

Memo

To: Geoff Meggs

From: Mira Oreck

Re: Women Deliver

Date: January 16, 2019

This memo is meant to outline Women Deliver, the upcoming international conference being held in Vancouver on June 3-6 2019. I have divided it into three sections i) background, ii) the conference and related activities, iii) the role for the Province of B.C. Finally, I am providing a recommended pathway forward.

Background

In late 2016, the Federal government made an announcement that Women Deliver would be coming to Vancouver and held at the Vancouver Convention Centre. Women Deliver is a leading global organization that champions gender equality and the health and rights of girls and women. It held its first global conference in 2007 and has followed with conferences in 2010, 2013 and 2016.

In the Fall of 2018, the Prime Minister came to Vancouver to re-announce the Women Deliver conference and to engage local organizations in participating. I attended a stakeholder planning session hosted by the YWCA and the Vancouver Foundation alongside 40-50 leading businesses, advocates, and government representatives to brainstorm local engagement in the conference. There has been ongoing discussion about the conference amongst those stakeholders but no central organizing body or formal process.

It is important to note that the drivers of this conference are both the Federal government – specifically the Prime Ministers Office - and Women Deliver. *The Federal government committed \$20 million towards the conference and has 16 Ministries working on this.*

The Conference and Related Activities

Conference details

The Conference itself is a 3 day-gathering of 6,000 world leaders, influencers, advocates, academics, activists, and journalists seeking to accelerate progress for girls and women around the world. There will be over 500 international journalists present.

It costs a minimum of \$500 to attend (\$400 for youth). There is scholarship money but it is largely for people from the Global south. The theme of the 2019 conference is *Power. Progress. Change*. It focusses on individual power, structural power and the power of social movements. The conference combines top global leadership and grassroots leaders.

The conference agenda is largely set by those who have contributed through donation or sponsorship. The list of donors can be seen here: <https://wd2019.org/donors/> (Canada as the top donor), and the list of sponsors can be seen here: <https://wd2019.org/sponsorships/>. Note

that the most prominent B.C. based organizations involved in the conference are the Vancouver Foundation and the B.C Women's Hospital Foundation. There are three Canadians set to be speaking on the mainstage (PM, Minister of International Affairs, Minister of Women and Gender Equality).

Related Activities

There are a huge number of related activities to the conference including 11 (and counting) "approved" pre-conferences. These include:

- Philanthropists (community foundations of Canada)
- Youth
- Auditors General
- Indigenous (hosted by Vancouver Coastal Health and the First Nations Health Authority)
- Research
- Midwifery
- Private sector
- Men & boys

We Deliver

We Deliver is the Canadian mobilization organization. They are working to spread the word of the conference and engage organizations, institutions and businesses across the country. Their list of "mobilizers" is growing. It can be seen here: <https://wedeliver2019.ca/mobilizers-2/>. *We Deliver has a \$300K proposal into our office to fund an organizer on the ground and scholarships for participants to attend.* They have held an event space for local organizations to use throughout the entire conference.

Federal government

In addition to significant presence from the federal government at the conference itself, there are plans for a series of related announcements. In the week or two ahead, they plan to announce a National Committee on Women Deliver, co-chaired by the Minister of International Development and Women and Gender Equality. They will challenge leaders across the country to mobilize a program of action on gender equality. There will also be an announcement of a Global Gender Equality Fund (\$300 million) at the conference itself and possibly something similar domestically through the Ministry of Health and Ministry of Women and Gender Equality.

City of Vancouver

My understanding is that the federal government is working with the City to live-stream the conference in community centres and libraries. They are also considering challenging other Mayors on gender-equity.

Women's Organizations

Up until very recently, there has been very little engagement with grassroots women's organizations in British Columbia on the conference. In the past few weeks, I have attended meetings of women's organizations who are trying to determine their role in the conference. They are considering hosting a pre-conference or a concurrent conference to highlight the work of women's organizations in Vancouver and across the province.

The role of the Province of B.C.

Women Deliver and Global Affairs Canada has held several meetings with the province of B.C. Those that I am aware of include:

- Premier John Horgan
- Minister James
- Minister Beare
- PS Dean

I have met with both of them on several occasions as well.

To date, the province has not been directly asked to sponsor or donate to Women Deliver. The Premier has not been asked to speak and there has not been a suggestion of a formal role.

As of last week, we have committed \$50,000 (through TAC) to a Culture Night – a free, public outdoor event at Jack Poole Plaza.

Recommendation

My recommendation is that the province participate in the conference with a strong, public presence. Below is a list of options I think should be considered for funding:

1. A sponsorship at the conference that allows us to highlight our work (on childcare) to an international audience
2. An outside event hosted by the Premier and/or Minister James with First Nations governments and leaders, alongside local, provincial and national stakeholders to meet, gather and highlight major achievements of our government
3. A public funding announcement in-around the conference
4. Support the efforts of local grassroots organizations to host either a pre-conference or a concurrent conference to lift up local issues
5. A communications campaign to make sure British Columbians know about the conference and are able to live-stream it (potentially through a government website?).

Memorandum

To: Premier John Horgan; Geoff Meggs, Chief of Staff
From: Mira Oreck, Director Stakeholder Relations
Date: August 20, 2018
Re: Year in Review

As we begin our second year in government, we have paused to take stock of the first year of our work in the newly created department of Stakeholder Relations. The goal of our work has been to build and develop external relationships to further the Premiers' policy priorities.

We are a small team that took some time to initially get started on our work. I spent the first 8-10 weeks recruiting, interviewing and hiring political staff. It was not until late September that I turned my attention towards hiring my own team and beginning the work of the Stakeholder Relations department.

We are now a team of three currently all based in Vancouver (with one en route to Victoria). Based on our size and distance from the core of government in Victoria, I believe our accomplishments have been significant. We have managed to include relationship management into all major policy decisions and announcements. We have initiated, built, managed and maintained relationships with a wide-range of communities; across sectors and cultural communities.

The areas I would like to see our team grow in the year ahead include:

1. Solidifying internal relationships both with DM's and with MA's; this will likely require more time spent in Victoria
2. A commitment to working more outside of the Lower Mainland; this will require travel and an associated budget
3. A greater - and more proactive - connection to the Chinese, South Asian and Filipino communities; this may require additional staff resources

Below you will find a summary of our areas of focus and accomplishments, both structural and specific. They include:

1. Capacity Building

2. Stakeholder Plans
3. Provincial Budget
4. Community Engagement
5. Business Relations
6. Civil Society
7. Correspondence
8. Agencies Boards & Commissions

1. Capacity-Building

We quickly determined that political staff required capacity-building and resources to effectively manage relationships with new people and sectors. As such, we created **resource library** of stakeholder engagement strategies, tactics and tools. We have presented this on several occasions to Ministerial Assistants both individually and collectively. It is a living library that we add to regularly.

We also realized early that the Ministry stakeholder lists were out of date and lacking in many of the people we would consider key stakeholders. We collected, reviewed and contributed to all Ministry stakeholder lists to ensure their relevance to our governments work. In addition, we provide regular support to ministries - particularly for cross-ministry events - for stakeholder relations and management.

Internally, we have conducted three workshops with MA's and EA's to increase capacity with specific tactics to better connect with stakeholders. We are working hard to encourage ministries to communicate directly with their stakeholders - rather than through the media - by being in the habit of sending email updates, phone calls, updating petitions with 'decision-notes', and holding telephone town halls.

2. Stakeholder Plans

One of the major initiatives we have accomplished this past year is developing stakeholder plans for major government announcements. This has included working with all related Ministries to develop a list of people who need to be informed about the decision, determining the priorities of those people, determining who should be connecting with the stakeholder, developing a script for any calling and managing all feedback.

We have developed stakeholder plans for the following decisions:

- Grizzly bear hunting ban
- Site C
- LNG
- Aquaculture
- Poverty Reduction Plan

- TMX

We have some work to do to improve the ease with which our plans get implemented but they have proven to be useful - both in the moment - and in the longer-term. Stakeholders have come to expect some kind of connection prior to or following an announcement and many ministers have taken to look forward to doing the calling.

We have provided in-depth stakeholder support on a few different files that have been strategically important to government. They have included:

- Childcare
- SDPR (particularly the poverty reduction plan)
- relationship management with ENGO's on TMX

Among these, childcare has been the area that we have provided the greatest level of support both from me personally and from Chantille based on our own personal relationships, knowledge of the sector and appreciation of the importance of the policy shift towards our government brand.

3. Provincial Budget

For approximately six - eight weeks pre and post-budget last February, my team focused significantly on how best to engage with stakeholders to maximize the impact of our budget. In the process, we learnt that many of the stakeholders who are most traditionally aligned with the values in our budget don't typically attend the lock-up or do media to follow up.

We tackled this challenge through a number of efforts including:

- Worked with Ministry of Finance to develop a **budget invitation list** that reflected our government priorities, based on roundtables and conferences Ministries of housing and childcare in particular had hosted;
- **Prepared stakeholders** in advance of budget lock-up with relevant information - particularly those who had not attended a budget lock-up, and encouraged new stakeholders to attend the lock-up;
- Divided up the list of attendees amongst our team to make sure all major stakeholder sectors were connected to someone in the Premier's Office ;
- Worked with stakeholders to **initiate budget events** to reach new and different audiences. Metro Vancouver Alliance and BC Tech both hosted post-budget events with the MOF and Premier respectively, however, there was significant effort on our part that was met with some challenges from external stakeholders and is something we'd like to tackle this coming year more effectively;
- Encouraged **translation of the budget** into additional languages to reach more British Columbians;

- Debriefed directly with stakeholders to add their feedback to future plans and shared this feedback with the Ministry of Finance;
- Developed **recommendations for future budgets** to better engage stakeholders and reach more people.

Our work on the budget was substantial and productive. I look forward to building on this in the year ahead.

4. Community Engagement

The crux of our external work has been in the area of community engagement. Amongst our team, we have divided up communities of all kinds to make sure we are connecting with - and providing a contact for communities to connect with our government - on a regular basis. Our touch point is often about policy, but it is also about the government being aware of and connected to issues facing specific communities.

In our first year, we initiated interactions with the following communities:

a. South Asian community:

- a. Letter to all Gurdwaras for Guru Nanak's birthday
- b. Coordinated Vaisakhi activities including sending a proclamation to all Gurdwaras in the province
- c. Wrote a personal obituary to a significant community leader

b. Chinese community:

- a. Hosted Lunar New Year dim sum with over 200 attendees and coordinated cultural specific programming including traditional Chinese dancers
- b. Launched the Chinese Canadian Community Advisory Committee and provide ongoing staff support towards it
- c. Working cross-ministry on the stakeholder engagement for the Chinese Heritage Museum and UNESCO designation along with the City of Vancouver

c. Muslim community:

- a. Created an opportunity for the Premier to attend Eid (the first time a sitting Premier has done so)
- b. Hosted a roundtable discussion to mark the one-year anniversary of the mosque shooting in Quebec
- c. Initiated exploration for a Muslim Advisory Committee
- d. Held several meetings with the Ismaili Council of BC and managed the visit with the Aga Khan
- e. Met and spoke regularly with community members

- d. **Filipino community:**
 - a. Hosted a policy forum over lunch with community leaders and coordinated proclamation
 - b. Initiated follow-up with community leaders
- e. **Jewish community:**
 - a. Sent out cards to all synagogues across the province wishing a Happy New Year
 - b. Organized a tour of the Jewish Community Centre for PJH and a meet-and-greet breakfast with community leaders to follow
 - c. Hosted a Holocaust Remembrance Day service at the Legislature
- f. **Persian community:**
 - a. Hosted an event to celebrate Nowruz at the Legislature with 80-100 community members from Vancouver Island and Metro Vancouver
 - b. Hosted a lunch in North Vancouver with the Premier and other community leaders
 - c. Coordinated Norouz proclamation
 - d. Ongoing liaison with community leaders
- g. **Vietnamese community:**
 - a. Worked with MAD's office to coordinate Vietnamese Journey to Freedom Day

In addition to the community relations noted above, we also:

- Review all invite lists for events (across Ministries) to ensure engagement of relevant stakeholders and community partners
- Initiated weekly call between community specific media work and stakeholder relations work
- Work with GCPE digital and correspondence team to recognize significant dates for ethno-cultural communities and support communications efforts

5. Business Relations

The location of our department significantly impacts our ability to develop and maintain relationships with the business community. In the first year, our team has responded to and held close to 100 meetings with business leaders of all kinds.

I personally have regular conversations and meetings with GR professionals who work with these associated businesses, both relay and communicate information (both from them and to them) but also connect with them regularly to get a pulse on the response to major government initiatives.

We have also initiated meetings and events between the Premier and the business community including:

- Working closely with the CEO of BC Tech to organize a post-budget roundtable with the Premier and members of the tech community.
- Worked with JTT to host a roundtable in Surrey with light industrial manufacturers
- Identified the BC BCorp conference as an opportunity for the Premier and created a speaking opportunity for him there
- Created a Prince Rupert young entrepreneurs roundtable
- Worked on a Kelowna digital economies roundtable

6. Civil Society

Another area of significant effort for our team has been with civil society. While some organizations within civil society have long had relationships with government, this is the sector that has required the greatest effort to ensure they are included in government communications and that they themselves are connecting with government.

We have had several successes on this front. They include:

- **Women Deliver:** connected with the organizers of Women Deliver and worked closely with them and the Prime Minister's Office on having the Premier involved in and speak at the launch of the international conference (alongside hundreds of stakeholders)
- **Neighbourhood Houses:** initiated a roundtable with the leadership of 15 Metro Vancouver neighbourhood houses; including a proclamation for Neighbourhood House Week. We also helped to draft a blog post for PJH on Temporary Modular Housing based on stories gathered from the Neighborhood House event.
- Regular meeting with members of the **non-profit community** (ie Coalition of Neighbourhood Houses in Victoria, Metro Vancouver Alliance, Poverty Reduction Coalition, CCPA, Broadbent Institute, Vancouver Foundation (Youth Funders Summit), BC Civil Liberties Association, Pivot Legal Society, Megaphone, Hua Foundation and more)
- Worked with **seniors organizations** on a seniors town-hall discussion in Nanaimo on affordability issues
- Worked with the senior leadership at **Polygon Gallery** to host the Premier on a tour of the gallery and meeting with local artists
- Worked closely with **women's organizations** on the 16 Days of Activism, including:
 - Holding a roundtable at Surrey Women's Centre
 - Reigniting a December 6 Memorial for the École Polytechnique massacre at the Legislature
 - Developed the idea for the International Women's Day video
- Started exploration and work around a **provincial Youth Council** and/or other styles of engagement with youth in BC with PJH

Next Steps:

In the upcoming year, my goals include the following:

1. Further develop our work in ways that do not always require the Premier; so that we can reach and connect with more communities. This will require a closer connection to cabinet and caucus, as well as potentially additional/new staff that are more deeply connected to specific communities.
2. Deepen community relations with those we initiated this past year and broaden the communities that we are connecting with. Develop new tactics including annual conference calls with community leadership in 3-5 communities
3. Develop a business outreach strategy to be implemented primarily with staff - to further our own relationships to business leaders (of all kinds)
4. Formalize a Muslim advisory committee
5. Initiative youth outreach - not in the form of a committee - but through a far reaching public engagement effort
6. Continue with building capacity with our stakeholders pre and post budget

Memorandum

To: Geoff Meggs and Amber Hockins
From: Mira Oreck
Date: March 25, 2019
Re: Stakeholder Relations

The goal of this memo is to outline the main areas of work of the Stakeholder Relations team as the new role takes shape. It builds on the Year In Review document created in the early Fall and reiterates the importance of nurturing relationships for more meaningful engagement.

Before I depart my role formally at the end of April, I will do my best to outline the specific relationships that I want to make sure are handed off and stewarded by others in the Premiers Office.

3 Areas of Focus

1. Capacity Building
2. Government Priorities
3. Engagement & Outreach

1. Capacity Building

Internal

- The main focus of capacity building has been with political staff – including workshops, a resource library, a database, and ongoing (daily) support
- Future areas of growth should be on timeliness of response to stakeholders, the difference between communicating to stakeholders and media; cultivating support over the long-term, managing expectations, and engaging stakeholders more regularly on files

Action:

- Set regular dates for future workshops with MA's and EA's
- Refresh resource library

External

- Capacity building work is regularly done with stakeholders outside of government including on how best to engage with government; directing people to ministries, making introductions, encouraging events and initiating partnerships
- This work was particularly important around budget – when we helped newer stakeholders prepare for the budget (expectations, logistics, media, etc)

Action items:

- Determine priorities for sectors and organizations to connect with based on policy priorities;
- Connect with leaders in a range of sectors, initiate introductions.

2. Government Priorities

The Stakeholder Relations team has worked to further government priorities through a range of efforts. This consumes approximately 30-40% of our time. This takes shape in the following ways:

- Working with almost every single MO to develop stakeholder plans; this ranges from significant engagement on projects such as CleanBC where we spent months working with internal and external stakeholders, to support on announcements – who is there, who is being notified, briefed and how. One of the goals of this work is to always have a wide-variety of validators for any given announcement;
- Our team spends a significant amount of time in preparation for the budget including engaging stakeholders in advance of, during and following the budget (from December – March) to provide a strategic overview of who attends, validation on the day-of and hosted events in the days to follow

Action items:

- Review past stakeholder plans;
- Meet with MO's to determine how we can best provide support;
- Work with the policy team to prepare for upcoming files.

3. Engagement & Outreach

Our engagement with a wide-variety of sectors is what enables us to provide support to MO's. By regularly connecting with business, civil society and community leaders, we are able to appreciate the issues on the ground, the ways in which government policy is being interpreted and understood and find strategic partnerships for collaboration. I likely spend 30-40% of my time doing this work.

Below are related action items.

Action Items:

- Signature events – review what they are, if they can be set up in a more effective way with respect to internal structure;
- Business – follow up on key relationships with individual business leaders and with individuals at government relations firms; set up semi-regular meetings with government relations leads;
- Communities – initiate contacts within each community – attempt to further those relationships across the province;
- Civil Society – regularly connect with civil society leaders in a range of sectors (environmental, civil liberties, women's, poverty-reduction, etc) to best support Ministry work and be a point of contact in the PO;
- Working with community specific media relations team to access community issues in an ongoing way.

Memo

To: Minister Carole James & PS Mitzi Dean

From: Mira Oreck

Re: Women Deliver

Date: March 6, 2019

This memo is meant to outline Women Deliver, the upcoming international conference being held in Vancouver on June 3-6 2019. I have divided it into three sections i) background, ii) the conference and related activities, iii) the role for the Province of B.C. Finally, I am providing a recommended pathway forward.

Background

In late 2016, the Federal government made an announcement that Women Deliver would be coming to Vancouver and held at the Vancouver Convention Centre. Women Deliver is a leading global organization that champions gender equality and the health and rights of girls and women. It held its first global conference in 2007 and has followed with conferences in 2010, 2013 and 2016.

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The Conference and Related Activities

Conference details

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that the most prominent B.C. based organizations involved in the conference are the Vancouver Foundation and the B.C Women's Hospital Foundation. There are three Canadians set to be speaking on the mainstage (PM, Minister of International Affairs, Minister of Women and Gender Equality).

Related Activities

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- Youth
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- Indigenous (hosted by Vancouver Coastal Health and the First Nations Health Authority)
- Research
- Midwifery
- Private sector
- Men & boys

We Deliver

We Deliver is the Canadian mobilization organization. They are working to spread the word of the conference and engage organizations, institutions and businesses across the country. Their list of "mobilizers" is growing. It can be seen here: <https://wedeliver2019.ca/mobilizers-2/>. *We Deliver has a \$300K proposal into our office to fund an organizer on the ground and scholarships for participants to attend. They know that at this stage, our funding is highly unlikely.* They have held an event space for local organizations to use throughout the entire conference and I am in regular contact with them about BC based organizations.

Media

I have recently learnt that CBC is considering airing the National from Vancouver the week of Women Deliver to bring awareness to the conference and feature female leaders throughout the week.

Federal government

In addition to significant presence from the federal government at the conference itself and their \$20million contribution to bring it to Canada, there are plans for a series of related announcements. In the coming weeks, they plan to announce a National Committee on Women Deliver, co-chaired by the Minister of International Development and Women and Gender Equality. They will challenge leaders across the country to mobilize a program of action on gender equality. There will also be an announcement of a Global Gender Equality Fund (\$300 million) at the conference itself and possibly something similar domestically through the Ministry of Health and Ministry of Women and Gender Equality.

The federal government is also providing scholarship money for Canadian women who would otherwise not be in a position to attend. I believe this is for upwards of 100 spaces.

City of Vancouver

The City of Vancouver is exploring several possibilities to highlight Women Deliver. They have contributed funds to support the Culture Night program (\$50K), dedicated money for scholarships and are also exploring live-streaming the conference in community centres and libraries across the city. They are also considering challenging other Mayors on gender-equity goals. Finally, I understand there is some consideration of announcing land for Indigenous women's housing as a legacy project of Women Deliver.

Women's Organizations

Up until very recently, there has been very little engagement with grassroots women's organizations in British Columbia on the conference. Starting in January, local women's organization have been organizing themselves under the banner of Feminist Deliver. They are working on a pre-conference or a concurrent conference to highlight the work of women's organizations across the province. **See related proposal attached.**

The role of the Province of B.C.

Women Deliver and Global Affairs Canada has held several meetings with the province of B.C. Those that I am aware of include:

- Premier John Horgan
- Minister James
- Minister Beare
- PS Dean

I have met with each of them on several occasions as well.

The province has not been directly asked to sponsor or donate to Women Deliver. The Premier has not been asked to speak and there has not been a suggestion of a formal role.

In January, we committed \$50,000 (through TAC) to a Culture Night – a free, public outdoor event at Jack Poole Plaza. I understand Culture Night is seeking additional funds from the province.

Recommendation

My recommendation is that the province support the conference by lifting up women's organizations in B.C. to have a strong, public presence for the world to see. Below is a list of options I think should be considered for funding:

1. Support the efforts of local grassroots organizations through Feminist Deliver to lift up local issues and work. Consider this as a multi-year legacy project.

2. An outside event hosted by the Premier and/or Minister James with First Nations governments and leaders, alongside local, provincial and national stakeholders to meet, gather and highlight major achievements of our government
3. A public funding announcement in-around the conference
4. A communications campaign to make sure British Columbians know about the conference and are able to live-stream it (potentially through a government website).