as an internal tool to guide our relationships, partnerships and stakeholders work.

Relationships and Partnership Management



Continuum: Relationships and Partnerships



Stakeholder: A person or organization that has an interest in an organization or its activities

Relationship: Is an active, focused, mutually beneficial, long term affiliation characterized by a shared understanding, trust, and a desire to work together to pursue shared goals and opportunities. The practice of working in a concentrated and focused way with people and organization(s) to activate and achieve priorities, programs, and services.

Partnership: An agreement between the City and one or more organizations to advance common goals, recognizing shared outcomes and objectives; investment of resources, risk and accountability; decision making, and results

Examples of Relationship and Partnership Programs and Services

Post-Secondary Institutions

1. **City Building:** City-building is more than just infrastructure. It's the people, the character and the vibe of our City. It's how we dream, plan and grow. It's how we will welcome one million more.
2. **Brand Edmonton:** Edmonton is a learning city that attracts and retains talent. We are on the map as a place to build a future.
3. **People and Prosperity:** Leveraging the power of people to transform Edmonton and the region's economy. We are a City where people bring ideas to life.
4. **Innovative Problem-Solving:** Solving the city's (and the world's) most intractable problems together. Using innovation and ingenuity to propel us to a new future.

Civic Centre Flagship Arts Organizations

Focus is coordinated approaches to relationships and partnerships across the corporation

- Involves the Edmonton Arts Council, the Citadel, the Winspear Centre and the Art Gallery of Alberta
- Identifying opportunities and address challenges as one team with a dedicated City “navigator” service
- Focusing on navigating the impacts of the pandemic and creating a welcoming downtown space to re-attract patrons to their venues and the civic precinct

Team Edmonton

- Harness the voices of executive leaders, influencers, change makers and city-builders.
- Message library ensures consistency & concision when communicating Edmonton's priorities.
- Key Messages:
 - Future Focused
 - Service Excellence
 - Advocacy Specific

Relationship and Partnership Support for Council

TOPIC #2

Intergovernmental Context and Initiatives

Strategic Wayfinding



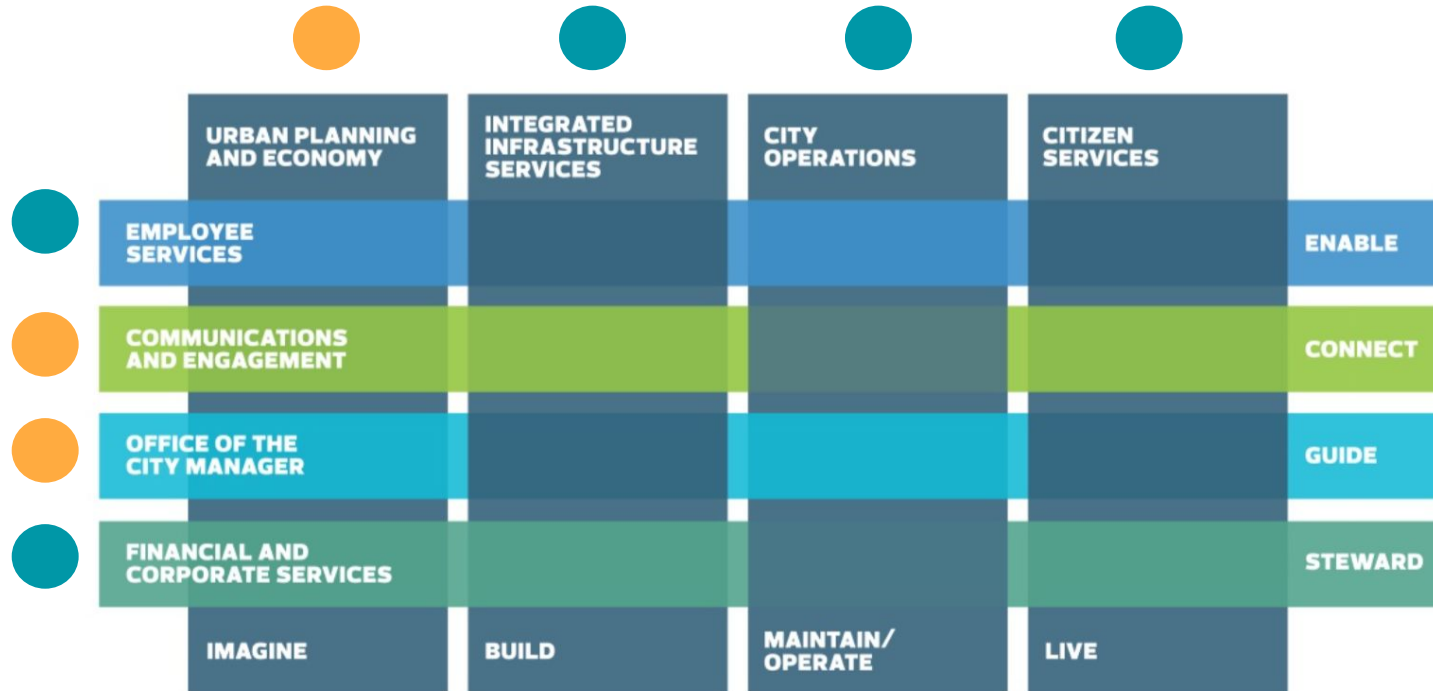
Statutory Plan / Bylaw Status



Intergovernmental Affairs provides the support we need to city-build with all orders of government and our regional partners..

Edmonton

Corporate Wayfinding



The next 90 days of intergovernmental work

In the next
30 days...

- AUMA Annual Convention is November 17-19, 2021
- A joint grant application (with St. Albert) for the Intermunicipal Planning Framework will be brought to Executive Committee on November 16.

In the next
60/90 days...

- A planned update to Council via a non-regular Council meeting on January 26.
- The City of Edmonton's Pre-Budget Submissions will be prepared for the upcoming Provincial and Federal Budgets.

Context Setting

Municipal Government

≈ 350 municipalities in Alberta
(cities, counties, towns, villages)

13 municipalities in the Edmonton
Metropolitan Region Board

Provincial Government

87 MLAs (61 UCP, 24 NDP, 2 Ind)

20 MLAs in Edmonton
(1 UCP/Cabinet member, 19 NDP MLAs)

Federal Government

338 MPs (159 LPC, 119 PCP, 32 Bloc, 25 NDP, 2 Green, 1 indep)*

11 MPs in Edmonton metro area (8 PCP, 2 NDP, 1 Liberal/Cabinet member)



**Note: As of October 26, 2021*

**Note: Prairies Economic Development Canada headquarters located in Edmonton*

Edmonton

LEGISLATIVE CONTEXT

Provincial Legislation

- *Municipal Government Act*
- City of Edmonton Charter, 2018 Regulation
- Edmonton Metropolitan Region Board Regulation
- + many others...



Federal Context

Newly elected Government

- Liberal minority with nearly the same seat distribution.
 - Balance of power with NDP and BQ → tendency to lean left
 - Neither the Green nor the People's Party leaders won their seats
- 2 Liberal MPs in Alberta, including Randy Boissonnault (Edmonton Centre) who is Minister of Tourism & Associate Minister of Finance
- Percentage vote results warn against assuming complete status quo
- Anticipate continued collaboration on existing priorities



Shifting Landscape

Ongoing Pandemic Impacts & Response

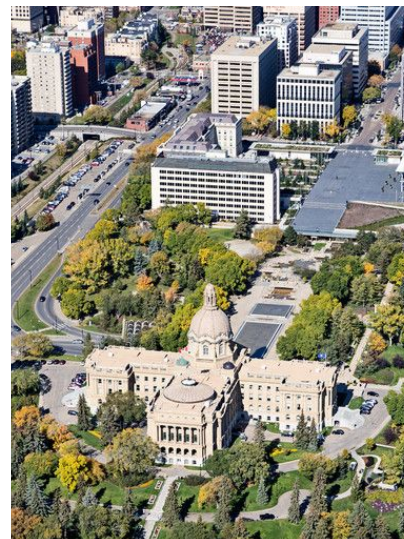
- Unprecedented pandemic response across orders of government
- Massive increase in government fiscal spending and programs
- Pivoting from crisis to relaunch to recover (and back again?)

Socioeconomic Context

- Shifts in political landscape (federal, provincial, intermunicipal)
- Ongoing federal and provincial legislative and policy changes
- Evolving coordinated “big city” advocacy
- Emerging regional initiatives and collaboration

The City's Intergovernmental Approach

- **Mutually Beneficial Relationships:** share and advance City interests through strong mutually beneficial relationships
- **Advocacy Opportunities:** identify opportunities to influence decision-making and achieve shared outcomes at other levels of government
- **Regional Outcomes:** promote regional collaboration and a strong city-region



2021 Key Advocacy Focus Areas

- Affordable Housing Capital and Operating Funding
- COVID-19 Impacts Operating Shortfall Funding
- Capital Line South LRT Expansion
- Fiscal Arrangements/Local Government Fiscal Framework Act
- Opioid Crisis
- Red Tape Reduction
- + many others...

Municipal Associations

Federation of Canadian Municipalities (FCM)

- 2,000 municipalities from across the country
- Lead advocate for urban issues with the federal government

**note: FCM Annual Conference in Regina June 2-5, 2022*

Big City Mayors' Caucus (BCMC)

- Advocacy led by Mayors of 22 largest Canadian cities

Alberta Urban Municipalities Association (AUMA)

- 265 municipalities from across Alberta
- Promotes municipal cooperation and advocacy with the province through Board and Committees

**note: AUMA Annual Convention in Edmonton Nov 17-19, 2021*

Regional Context

Municipal Government

7 cities, 3 towns, 4 counties in the EMRB
(includes all municipalities over 5,000)

Many other towns, villages and Summer villages exist as well

Indigenous Governments and Communities

3 First Nations (Enoch, Paul, Alexander)

Other local First Nation organizations
(Michel FN, Papaschase)

Federal Government

Edmonton International Airport

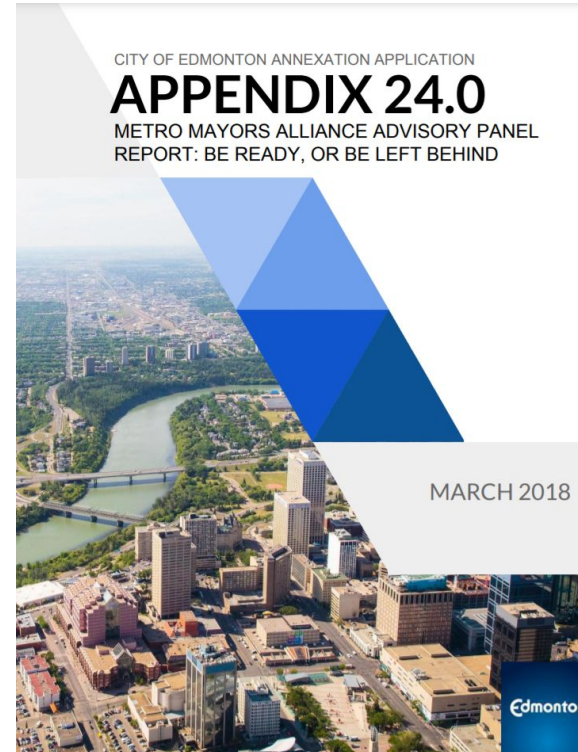
Edmonton Garrison Base



Regional Context

Be Ready or Be Left Behind told us three things:

1. Seek out and attract economic development as one team
2. Approach land use planning as a single entity
3. Deliver transit as a regional service



Economic Development

- We must collaborate to complete. Our success in a global scale requires our region to work together.
- A fully integrated, collaborative and unified approach enables us to best respond to economic opportunity and remain competitive in a global marketplace.
- **Edmonton Global** is the regional economic development agency seeking foreign direct investment and creating a regional brand.
- Regional initiatives like Collaborative Economic Development offer new opportunities.
- *Information will be provided on Edmonton's Economic Action Plan at a later session*

Land Use Planning

- The Edmonton Metropolitan Region Board (EMRB) was established under legislation, requiring 13 Edmonton area municipalities to collaborate to foster regional success.
- The City is represented at EMRB meetings by elected officials, unless at the Chief Administrative Officer (City Manager) or working level.
- There are several areas of focus, all tied to the:
 - Regional Growth Plan
 - Metro Region Servicing Plan
- Several other initiatives come forward to support implementation of these two primary documents.

Transit Services Commission

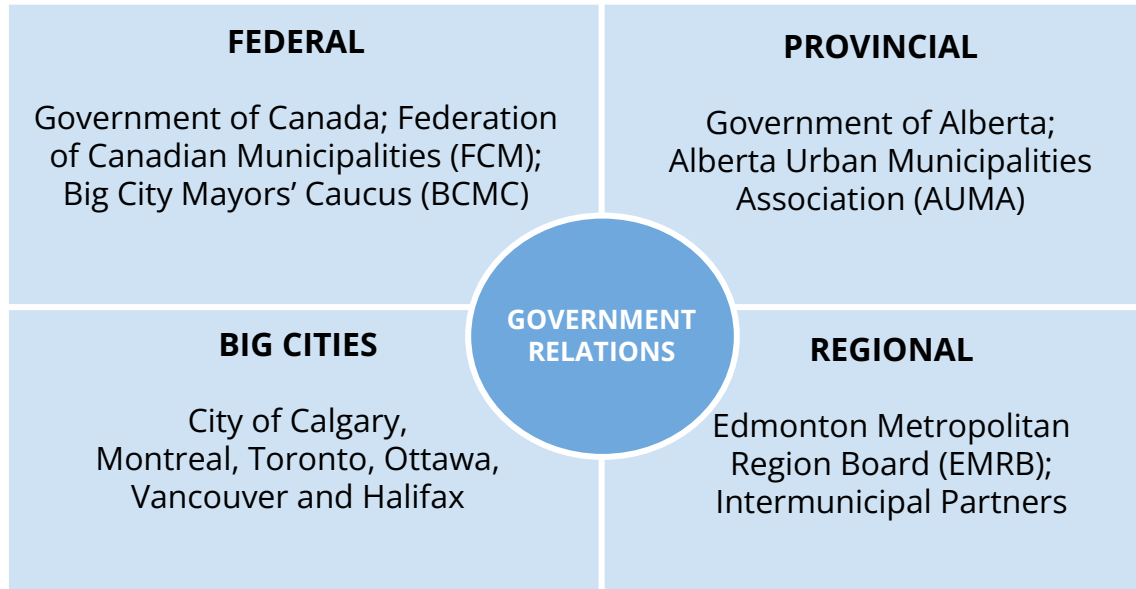
- The **Edmonton Metro Transit Services Commission** will be the intermunicipal transit service delivery agency.
- Several of the regional partners are delivering the Arc pass — the electronic fare payment system for transit users in Edmonton, St. Albert, Strathcona County, Fort Saskatchewan, Leduc, Spruce Grove and Beaumont.



Intergovernmental and regional work is brand work

- What is our advocacy story so that Edmonton can be a healthy, urban and climate resilient city of two million people who participate in the success of a prosperous region?
- “Whole team” approach to advancing the City’s interests
 - What do we bring to the table?
 - What can we do for the region, province and the country?
 - What do we need to enable a better life for Edmontonians?

Supporting you as a Council



Known intergovernmental touchpoints

Tentative plan

High-Level Action Plan*				
Q4 2021 (Oct → Dec)	Q1 2022 (Jan → Mar)	Q2 2022 (Apr → Jun)	Q3 2022 (Jul → Sept)	Q4 2022 (Oct → Dec)
<ul style="list-style-type: none">• AUMA Annual Convention & Resolutions (Nov 17-19)	<ul style="list-style-type: none">• City Pre-Budget submission to GoA• City Pre-Budget submission to GoC	<ul style="list-style-type: none">• GoA and GoC Budget Analysis• FCM Annual Convention & Resolutions (Jun 2-5)	<ul style="list-style-type: none">• AUMA Annual Convention & Resolutions	<ul style="list-style-type: none">• FCM Advocacy Days
	<i>Council Non-Reg Intergov Updates (Jan 26)</i>	<i>Council Non-Reg Intergov Updates (April 28)</i>		<i>Council Non-Reg Intergov Updates (Oct 19)</i>

Intergovernmental and Regional Support for Council

TOPIC #3

Listening and Learning: Public Engagement and Research

Strategic Wayfinding

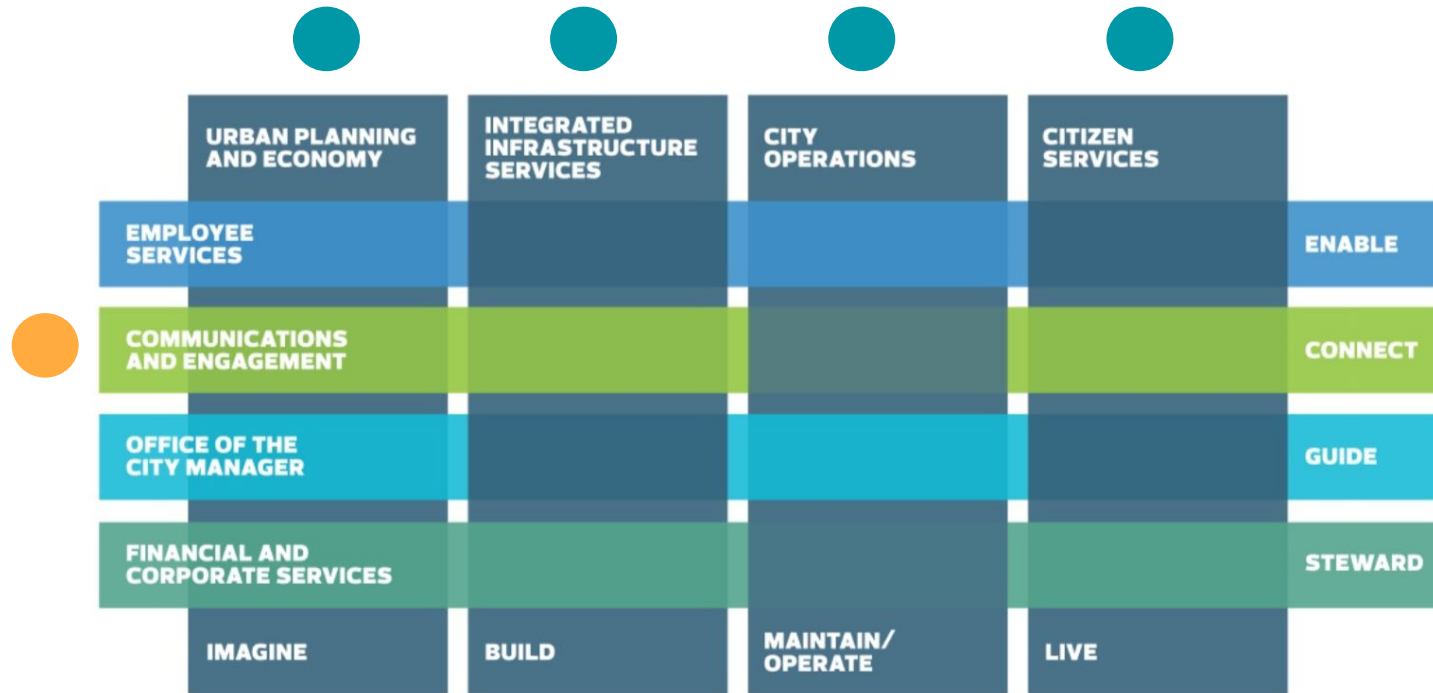


Statutory Plan / Bylaw Status



Listening to and learning from Edmontonians helps Council and Administration do the complex work of implementing these strategic documents.

Corporate Wayfinding



 = Lead Department(s)  = Supporting Department(s)

How does the City listen?

Formal programs/disciplines

- Relationships and Partnerships
- Various intergovernmental and regional negotiation tables
- Registered speakers at Council, Committee and Public Hearings
- Multicultural relations
- Indigenous relations
- **Public engagement and research**
- Social media
- Media monitoring

Ways of working

- Stakeholder and project meetings
- Individual and community conversations
- Patron interactions at City facilities
- Feedback and advice from Councillors
- Employee surveys
- Customer service surveys

What is public engagement?

- Public Engagement is a **process** that creates opportunities for people to contribute to **decision making** by City Council and Administration about the City's policies, programs, projects, and services, and communicates how public input is collected and used.
- The standards for Public Engagement are found in the Public Engagement Policy (C593A).
- A small team acts as the central point of coordination and continually scans for opportunities to improve.
- Edmonton is a recognized leader in public engagement winning the 2018 Organization of the Year from IAP2 Canada and IAP2 (International).

Public Engagement Vision and Guiding Principles

Vision

A City where we are connected, invested, and proud to participate in shaping our community.

Guiding Principles

- A shared responsibility
- Relationship-building and perspective seeking
- Proactive, timely and transparent
- Inclusive and accessible
- Innovation and continuously improving

The Public Engagement Spectrum



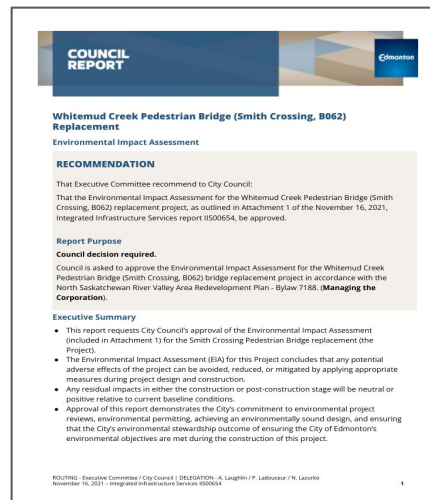
What is corporate research?

- Provides strategic research design and planning advice to clients
- Manages the Edmonton Insight Community, an online research panel made up of 14,000 Edmonton residents
- Provides support and guidance in the fields of customer experience, user experience and citizen perception
- Provides questionnaire design support
- Leveraging pre-qualified service providers for extensive and wide reaching research efforts

Supporting decision making



What we heard-style reports
(available on edmonton.ca)



Community Insights in
Council and Committee reports

Why public engagement and research rigour matters

Listen, Learn and Lead

- We make better decisions when we integrate the perspectives of our diverse community.
- There are many ways to listen:
 - Council meetings and Public Hearings
 - Stakeholder and Partner Relationships
 - Agencies, Boards and Committees
 - Community Leagues, neighbourhoods and businesses
- Coalition for the Advancement of Public Engagement (CAPE)
- We are deeply committed to excellence in our fields. We will work with the community in pursuit of that excellence.

The evolution of Public Engagement and Research

- Digital engagement
- Diversity and inclusion
- Indigenous Framework
- Listening to unheard voices
- New topics of conversation



Questions?