

MEMORANDUM**CONFIDENTIAL**

To Dean Sarnecki
Executive Director
Alberta Catholic School Trustees'
Association
9940 - 106th Street
Suite 205
Edmonton AB T5K 2N2

From Robert W. Murray, Ph.D.

Date February 6, 2019

Subject ACSTA Action Day at the Alberta Legislature

As part of ACSTA's strategic planning and advocacy work, the organization is looking to organize an Action Day at the Alberta Legislature in 2019. The purpose of holding an ACSTA Action Day would be to:

1. Raise awareness of publicly-funded Catholic education in Alberta;
2. Develop and enhance relationships with elected officials from all Alberta political parties;
3. Demonstrate unity within the system between the key partners responsible for leading Alberta's Catholic education system and speaking from a common set of messaging.

Given the upcoming 2019 Alberta provincial election, we would propose that a lobby day be held no earlier than the fall 2019 sitting of the legislature. The attendees at the Action Day would include representatives from ACSTA's executive and Board of Directors, CCSSA, and the Alberta Bishops, with the total group not exceeding 15-20 delegates.

We propose partnering with Global Public Affairs to develop and organize an Action Day for ACSTA given their capacity and experience in organizing such an event. Your key team members for the Action Day would be me as project director and Elan MacDonald from Global Public Affairs as their liaison.

A detailed breakdown of an Action Day format and associated costs for Global Public Affairs is attached to this memo for your consideration.

Please let me know if you have any questions or concerns regarding the above or attached.

RWM



Proposal to Alberta Catholic School Board Trustees
Stakeholder Project Support: 2019 Alberta Catholic School Board Trustees
Action Day at the Alberta Legislature

February 6, 2019

Contact:

Elan MacDonald

Senior Vice President, National Client Development

#202 10137-104 Street

Edmonton, Alberta T5J 0Z9

780-425-1990

emacdonald@globalpublic.com

February 6, 2019

Mr. Robert W. Murray, Ph.D

Managing Director - Government Affairs and Public Policy Practice Group

Dentons

Submitted via email to Robert.murray@dentons.com

Dear Bob,

Thank you for the opportunity to provide you with a proposal as to how Global Public Affairs (Global) can assist Alberta's Catholic School Board Trustees in the advance planning and execution of your association's *Action Day at the Alberta Legislature*.

Based on our initial discussions earlier this month, this proposal summarizes the elements that would be involved in preparing for the 2019 *Action Day at the Alberta Legislature*, and contains two 'levels of support' and the services that go along with each.

The *Action Day* will be finalized after further discussions with you and your stakeholders. This plan would also be modified, as necessary, as the project moves forward.

Thank you again for this opportunity and for your consideration.

Sincerely,

Elan MacDonald
Senior Vice President, National Client Development
Global Public Affairs

Introduction

Global Public Affairs is the largest independent public affairs firm in Canada with one of the most comprehensive footprints in the country. With demonstrated and extensive expertise in Alberta’s political and policy fields – specifically with education – we believe we are best positioned to provide public affairs expertise to Alberta’s Catholic School Board Trustees as they continue to support advocacy activities.

About Global

Global is Canada’s largest specialist public affairs firm. With offices across the country, we work with an ever-expanding list of Canadian and international clients in multiple aspects of their business, providing comprehensive strategic communications and government relations counsel and services. Whether through research, strategic communication planning, advocacy, or government relations programs, pursuing the many elements of effective public affairs is fundamental to business success.

How Global Can Help

Education Expertise

Provincial education team has vast experience as trusted advisors to stakeholders and organizations

Strategic Communications

Team of seasoned communicators prepare integrated communications plans across all sectors, including specialty education

Public Affairs Experts

Unparalleled experience across all Canadian jurisdictions for education government relations programs

Advocacy

Successful record of working with multiple groups to help achieve desired outcomes for awareness campaigns

Why Global?

1. Strong track record of working with Alberta associations to realize their public affairs communications objectives;
2. Demonstrated expertise in education public policy development and public relations campaigns in all Canadian jurisdictions.
3. Direct and extensive experience in political environments surrounding education across Canada;
4. Demonstrated success in public affairs work in multiple Alberta public policy areas
5. Unparalleled experience dealing with senior leaders and stakeholders.

Proposed scope of work

This work plan outlines the elements that would be involved in preparing for the events and would be finalized after further discussions with you.

Timelines

The legislative calendar can be crowded with planned and unanticipated events. While it is impossible to predict how many events may be scheduled for the identified time period, it is certain that at least a handful of significant international trips, conferences and other advocacy efforts may vie for the time of the targeted audiences.

Further, with a provincial election in Alberta imminent, it remains unclear when the Alberta Legislature will resume sitting.

Through discussions with stakeholders in advance, they have generally identified **the Fall** as a potential date range for an Action Day. As soon as a general plan for the day is approved and further information regarding the 2019 Legislature calendar is determined, GPA will work with the stakeholders to secure the appropriate event logistics.

Sample overview of 2019 Action Day at the Alberta Legislature

Hosting a successful event requires holding several meetings with key decision-makers and influencers throughout the course of the day and potentially, a reception during the evening. In addition to meeting with government officials, Global will help coordinate stakeholders to participate in the Legislative proceedings through Private Members' statements, attending the Daily Question Period or holding a press conference.

A tentative agenda for the activities at the Alberta Legislature should resemble the following:

Day before	Evening	<p>Alberta Catholic School Board Trustees / Regional representatives arrive in Edmonton</p> <p><i>Optional: Briefing dinner for participants, including overview of logistics, briefing on the new Alberta government and key messaging, and overview of presentation materials developed</i></p>
Action Day	Morning	<p>Delegates meet at the Alberta Legislature to meet up with their teams</p> <p>1-2 meetings per team</p> <p>Attendance at daily Question Period, with legislative introductions</p>
	Afternoon	<p>2-3 meetings per team</p>
Evening (or following morning)		<p><i>Optional: Debrief session with all attendees and Global team to discuss issues / next steps</i></p>

Development of key messaging, policy priorities and presentation materials

Global will also work with the Association to focus key messaging and develop a presentation deck for meetings to be held on the advocacy day. In addition to the basic introductory slides, presentation decks will need to be customized to reflect priorities and policy area(s) of focus, based on the meeting attendees.

Global will also work with Association and its stakeholders to prepare talking points to be used by participants in the meetings and draft leave behind materials. Global can coordinate printing of materials once finalized.

Identifying and targeting decision-makers and influencers

We will prepare a list of targeted government officials – both political and bureaucratic - to be approached for meetings based on the Alberta Catholic School Board Trustees Association government relations plans and priorities and building on meetings from previous years.

Throughout the process of follow-up, Global will assess response levels and send additional invitations if necessary to ensure a maximum number of meetings.

Developing delegate teams

The Association will need to determine how inclusive to be when establishing delegate teams. Our experience has shown that it is ideal to work with 2-3 delegates per team, and each team would participate in 3-5 meetings. This proposal includes pricing that assumes there will be 4-5 teams, totalling approximately 12-15 delegates.

Global would work with the Association to segment delegates into teams based on their experience with the various policy issues that will be discussed and their region. As always, we suggest that teams are balanced with some more and some less experienced members amongst the teams.

Scheduling delegate meetings

The process of scheduling meetings at the Alberta Legislature is iterative and can involve a great deal of follow-up. In some cases, it will be difficult to obtain final confirmation of a meeting until close to the date. Our experience has shown the schedule will continue to evolve throughout Action Day preparations and will sometimes include additions or deletions of meetings including the day of; this is to be expected with other Legislative Business occurring throughout the day. Our experienced staff will work with you to handle the changes and ensure all involved are notified and prepared.

Global will draft a standard meeting request, which would be tailored for specific policy areas to be pursued. Invitations will be sent via email by Global on behalf of the Association. A large effort will then be placed on follow-up, which will include calls to offices, resending of invitations when necessary, and responding to requests for additional information in advance of meetings. Global will prepare and continually update a master schedule, which will be shared with stakeholders weekly, with increased frequency as necessary.

As the schedule takes shape, Global will work with the Association to appropriately match delegate teams with scheduled meetings. Confirmation emails that will include all details of location, time and attendees will be sent to each participating government/MLA/official's office several days in advance of the event.

Preparation of briefing materials

Each delegate who is participating on a team and in meetings on the advocacy day will be provided with a substantive briefing book that will include all necessary information for the day. Items that would be included in the binder include:

- Agenda
- Master schedule
- List of teams
- Meeting guidelines/tips
- Team schedule with positioning notes for each meeting
- Profiles of meeting participants
- Copy of the presentation deck
- Map of the Alberta Legislature precinct and relevant downtown Edmonton buildings
- Forms to record outcomes of meetings and necessary follow-up actions required
- Contact numbers

Optional Political Briefing Session: Alberta's New Government

Global's team would be available to conduct a briefing session that would cover such items as an overview of the current Alberta Legislature environment, discussion of messaging and anticipated questions, a rundown of all activities and what is expected of participants, and the "how-to" of conducting a meeting.

We recommend that this take place as a part of the 2019 *Action Day*, as there might have been a significant political shift at the Alberta Legislature through the upcoming election and delegates will likely require a 'deeper dive' into the government's members, mindset and approach. With a strong network of stakeholders in the Alberta government, Global is well-positioned to provide this briefing.

Depending on schedules, the briefing could take place via a conference call in advance or in-person the evening before over dinner.

Conduct Post Mortem and Follow-Up

In the days that follow the completion of the events, Global will meet with stakeholders and attendees to evaluate the effectiveness of the program and highlight successes and areas for improvement in future endeavors at the Alberta Legislature.

It is recommended that attendees send letters as follow-up to the meetings held, thanking the participants and forming the basis for future engagement. Global will draft a follow-up letter, which can be tailored based on input from the meeting response forms.

Global would also be available to work with Association officials to refine their policy ask, and support follow-ups where required.

Managing the team and our mandate

About Global's team

Global operates on a team-based service model. All Global professionals and their services are made available to clients, as appropriate, given a particular client mandate. We commit to providing Alberta Catholic School Board Trustees Association and their stakeholders with access to Global's senior leadership, in addition to a range of consultants at different levels who would all make important contributions to this initiative.

Biographical profiles on the Global consultants listed above, as well as all of our Global team, can be found at <http://globalpublicaffairs.ca/our-people/>.

Budget

Per our initial discussions, we have broken down the budget into two different 'options' for Action Day support.

Alberta Legislature Advocacy Day	Professional Fees
OPTION 1	
Alberta Legislature Advocacy Day <ul style="list-style-type: none"> • Development of key messaging, policy priorities and presentation materials • Stakeholder mapping and target list development • Full execution of meeting program, including delegate team development and all logistics required • Preparation of and assembly of all briefing materials 	\$15,000
Briefing and Post-Action Day activities <ul style="list-style-type: none"> • Organization of delegate dinner ahead of Action Day • Full landscape and contextual brief of Alberta's government and political landscape, including personnel overview and recommended approaches • Post-Action Day re-group to determine next steps and make any relevant changes to the 'ask' 	\$5,000
OPTION 2	
Alberta Legislature Advocacy Day <ul style="list-style-type: none"> • Development of key messaging, policy priorities and presentation materials • Stakeholder mapping and target list development • Full execution of meeting program, including delegate team development and all logistics required • Preparation of and assembly of all briefing materials 	\$15,000

In addition to Global's professional fees, below is a draft budget for estimated expenses. These estimates are based on costs associated with prior Action Day events as well as similar events executed by Global.

A more precise estimate can be provided once some details are known such as level of delegate participation, number of meetings to be conducted, number of leave behind packages required, contents of leave behind packages established, venues selected, breadth of receptions decided and so on.

Administrative Compliance

Adherence to all legal and administrative requirements associated with participating in the government relations industry is of utmost importance to Global and its management. We have included certain key elements below, which we will hope will provide the Association with additional clarity into the way in which Global works and services clients.

Confidentiality

Global acknowledges and agrees that all information and all data provided by the Association or others on its behalf and not otherwise in the public domain, as well as all information concerning the results of the services provided by Global, are to be considered confidential and the organization's exclusive property. This information should not be disclosed to any third party without prior written consent. Global agrees not to use any such information or data for any purpose other than to perform the services outlined in this proposal.

Lobbyist Registry

We are fully cognizant of our obligations to register our activities on behalf of clients under the Alberta *Lobbyists Registration Act*.