

September 6, 2018

Memorandum to the Committee of the Whole

DECISION MEMO: Election 2019 Campaign Development Strategy and Platform Priorities

EXECUTIVE SUMMARY

This memorandum proposes Election 2019 Campaign Development and Launch as the shared policy and advocacy priority for 2018-19, outlines FCM's proposed Campaign Development Strategy and seeks approval for a negotiating mandate to guide staff engagement with the federal political parties on FCM's election platform priorities.

DECISION HISTORY

- At the September 2017 meeting, the Board of Directors adopted "Getting to Election 2019: (a) consolidating municipal gains and (b) leveraging Election 2019 for transformative gains" as the shared priority and advocacy priority for 2017-18.
- The FCM Table Officers reviewed and provided input on the Campaign Development Strategy brought forward for approval by the full Board of Directors.

BACKGROUND

- Election 2015 was a historic moment in ratcheting municipal priorities up to the national agenda. Since that campaign, our advocacy has shaped the federal landscape with transformational gains for municipalities: Canada's first National Housing Strategy, a 12-year \$180-billion federal infrastructure plan, and a strengthened seat at the federal table.
- FCM's Election 2015 campaign successfully employed a variety of tactics including a comprehensive election platform, public opinion polling, digital engagement, member engagement, a real-time policy tracker, and a robust post-election campaign to secure the implementation of platform commitments.

ANALYSIS

The Campaign Development Strategy (see Annex 1) outlines five election campaign building blocks that will drive the work of FCM over the coming months leading through Election Day into the crucial first weeks of the next federal government:

1. **Government Relations/Political Engagement:** FCM staff are actively engaging the federal parties on their plans for election 2019. Our monitoring and engagement of the opposition has been extensive and methodical, understanding that igniting a race to the top for municipal issues will be an important tactic in keeping our issues at the centre of the election. These conversations reveal an openness to bold ideas that will elevate the local agenda and empower the federal-municipal relationship. It is also clear that without persistent pressure from FCM, accompanied by clear policy solutions, we risk being sidelined, particularly by a government that may assume they have already ticked off the necessary municipal boxes.

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- 2. Platform Development:** Work is well underway to develop policy recommendations that respond to the thematic areas identified in the Campaign Development Strategy, with a focus on making the case for new fiscal tools and further advances in core priorities like infrastructure, housing, public safety, environmental issues and broadband. The policy-oriented standing committees and forums are tasked with overseeing specific aspects of FCM's election-related policy development and research, and each committee will be receiving an update on relevant platform priorities this week. For example, the Standing Committee on Municipal Finance and Intergovernmental Relations will be making recommendations on principles to guide FCM's platform discussions on new fiscal tools including design considerations like allocation, eligibility and the importance of tools that grow with the economy. While each party is likely to have a different approach to addressing the need for new fiscal tools, potential options include transferring a portion of the existing federal Goods and Services Tax or a major expansion of the federal Gas Tax Fund.
- 3. Communications and Media:** FCM is developing media and communications strategies to promote our evolving narrative—to support our government relations, political engagement and platform development efforts. Our media strategy will emphasize long-form broadcast and print coverage of our members and our priorities. FCM's team will leverage and continue deepening relationships with select journalists, with a focus on making our narrative top-of-mind for influential national pundits. We will continue to build capital for FCM as "a voice that cannot be ignored"—both for the lead-up to Election 2019 and for the crucial writ period. Our digital strategy will continue to prioritize social media to drive our message to key audiences: political party principals, journalists, issue-stakeholders, and wider groups of Canadians.
- 4. Member and Stakeholder Engagement:** The Election Readiness Working Group is tasked with guiding the Board and member engagement strategy for Election 2019 and ensuring that the strategy remains flexible and nimble to shift and adjust to emerging opportunities, road blocks and distractions that will arise during the election period.
- 5. Writ-drop Campaign:** All the research, advocacy, communications and engagement work that will go into the first four core components of this strategy will culminate in the final stretch of our campaign when the government dissolves Parliament and the 2019 federal election is officially launched with the writ-drop. FCM will, in essence, set up its own war room and ramp up our public and political engagement efforts during this minimum 36 day period. We will mark our writ period campaign with an outward facing digital/communication launch to be developed in the lead up to the writ-drop and built to reflect the narrative, issues and opportunities that have emerged from our work to date. Tactics such as polling and a Policy Tracker – a public facing digital tool that reports on party commitments in relation to our priorities – will be launched and underway.

Collectively these building blocks will help deliver on two key objectives: evolving the municipal-federal partnership and securing new fiscal tools that municipalities need to thrive and shape tomorrow's Canada. Election 2019 is an opportunity to once again challenge the status quo and rebalance the fiscal framework.

Over the coming weeks, FCM's Policy & Public Affairs team will continue substantive engagement with the federal political parties on our platform priorities for Election 2019. To guide this engagement staff are requesting approval for a negotiating mandate that frames the Board of Directors' desired outcomes for election commitments while allowing some flexibility to

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account for differences in the parties' approaches to our proposals. Staff will regularly update the Executive Committee on this engagement and will be able to recommend further refinements to the negotiating mandate, and FCM's public-facing communications on election 2019, based on an assessment of the response from all parties.

RECOMMENDATION

It is recommended that the Board of Directors:

- 1) Adopt Election 2019 Campaign Development and Launch as the shared policy and advocacy priority for 2018-19;
- 2) Approve the Election 2019 Campaign Development Strategy as presented;
- 3) Direct staff to engage all federal political parties on FCM's platform for election 2019 with a mandate to negotiate platform commitments in the following areas:
 - a) new intergovernmental arrangements that formally recognize the role of local governments and create new or expanded mechanisms to advance shared priorities and solutions;
 - b) a transformative approach to improving the fiscal sustainability of local governments through the creation of new fiscal tools that would allow municipalities to direct funding to the broadest range of locally-defined priorities while ensuring robust reporting and transparency on the impact of federal investments, with funding sourced from within the existing federal fiscal framework;
 - c) in lieu of, or in combination with new fiscal tools as described in (b), targeted investments that would collectively address municipal priorities including:
 - i) core municipal infrastructure, in particularly local roads and bridges, through a major expansion of the permanent and indexed federal Gas Tax Fund to at least \$4 billion annually (\$2 billion in additional funding on an annual basis);
 - ii) climate adaptation and disaster mitigation, through a major expansion of the Disaster Mitigation and Adaptation Fund or similar mechanism;
 - iii) public safety, through investments in local policing and crime prevention efforts, additional measures to ensure all municipal costs related to cannabis legalization are fully and sustainably recovered on an ongoing basis, and commitments to improve emergency preparedness, disaster recovery and rail safety; and
 - iv) housing and social policy, through additional funding for measures that improve housing affordability and address the continued need for supportive housing, as well as investments in mental health, poverty eradication and supports for urban Indigenous peoples;
 - d) over and above (b) or (c) as described above, permanent funding for public transit and mobility to secure the next phase of transit projects in recognition of the significant capital costs related to major transit expansions and renewal projects;
 - e) over and above (b) or (c) as described above, a comprehensive and long-term national broadband strategy including at least \$400 million annually in new federal funding; and
 - f) a commitment to meaningfully apply a "rural lens" to federal policy development and program implementation.
- 4) Direct staff to report back at the monthly Executive Committee conference call on progress in engaging the federal political parties on FCM's platform priorities.

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5) Receive this report.

Carole Saab
Executive Director, Policy & Public Affairs

ANNEX 1

ELECTION 2019: FCM CAMPAIGN DEVELOPMENT STRATEGY

The countdown to Election 2019 is on. As political parties start building their platforms and war rooms, FCM is working in parallel to roll out our own election-driven advocacy campaign.

Election 2015 was a historic moment in ratcheting municipal priorities up to the national agenda. Since that campaign, our advocacy has shaped the federal landscape with transformational gains for municipalities: Canada's first National Housing Strategy, a 12-year \$180-billion federal infrastructure plan, and a strengthened seat at the federal table. But all of these gains were rooted in commitments secured in Election 2015.

At last September's Board of Directors meeting, the Board agreed to build on these gains through an ambitious Election 2019 campaign. This is an opportunity to once again ratchet our priorities forward—to entrench the municipal-federal partnership and secure new fiscal and legislative tools that municipalities need to thrive and shape tomorrow's Canada.

If we get this right, we can establish municipal empowerment as the “new normal” for federal elections and federal politics, regardless of the government of the day. If we miss this opportunity, we risk seeing federal parties “move on” from the priorities we have worked so hard to elevate. *We need to get this right.*

This document outlines an approach to building and launching a comprehensive national advocacy campaign over the next 14 months to deliver on FCM goals and municipal priorities overall. It includes key touch-points for the Board, BCMC and municipal staff engagement in platform development, research and validation. Its deliberate flexibility recognizes that tactics will be shaped by feedback loops with the membership, and by emerging opportunities and risks. Our campaign building blocks—including platform development, government relations, communication and media strategies—must be both responsive and rooted in FCM priorities.

Our Board and the BCMC are the strongest advocacy tools in FCM's toolbox. These members will play a central role in driving our campaign messages to federal political parties and to Canadians. The BCMC and our Board will be called upon to identify and participate in high-profile tactics (e.g. media events, ministerial outreach, national conferences etc.) and to lead and inspire municipal peers to engage in our campaign and reinforce our narrative in federal ridings across Canada.

Progressively over the next 14 months, we will build our unified vision for the platform commitments we will ultimately seek, and roll out the tactics that will drive success. We must focus on projecting a unified voice and offering credible solutions—not demands—to address the challenges facing Canadians and the communities they live in. Our objectives must reach beyond straightforward policy wins to include stronger political and public engagement that entrenches the municipal sector as an essential nation-building partner of any federal government.

CAMPAIGN BUILDING BLOCKS

Election 2019 will be held no later than October 19, 2019. With just shy of 14 months available to us, our work to position municipalities at the centre of that campaign intensifies now. FCM's Election 2015 campaign was a turning point. We supplied the winning storyline for that election—about building Canada from the ground up—and we've never let up. FCM is working strategically to influence federal investment and policy, and to shift how federal and provincial governments understand the central role of local government.

Our collective work to propel the sector into the national conversation and our promise to political parties that community-building is nation building will be put to the test in this election the municipal sector will be under greater scrutiny to prove that we can deliver on our promise.

Election 2019 is our time to show that cities and communities are positioned to lead – and are leading – on solutions to national challenges. It is time to build on our gains with the federal government, formalize our federal-municipal partnership and ensure local governments have the fiscal and legislative tools they need to deliver tomorrow's Canada.

To meet and address these challenges and opportunities, there are, five election campaign building blocks that will drive the work of FCM over the coming months leading through Election Day into the crucial first weeks of the next federal government.

1. Government Relations/Political Engagement
2. Platform Development
3. Communications and Media
4. Member and Stakeholder Engagement
5. Writ-drop Campaign

1. Government Relations/Political Engagement

Debates in the House of Commons and the media show that the Ottawa political bubble is already in election mode. The Liberal government is under growing scrutiny for the 2015 platform commitments it has and hasn't delivered. Opposition parties are testing their positions on issues that will help define them as viable ruling parties in the months ahead.

The priorities set by FCM must speak to all federal parties so they rise to the top in platform development discussions. And we know those discussions are underway. Over the winter and spring parliamentary sessions, parties started compiling recommendations from stakeholders, engaged in "blue sky" sessions through think-tanks, and sent caucus members into their constituencies to pull together ideas for specific policy planks.

- The **Liberal Party** held its biennial policy convention in Halifax in April, to identify platform ideas with party members, and has been coordinating through the Prime Minister's Office and across government departments to engage stakeholders in their preliminary process.
- The Official Opposition **Conservatives** are looking for opportunities for caucus members to reach out to stakeholders and collect policy ideas relevant to their Shadow Cabinet Critic roles. The party will also be holding its biennial policy convention in Halifax this August.

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- The **NDP** is focused on rebuilding its new leader's team of core political staff, and identifying strategic opportunities for the leader and party to position themselves clearly on their key priorities (including municipalities) and distinguish themselves from the Liberals and Conservatives.

FCM has been active on all of these platform processes with the three major national parties as part of our ongoing advocacy and outreach work on Parliament Hill. Our monitoring and engagement of the opposition has been extensive and methodical, understanding that igniting a race to the top for municipal issues will be an important tactic in keeping our issues at the centre of the election. These conversations reveal an openness to bold ideas that will elevate the local agenda and empower the federal-municipal relationship. It is also clear that without persistent pressure from FCM, accompanied by clear policy solutions, we risk being sidelined, particularly by a government that may assume they have already ticked off the necessary municipal boxes.

Another significant factor in this election cycle will be the long-overdue momentum for greater Indigenous rights and Canada's reconciliation with Indigenous peoples and governments. There is helpful alignment here with FCM's drive toward a four-cornered table convening all orders of government—including municipal and Indigenous governments. We must support these alignments but will need to approach our shared goals with respect and awareness that we are partners and not spokespeople for Indigenous peoples' priorities, and build out our stakeholder and government relations strategy around these principles.

This summer, all federal parties will use the break in the Parliamentary calendar to drive substantial progress on platform development. FCM will seize this opportunity to ramp up our engagement with each party's platform architects to influence their policy development process. Our primary objective, always, is to persuade each party that adopting municipal priorities is a path to electoral success. If we don't claim this space for the sector, federal parties will move on to other priorities they can promote.

In the coming weeks, FCM will actively engage your offices in consultations to share strategic thinking, identify emerging opportunities and potential pitfalls, and validate new policy ideas. At the same time, we will cultivate opportunities for significant political engagement.

2. FCM Platform Development

FCM's 2015 election platform presented a comprehensive nation-building agenda, with key components that were ultimately adopted by most and often all federal parties. Despite an unexpected election outcome, the FCM and BCMC have used those platform commitments over the last three years to hold the current government to account. And those commitments have formed the framework for unprecedented gains—from transit to housing to core infrastructure.

Building on the Board's active priorities, FCM's Policy & Research team has begun early work on platform proposals that will demonstrate that federal-municipal collaboration can and must achieve even more than it already has. Our platform proposals will be informed, guided and validated through extensive engagement with our National Board of Directors, its various standing committees and forums alongside the BCMC and senior staff and the municipalities we represent. Our Government Relations team is also reaching out to key political party and ministerial staff who are looking for policy solutions that align with envisioned platform narratives. Building a compendium of municipalities' leadership and innovation in these policy areas will also be an important part of the platform development process.

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In short, FCM's platform development must remain responsive—while also holding to timelines that help us maximize both public and political exposure.

A relevant and high-impact FCM platform will:

- **Influence all federal party platforms:** FCM's platform must be accessible to all parties and reflect FCM's engagement with the parties on their platform priorities (through our government relations strategy). A key measure of success of our 2015 campaign was the adoption by all parties of a number of our platform priorities.
- **Build on gains achieved since Election 2015:** Proposals for new policies, programs or investments must reinforce the long-term infrastructure and housing plans and other major commitments secured since Election 2015, leverage opportunities to expand what's working well and strategically address gaps in supporting local priorities.
- **Empower local governments as recognized nation-builders:** The platform must showcase local solutions as critical to tackling national challenges—generating meaningful national discussions about fiscal and legislative tools, municipal autonomy and intergovernmental arrangements, with concrete recommendations for federal action.
- **Speak to Canadians:** Political parties are not our only audience, particularly during an election. A platform of innovative solutions for Canadians—not just governments—will show voters that ensuring municipalities have the right tools for the job is central to their quality of life. Ultimately, we are offering federal parties pathways to win Canadian voters.

FCM's platform will grow and evolve through its work with BCMC, the FCM Board of Directors and municipal staff, alongside continuing engagement with political parties in their own platform process. Currently, FCM is researching and analyzing the following **thematic areas**—clear areas of FCM leadership—as potential cornerstones for the FCM election platform:

- **Intergovernmental relations and municipal empowerment:** Having embedded the role of local governments as a core partner in delivering on national objectives—from economic growth to climate to public safety—how can we leverage Election 2019 to drive a national conversation to formalize federal-municipal partnerships and intergovernmental coordination? How can we entrench predictable allocation-based funding and other fiscal and legislative tools that enable municipalities to deliver? This theme will explore innovative tools like federal/provincial/municipal tripartite initiatives and leverage the work of partnerships and projects like the National Urban Project toward greater fiscal autonomy and better outcomes for cities and communities.
- **Public transit:** Building on the success of FCM's calls for predictable, allocation-based transit funding, how can Election 2019 drive transit investment beyond the 12-year Investing in Canada Plan (ending in 2027-28)? FCM is exploring research questions about the future of transit including: the impact of the sharing economy and automated vehicles on long-term transit planning; the contribution of modal shift towards long-term GHG reductions; and quantifying the savings from continual build-out of transit networks over the very long term (beyond 10 years).
- **Poverty and social inequality:** As federal parties propose new policies and programs to address root causes of poverty and its impacts, how will they ensure better coordination across all orders of government to tackle the greatest social policy challenges in our cities

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and communities—from housing and homelessness to mental health, poverty reduction and the opioids crisis? What new resources can help municipalities tackle urgent crises—for example by scaling up access to supportive housing or other programs to address mental health, addictions and substance use? How can new tools build on FCM's current work on these priority files and the roll-out of the National Housing Strategy and other initiatives announced since 2015?

- **Climate mitigation and adaptation:** What federal initiatives could unlock deeper and more innovative GHG reduction initiatives and scale up needed adaptation work—beyond commitments in the Investing In Canada infrastructure plan, the Low-Carbon Economy Fund and the Disaster Mitigation and Adaptation Fund? On mitigation: FCM has begun research on the GHG impact of transit investments, and is exploring options for an ambitious federal fund for energy retrofits in low-income market housing to jointly address climate, housing and poverty reduction objectives. On adaptation: FCM is assessing the need for federal infrastructure investments to protect communities from extreme weather events like flooding, while building the case to expand existing federal programs like the Disaster Mitigation and Adaptation Fund.
- **Public safety:** Building on FCM's success in calling on the federal government to share additional excise tax revenue with provinces and territories to support cannabis-related costs at the local level, what commitments should federal parties make to ensure a predictable and sustainable roll-out of cannabis legalization in our communities over the long-term? Alongside cannabis FCM's platform will propose solutions for other public safety priorities including emergency preparedness, disaster mitigation and policing. What new measures can the federal government take to make our communities safer, more resilient and better prepared to respond to national disasters? These proposals will need to be aligned with platform solutions on climate adaptation and reflect both urban and rural realities.
- **Rural and Northern:** What policies should federal parties focus on to respond to the specific needs of small, rural and remote communities? FCM is well-positioned to secure commitments from all federal parties for transformative investments including a national broadband strategy and expanded and long-term funding for transportation and mobility (e.g. roads and bridges) in rural areas. The Policy & Research team is undertaking research to assess local needs and the program design elements that are critical to successful federal programs for rural, northern and remote communities. These targeted investments will be most successful if the federal government adopts a rural lens to policy development as called for by FCM's Rural Forum, another area for engagement with federal parties as part of the platform development process.
- **Indigenous reconciliation:** The FCM has long-recognized that true nation-building includes a seat at the table for Indigenous governments. FCM's platform must approach Indigenous issues through a reconciliation lens so that our work doesn't presume to speak for our Indigenous government counterparts—but instead speaks to our vital partnership. The Policy & Research team will examine how the federal government can work more closely with local governments to pursue reconciliation and deepen partnerships to meet the needs of Indigenous peoples in our communities. They will also seek out points where FCM and Indigenous priorities intersect at the national level—such as through the roll-out of the Urban Programming for Indigenous Peoples and the off-reserve Indigenous housing component of the National Housing Strategy.

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A range of thematic issues that continue to be a core part of our policy “arsenal” such as cannabis legalization and emergency preparedness will be explored as options for the FCM platform.

Strategic input, validation and subject matter expertise from the Board is essential to the platform development process.

3. Communications and Media

What were the keys to our success in Election 2015? First, we put forward a platform of ambitious yet achievable proposals that any party could adopt. Second, we embedded those proposals in a strong and strongly-promoted narrative—about investing deeply in cities and communities for transformational national impact. The winning party largely adopted this narrative, and the concrete proposals it supported, en route to an unexpected election win.

Since 2015, FCM has continued to build our municipal narrative to soften the ground for more intensive campaigning ahead. Its essential elements include:

- *Community-building is nation-building.* Our solutions are key to a more livable, competitive Canada. From growth to climate, our municipal agenda is Canada’s agenda.
- *Local governments are uniquely capable.* As the results-driven order of government closest to daily life, we’re the ones driving frontline progress nationwide.
- *Local governments make the most of limited tools.* We squeeze every ounce of value from what’s available to us—and with better tools, we’ll achieve even more for Canada.

This narrative is a deliberate setup for our coming calls for new tools for local government. It shines through our media engagements, member communications, and public responses to every milestone—from the launch of the National Housing Strategy to the signing of bilateral infrastructure agreements. FCM staff bring it to their engagements with federal officials. It provides the storyline for the 2018 FCM Annual Conference: *Tools for Tomorrow’s Canada*.

We will continue to evolve our narrative with two objectives: (a) to bring natural, inevitable sense to our platform proposals; (b) to permit adoption by any of the major political parties. Its success depends on its application by our strongest spokespeople, and FCM will share key messages regularly.

Our narrative comes to life only when it reaches eyes and ears that matter. Those audiences include key players within the federal parties. They also include the media gatekeepers, opinion leaders, and wider swaths of Canadians that provide the validation or votes that parties seek. Over the last year, FCM has invested in laying the foundation for intensifying communications delivered through traditional media, social media and other channels.

- **FCM’s Media Team** has tested various strategies to advance our priorities. Those included diversifying regional media exposure, targeting industrial, niche and even international media (with member mayors in Washington). By projecting a unified message on everything from the National Housing Strategy to the opioids crisis to international trade, we have continued to cement the FCM’s status as a go-to voice in national conversations.

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- **A refreshed FCM visual brand**, finalized in May, is now rolling into select new products, and will phase in fully over the summer. This refreshed brand will bring new force, coherence and discipline to FCM's outward-facing identity—in everything from print products to event staging.
- **A new FCM.ca** is set to launch this fall. This revised website will upgrade FCM's online presence, projecting a more contemporary, innovative identity not just for FCM but for the local order of government. It will also offer a technical platform for mount list-building online engagement campaigns to support our election-focused strategy.

FCM is developing media and communications strategies to promote our evolving narrative—to support our government relations, political engagement and platform development efforts.

- Our **media strategy** will emphasize long-form broadcast and print coverage of our members and our priorities. FCM's team will leverage and continue deepening relationships with select journalists, with a focus on making our narrative top-of-mind for influential national pundits. We will continue to build capital for FCM as "a voice that cannot be ignored"—both for the lead-up to Election 2019 and for the crucial writ period.
- Our **digital strategy** will continue to prioritize social media to drive our message to key audiences: political party principals, journalists, issue-stakeholders, and wider groups of Canadians. We will emphasize higher-value shareable content, making more systematic use of paid post promotion and audience segmentation techniques. We will also leverage the list-building engagement-campaign capacity of the new FCM.ca platform to identify Canadians willing to signal-boost our message on social.
- In building communications and media plans, we will emphasize **milestone products/events** that telegraph our narrative. Options include: high-profile FCM platform launch; online Policy Tracker; Election 2019 mayors' panel in major television slot; promotion of FCM-sponsored national poll.

4. Member and Stakeholder Engagement

Federal elections are won in clusters of battleground ridings in regions across the country. FCM will support our wide-reaching membership from coast to coast to coast to engage candidates on the ground and position ourselves to respond to regional opportunities and issues that arise throughout an election campaign.

While there is clear appetite to work differently with municipalities at the national level, our advocacy must also contend with competing demands to work within a strict federation model alongside provinces. Therefore, our member engagement will include partnership with our provincial association counterparts whenever possible.

FCM will also engage and leverage national stakeholders with shared priorities to reinforce our narrative to a wider public audience and to provide essential external validation for our priorities.

A focus of our stakeholder engagement will be with national Indigenous organizations and governments. Beyond local government's commitments to reconciliation and advocating for federal tools to expand and strengthen that work, there are clear alignments between the advocacy priorities of Indigenous and municipal leaders. We will need strong relationships and open lines of communication with Indigenous organizations to effectively collaborate where possible, lead when asked and follow when necessary. This will also be critical to support our

own vision of nation-building as a four-cornered table with Federal/Provincial/Municipal/Indigenous governments working together where possible.

5. Writ-drop Campaign

All the research, advocacy, communications and engagement work that will go into the first four core components of this strategy will culminate in the final stretch of our campaign when the government dissolves Parliament and the 2019 federal election is officially launched with the writ-drop.

FCM will, in essence, set up its own war room and ramp up our public and political engagement efforts during this minimum 36 day period. We will mark our writ period campaign with an outward facing digital/communication launch to be developed in the lead up to the writ-drop and built to reflect the narrative, issues and opportunities that have emerged from our work to date.

Tactics such as polling and a Policy Tracker – a public facing digital tool that reports on party commitments in relation to our priorities – will be launched and underway.

Our media team, with support of the policy shop, will work to contend with “sleeper issues”, those issues that unexpectedly capture public attention and gain momentum, and take up significant media and public space. And we will respond and manage our FCM message against the noise of competing campaigns of other well organized national and local organizations and the private sector all vying for the attention of the political parties.

CAMPAIGN ACTIONS AND TIMELINES

The following provides an overview of targeted engagement and overall timelines for the campaign. It is not a comprehensive list of campaign activities, tactics and timelines. As noted throughout this document, we must remain flexible and acknowledge that timelines may shift with emerging opportunities and challenges. The Executive, and as possible our Board, will be regularly updated on these timelines and deliverables.

Q1 – April to June 2018

- FCM Government Relations engagement in federal party platform development.
- Development and approval of BCMC Campaign Development Strategy (Halifax).
- Leverage FCM Annual Conference communications/media/political engagement to lay the groundwork on messaging of new tools for local government.

Q2 – July to Sept. 2018

- Engage members, mayors' offices, city managers, senior municipal staff and technical experts – to workshop proposed platform themes and specific policy solutions and begin to validate these solutions through local-level data..
- Staff-to-staff policy development meetings and calls between relevant ministerial and department staff.
- Stakeholder outreach to national partners to identify shared election priorities.
- Ongoing government relations party platform engagement.
- Platform directions to FCM Board of Directors for approval—including, where possible, approval of specific policy recommendations to be included in the platform.

Q3 – Oct. to Dec. 2018

- CEO – Deputy Minister platform engagement including CAO/Privy Council Office meeting.
- Continue to refine policy proposals including more detailed design considerations for priority recommendations.
- Continued platform development engagement with Board and BCMC with a focus on collecting quantitative and qualitative data to validate platform proposals.
- Launch new FCM.ca website with email-harvesting, data collecting and engagement tools to empower outreach efforts.
- Begin development of web functions for member and public engagement (Policy Tracker, MP Outreach (evolving into candidate outreach), engagement and media tool kits)

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- Post-municipal election outreach to BCMC, Board by Table Officers, CEO-O and BCMC Chair to provide update and discuss next steps.
- Leverage FCM Advocacy Days in Ottawa to lay the ground work of the FCM election strategy with parliamentarians (November 2018).
- TBC launch of the joint FCM - Maytree Foundation, National Urban Research Project to leverage federal and public engagement on nation building needs and priorities.
- Possible timing for public polling to validate platform development.

Q4 – Jan. to March 2019

- Ongoing consultation with municipal staff on platform development and priorities toward finalizing platform priorities – end of March date for final approvals (TBC).
- Leverage federal Budget 2019 (Date TBD), a pre-election budget.
 - BCMC budget submission meeting in Ottawa
 - High-profile TO media outreach leading up to Budget 2019
 - FCM federal budget submission
- Message testing to finalize language for campaign narrative and messaging.
- Develop campaign communications collateral (branding, web materials, digital shareables, ad buys etc.)
- Engage Board (ERWG) in pre-election mapping and development of election outreach campaign based on existing relationships and targeted MPs and candidates
- (TBD) Leverage a National Urban Project event to continue to advocate community-building as nation-building and demonstrate municipal leadership on issues of national importance.
- Continued stakeholder outreach to national partners to identify shared election priorities

Q1 – April to June 2019

- Writ-drop campaign launch – possible launch timing for FCM platform
- Party platform engagement of targeted priority areas as needed
- Finalize campaign communications collateral design
- Engage FCM Board in pre-election mapping and development of election outreach campaign based on existing relationships and targeted MPs and candidates
- Election campaign for FCM Annual Conference and platform focus for meeting of the BCMC (MP panels, leaders' meetings with BCMC, resolutions to showcase policy priorities)

Q2 – July to Sept. 2019

- FCM national poll to position municipal priorities across the federal political environment by riding and political demographics (Media strategy to promote and disseminate findings).
- Implement events and engagement around the summer election BBQ tour.

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- Leverage BCMC meeting and FCM Annual Conference in Quebec City (May 2019).
- Kick off BCMC Chair / President's speaking tour with a series of speaking opportunities and meetings designed to advance our priorities.
- Targeted activities to engage candidates on platform priorities in battleground ridings
- Develop federal policy tracker to monitor, analyze and respond publically on party platform commitments
- Implement a rapid response team to manage party platform roll-outs in a transparent, non-partisan and timely fashion
- FCM to produce critical election engagement tools for Board and members, such as:
 - Messaging guides
 - Toolkit to engage federal candidates
 - Digital engagement strategy
 - Media strategy, templates and guide

Q2 – Oct. - Dec 2019

- Review and understand what platform issues have gained traction and leverage those to an event or action (e.g. MP/FCM media panel) to show all parties engaged in municipal issues.
- BCMC election summit / possible partnership event with National Urban Project or other partners in a final push for platform adoption by parties and to demonstrate municipal leadership on issues of national importance.
- "First 100 days" or equivalent campaign to influence first budget of new Parliament and monitoring and enforcing commitments.