

Advertising Review Board

Business Plan

2014-15 to 2016-17

Executive Summary

Established in September 1985, the Advertising Review Board (ARB) is a regulatory agency of the Ministry of Government Services created in order to:

- demonstrate the government's efforts to protect the public's trust in the assignment of communication contracts;
- assure that fair and responsible practices are followed in the acquisition of communication services;
- ensure that the government receives value for money in all of its communication services.

Given this historical backdrop, the ARB will continue to focus on its primary role in the procurement of Communications Services while exploring every opportunity to provide proactive consultation services that deliver value for money.

1. Procurement

Under the authority of the Management Board of Cabinet (MBC) *Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services*, the ARB is designated as a Mandatory Central Common Service for the procurement of Ontario government advertising and communications services, to ensure ministries and government agencies acquire these services in a manner that is transparent, fair and accessible to qualified suppliers.

The ARB creates all corporate Vendor of Record (VOR) arrangements through open competitive first stage processes; develops and undertakes second stage processes for the competitive selection of contracted suppliers to perform work for government clients; and conducts non-competitive procurements, as required.

Additionally, the ARB monitors and reports on client compliance with communications procurement policies and guidelines, and ensures procedures are in place to evaluate the effectiveness of advertising and creative communications services contracts.

In fulfilling the communications procurement needs of government client organizations, the ARB endeavours to deliver the highest standards of efficient quality service, while adhering to established processes that support the government's priorities of fairness, transparency and accountability.

Key Achievements and Commitments

In 2013-14 the ARB:

- Initiated the open competition to establish a new corporate Vendor of Record (VOR) arrangement for graphic design and creative services;
- Managed 41 second stage supplier selections involving the assignment of projects to companies in the contracted advertising and public relations services pools, and 21 second stage selections for graphic design services;

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- Improvements to the centralized management of the two contracted media planning and buying agencies of record, including procurement of an independent audit of advertising media rates paid by government clients;

In addition, the ARB:

- Organized the successful “Change Makers” public sector advertising and social marketing event held as part of Advertising & Marketing Week;
- Funded three unique corporate and multicultural advertising initiatives through the Corporate Communications Fund;
- Supported the office of the Auditor General of Ontario with the reporting of 2013/14 media expenditures for reviewable ministry advertising items under the *Government Advertising Act, 2004*.

2. Value for Money Initiatives

Historically, the ARB was perceived exclusively as a procurement function and respected in terms of role, performance and value. The integrity of process through the RFP process, its transparency and consistency was recognized as a critically important function within the government.

However, the *Mandate Report 2010* also identified that there has been a significant shift in the perception of the ARB among the communications branches of the ministries and that this was attributed to the strength of the Board, the Chair and the Managing Director from the communications industry. Under this leadership, the ARB is customer service and relationship driven; credible, with in-field experience; collaborative, inclusive and accessible with a “best practice” process.

Given this shift in perception and receptiveness to the notion of expanding the service offerings of the ARB, the report provided suggestions as to how the ARB could further contribute to the effectiveness and efficiency of Government communications within its mandated area of communications services.

In FY 2014-15, the ARB will continue to focus on the three key initiatives recommended by stakeholders:

1. Management of the Media AOR
2. Communications Counsel/Advice
3. Training & Education

In 2012 the ARB restructured its operation to provide enhanced services that impact on its ability to provide greater value for money. The restructure centralized the management of the two Media AORs, adding the capacity to track key performance indices (KPI) measuring media costs (through benchmarking audits) and efficiencies (by tracking results against annual targets);

In FY 2011-12, the ARB challenged the new Planning & Buying Media AOR to deliver 5% in additional efficiencies during the first year of their contract. They have continued to deliver at or above this goal in the two subsequent years.

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An ongoing activity of the Media AOR Manager is to ensure that the rates paid for media by the media AORs are equivalent to, or better, than those paid by similar-sized private sector advertisers.

A key priority for the ARB in 2014/15 will be to conduct the open competition for new Media AOR contracts.

3. Financial

With a staff of four (4) FTE's, the Chair and a working board of five (5) part-time Private Sector Members, the ARB operates a total budget of \$1.149 million that includes Salaries, Benefits and Operating Expenses, as well as the Corporate Communications Fund for diverse community and Aboriginal advertising initiatives.

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Fiscal Year 2013/14

Standard Account	2013/14 Appropriations	Actual Expenditures
Salaries & Wages	\$506,200	\$470,154
Employee Benefits	\$45,100	\$42,974
Transportation & Communication	\$15,000	\$15,211
Services, including CCF	\$567,000	\$613,284 ¹
Supplies & Equipment	\$19,100	\$7,053
TOTAL	\$1,152,400	\$1,148,677

1. CCF: \$343,520

MANDATE

Established in September 1985, the Advertising Review Board (ARB) is a regulatory agency of the Ministry of Government Services created in order to demonstrate the government's efforts to protect the public's trust in the assignment of communication contracts; assure that fair and responsible practices are followed in the acquisition of communication services and ensure that the government receives value for money in all of its communication services.

The mandated activities of the ARB are to:

- Function as the Ontario government's primary contact with the advertising and communications sectors;
- Provide government clients with strategic, integrated and value-added advice and assistance on the acquisition of advertising and communications services;
- Establish all mandatory, corporately contracted arrangements for advertising, public and media relations, and creative communications services through open competitive processes, including the two agency of record contracts for media planning and buying;
- Conduct all competitive and non-competitive procurements, including second stage selections from established corporate arrangements, with an estimated contract value* of \$100,000 or more;
- Conduct, when requested by government clients, competitive and non-competitive procurements, including second stage selections from corporate arrangements, with an estimated value of less than \$100,000; and
- Monitor and report on compliance with the MBC Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services.

The ARB carries out its mandate by forming corporately contracted "pools" of advertising and communications suppliers that are authorized to bid competitively for government assignments. The open competitions to establish these pool contracts are extensive and rigorous, and are conducted by the ARB in strict compliance with Ontario government procurement guidelines and policies.

* Contract value refers to agency fees, production and third-party costs.

The ARB currently maintains the following corporate pools and VORs:

- Two advertising and marketing communications services pools comprised of a total of 36 companies;
- Public relations and communications services pool of 19 firms
- Graphic design and creative services VOR of 60 companies;
- Media planning and buying agency of record (AOR); and
- AOR for regulatory, statutory and tender notices, and recruitment advertising.

Contracts valued at \$25,000 and more are competitively awarded based on capability and merit. Second stage selections from existing corporate VOR arrangements typically involve three or more candidates. Ministries and government agencies may use their

own procedures for the acquisition of services valued at less than \$25,000 provided the principles of access, equity and value for money are considered.

STRATEGIC DIRECTION

ARB Mission

The ARB is committed to minimize cost and maximize value to support the government's efforts to protect the public's trust in the acquisition of communication services.

ARB Value Proposition

The strategic role of the ARB is anchored in its value proposition of a "best practice" procurement model which delivers both value for money and senior level industry expertise.

The result of this value proposition is cost savings, improved supplier performance, process efficiency and risk mitigation for the government.

The ARB has transformed its procurement role from a merely functional process to a procurement model that is endorsed by both client and industry stakeholders.

Procurement practices, in both public and private sectors around the world are no longer restricted to cost savings alone and instead are being recognized for their ability to add greater value within organizations by performing the role of a trusted business advisor. Procurement practices and processes are adopting strategies that deliver programs more efficiently with improved outcomes for both clients and vendors.

There are two components to the ARB's strategy. The first and primary component will continue to focus on the fulfillment of its role in the procurement of communications services. The second component will focus on providing added-value counsel and advice to its clients which is consistent with its historical mandate and resonates with the government's priorities to provide cost-effective, quality service delivery.

Overview of Programs and Activities

The longer-term direction of the ARB will result in a high-performing service delivery organization that is capable of supporting the increasingly diverse communications needs of client ministries and government agencies and deliver value for money.

1. Procurement of Advertising & Communications Services

The primary activity of the ARB is the fair and transparent procurement of advertising, communications consulting (public and media relations), and creative communications services for government clients. The organization has well-established procedures in place to fulfill this mandate.

Every year, three to five open competitive first stage processes are conducted to fulfill corporate and/or specific government client organization requirements. Each process takes a minimum of two to three months to complete and there is often considerable overlap. Depending on the type of open competition undertaken to acquire the services, these processes entail the independent evaluation of written proponent submissions and usually include the review of short-listed candidate capability presentations by selection panel members.

The open competitions to create corporate supplier pools are particularly large-scale and demanding. For the 2014 Graphic Design VOR competition, the review panel was tasked with evaluating 124 written submissions over a 4 week period, resulting in the selection of 60 firms.

Contracted suppliers in the corporate advertising and communications services pools and VORs are required to be available to bid for future projects on a non-exclusive basis. There is no guarantee of any business or any dollar volume of business, a condition that all interested and successful proponents are made aware of in writing.

The ARB recommends three or more candidate suppliers from the appropriate corporate contract arrangements, which are invited, with a minimum of five working days' notice, to make capability presentations or submit written proposals in response to the brief. These are evaluated by a selection panel comprised of ARB and/or client representatives, in accordance with the estimated contract value.

Monitoring compliance with the *Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services* is undertaken by ongoing reviews and reporting on the use of advertising and communications services by ministries and government agencies.

- With the update of the Procurement Directive in 2014, and ongoing changes to government agency Memoranda of Understanding, there is greater client awareness of the need to comply with the Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services, and continuing growth in demand for ARB resources and support.

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- There is a continuing need for a post-assignment performance review process as part of the ARB's contract management role. As a forward initiative, the ARB will explore anonymous and time sensitive methodologies and determine key performance indicators (KPIs) that will establish metrics that can be implemented and tracked over time.
- The ARB will pilot a service delivery study in 2014-15 to measure a range of performance dimensions among ministry and government agency clients. The annual survey will provide performance metrics on effectiveness, efficiency as well as customer satisfaction and will add another dimension of ARB value and accountability.
- As a natural extension of its procurement role, the ARB monitors any changes in personnel and the quality of the creative relevant to our clients among agencies within the Advertising and Public Relations pools to ensure the appropriate resources continue to be in place to support second stage competitive assignments and review agencies.

2. Media Effectiveness and AOR Management

Management of the government media planning and buying agency of record (AOR) contract is another major function of the ARB. This includes the development of an annual media planning manual for distribution to government clients and advertising services pool companies, and the annual review of media expenditures to ensure effectiveness and value for money by measuring media costs and tracking campaign efficiencies. The ARB also manages the AOR contract for recruitment advertising, and regulatory, statutory and tender notices.

The *Government Advertising Act, 2004* includes a requirement for the Office of the Auditor General to report on annual ministry expenditures for "reviewable advertising items". The AORs are the primary source for this information, with the ARB responsible for the timely collection and delivery to the Auditor General.

The Ontario Government invests public money on advertising and communications in order to support public education messaging. The return on investment requires monitoring to measure our performance versus the private sector and track efficiencies leveraged by the overall media spend. These activities assist defending government media spending. The ARB will continue to implement activities designed to achieve three core objectives:

- Manage and improve the performance of Government advertising spending in terms of cost efficiency and campaign effectiveness;
- Prove value for public monies spent on advertising communications;
- Protect the Government from any challenges to spending strategies by providing rationale for all expenditures and activities.

Key media management activities:

- Conduct the annual Media Cost Audit;

- Identify and establish key performance indicators (KPIs) to evaluate performance of the media campaign and provide diagnostics to implement strategies to maximize media efficiencies and effectiveness;
- In early 2015 initiate the open competition for new two Media AOR contracts: Planning and Buying AOR; and AOR for regulatory, statutory and tender notices.

3. Communications Counsel / Advice

The ARB also recognizes the continued need to provide enhanced communications counsel. The senior staff at the ARB as well as the Chair and private sector Board members will continue to provide centralized communication and marketing expertise and advice to client Communication Branches across all government ministries and agencies.

On an 'as needed' basis, the ARB will continue to provide access to senior level industry expertise requested by ministries and agency clients.

4. Training & Education

As part of its value-added commitment, the ARB also delivers training programs to clients in order to increase the effectiveness of program messaging and improve cost-efficiencies that can save money and consequently result in greater value for public dollars. The need for communications training was considered by stakeholders a pivotal requirement.

Training programs are related to the business of marketing communications, such as digital and social media, managing client/agency relationships, preparation/presentation of agency briefs, development of effective communication teams, communication project planning, and budget development and management.

5. Corporate Communications Fund

The ARB administers the Corporate Communications Fund to support advertising campaigns in diverse community and Aboriginal media. It is also available for corporate and ministry initiatives. Client ministries must formally submit a funding request to the ARB and provide full program details. On average the ARB receives and approves 4-6 requests annually.

6. Industry Relations

A key aspect to sustaining favourable relations with the advertising and communications industries is the ongoing responsibility of the ARB.

Proponents may be debriefed if they are not successful. All short-listed candidates are offered (and most readily accept) an in-depth debriefing following the conclusion of the competitive process. Candidates who are eliminated prior to the development of a short list may also request a debriefing. The ARB Chair and the Managing Director routinely conduct these.

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Debriefing sessions consist of a quantitative and qualitative review of the proponent's submission and/or presentation. Industry response to ARB debriefings has always been highly positive. Many suppliers have reported that they have been able to successfully leverage this feedback to improve their subsequent submissions and/or presentations.

Again in 2014-15, the ARB will be a contributing organizer of "*Change Makers*," the public sector symposium that was launched in January 2009 as part of "*Advertising & Marketing Week*". Attendees include employees of government, not-for-profit organizations and representatives of the advertising, public relations and communications industry.

RESOURCES NEEDED TO MEET GOALS & OBJECTIVES

Over the past seven (7) years, the ARB has expanded its services without any increases in FTEs, the Chair was reduced to part-time status last year. The ARB has been able to deliver the requirements of their ministry clients with the help of members of the part-time board.

Environmental Scan – External

1. Procurement

In the private sector, competitions for communication services average 13 weeks and cost \$35,000 to \$75,000. The final short list phase of industry competitions average 4 weeks. In contrast, ARB second stage competitions only require 7 to 10 days, clearly illustrating the efficiency of the government process.

With respect to cost comparisons, the ARB conducted 50 second stage competitions last year which based on the average private sector costs would represent between \$2-2.5 million. By comparison, the total operating budget of the ARB is \$1.1 million, further underscoring the value proposition of the ARB.

2. Industry Relations

The advertising and communications community has applauded the ARB's efforts and process as "best practice" procurement methodology and views its procurement process as superior to their experience in the private sector. Specifically, they view the ARB as:

- Respectful of their time and resources
- Providing a fair and transparent process
- Ensuring a level playing field to win government assignments
- Encouraging original and outstanding creative work

The fair, open and transparent mandate of the ARB has been successful in sustaining favourable relations with the advertising and communications industries by providing unsuccessful proponents in open and second stage competitions to a debrief as it relates to their performance. More than 120 companies have been debriefed by the ARB throughout 2013/14.

The ARB has assumed the role of lead organizer for "Change Makers" – the public sector advertising and communications event held as part of Advertising and Marketing Week, the annual symposium week spearheaded by the Institute of Communication Agencies. It has become a highly successful client and industry relations initiative and an integral part of the symposium. Survey feedback consistently rates this as one of the week's best events.

In addition to this initiative, an opportunity exists to further develop the government's relationship with the industry. The ARB can add value to this relationship by working with the advertising community and educate the industry in how to work within government. From deepening their understanding of government commitment to serve the public trust to how that translates to the disciplines and processes required by the industry in supporting the communications efforts of ministry clients.

3. Public Trust

As in 1985 when the Advertising Review Board was created, the need for the government to protect the public's trust and ensure that taxpayers receive value for money is increasingly more relevant and exposed to closer scrutiny.

Value for money is the result of effective stewardship of both resources and costs. The underpinning of the ARB's procurement model is the senior industry expertise of its management and staff to evaluate the appropriate resources for each communications program.

As an extension to the procurement process, the ARB is equipped to provide performance counsel and oversight to maximize communication effectiveness and report best-practices learning across ministry communication branches. A consistent mechanism to provide oversight and evaluate effectiveness and efficiencies of the post-procurement process is a prudent, proactive and pre-emptive measure to ensure value for money and effectiveness.

4. Digital/Social Media

The growth of digital and social media has expanded the communications channels available for public messaging. This recognition has precipitated advertising, PR and media agencies to invest in the acquisition and provision of digital and social media as part of their roster of services. Companies in the ARB Pools are well equipped to provide these capabilities and pre-empts the need to create separate digital vendor pools.

Online social media has become a powerful phenomenon and online activism turning into an explosion of civil and political movements globally. The politicizing and empowerment of social media and its effects will continue to challenge governments around the world for the foreseeable future. The challenge for government in a social media universe is to improve communication between social media users and government; develop successful messaging; make it more efficient and enable online communication to evolve into off-line behavior.

Digital and social media expertise should not be limited to external resources. The opportunity exists to incorporate greater expertise in this discipline within the ARB in order to translate digital/social media trends, creative excellence, media and corresponding metrics through the lens of government to define best practices and maximize performance metrics within this discipline.

5. Demographic Profile

The growth in the share and number of seniors will accelerate over the 2011–2031 period as baby boomers turn age 65. The number of seniors aged 65 and over is projected to more than double from 1.9 million, or 14 per cent of population in 2011, to 4.2 million, or 24 per cent, by 2036. By 2017, for the first time, seniors will account for a larger share of population than children aged 0–14.

The implications of the emerging demographic profile of the province will impact communications programs in terms of strategy, messaging and media strategies and tactics.

Environmental Scan – Internal

Over the past few years there has been a positive shift in the perception of the ARB among ministry communications branches and was attributed to the strength and industry expertise of the staff and its Board.

Prior to this, the ‘integrity of process’ through the RFP process, its transparency and consistency was recognized as a critically important function within the government. The ARB was perceived exclusively as a procurement function and received ‘grudging respect’ in terms of role, performance and value.

Given this shift in perception and in the interest of continuous improvement, an opportunity exists for the ARB to further contribute to the effectiveness and efficiency of the procurement of communications services for the Government.

1. Client/Agency Performance Evaluation

The existing performance evaluation process between agencies and ministry clients needs improvement. Both agencies and communication branches report that it is conducted inconsistently across communication branches and dependent on the skill and mind-set of the reviewer. There is reluctance for both the Client and the Agency to be candid if there are any negative issues. In the case of Agencies, they do not want to jeopardize the relationship with government Clients and in return, many government clients avoid confrontation and simply request a new agency when the contract expires.

The need continues for a more formal and disciplined evaluation process. As an independent 3rd party, the ARB can facilitate the evaluation process, identify lessons-learned and improve client/agency relationships going forward. The addition of the performance evaluation responsibility to the ARB is considered a natural conclusion of their existing procurement role and consistent with fairness and transparency of the ARB process.

2. Training

Both ministry clients and agencies recognize the wide diversity of appropriate skill-sets within communication branches and consider this issue to be a major driver to increase effectiveness of program messaging and improve cost-efficiencies that can save money and consequently result in greater value for public dollars.

The need for communications training is considered a pivotal requirement to elevate the communications skill-sets for OPS communicators.

3. Continuity and Institutional Knowledge

There is expressed concern that given the rotation of government personnel and the limitations of agency contracts impact on the ability for the government to retain institutional knowledge. The opportunity exists to create a central library to archive institutional knowledge from the communications branches across all ministries. Information relating to market research studies, campaign strategies, historical creative archive, case studies, agency performance reviews, best practices etc. should be available and easy to access. The sharing of information within government ministries and communication branches while well-meaning in terms of intention is difficult and inconsistent. While the ARB is an appropriate candidate to retain institutional knowledge, additional staff resources and technology would be required to support this initiative.

4. Legislative, Regulatory & Policy Changes

There have been no legislative, regulatory or policy changes in the past year that has affected the ARB.

HUMAN RESOURCES

The ARB is in the unique position to have the benefit of a *working* board to augment their human resources of four (4) FTE's and a part time Chair.

The part-time *working* board is made up of industry experts that not only provide high level expertise in stage one pool evaluations and participate in second stage selection panels but are also utilized on an 'as needed' basis for specific ARB projects, initiatives and communication requirements.

FINANCIAL BUDGET & STAFFING

1. Financial Resources

The ARB has an annual allocation of \$1.1871-million for Salaries, Benefits and Operating Expenses, and the Corporate Communications Fund.

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(\$ Millions)

FY	S&W	Benefits	T&C	Services	S&E	Total
2014-15	0.5062	0.0451	0.015	0.6017	0.0191	1.1871
2015-16	0.5062	0.0451	0.015	0.6017	0.0191	1.1871
2016-17	0.5062	0.0451	0.015	0.6017	0.0191	1.1871

2. Staff

There are four full-time ARB staff:

- Managing Director
- Senior Communications Advisor/Board Secretary
- Manager, Media AOR
- Information Coordinator

3. ARB Board

The current ARB Board includes a part-time Chair* and five (5) Private Sector Members. Currently there are two appointments in progress. All are Ministerial appointments pursuant to the *MBC Government Appointees Directive*.

When acting on ARB business, Private Sector Members are compensated at a per-diem rate of \$398.

Chair:

- Michel Frappier

Part-Time Private Sector Members:

- Charlie Angelakos, VP Corporate Affairs – Labatt Breweries
- Heather MacLean, Director – Prospeakers
- Freda Colbourne, President – Colbourne Consulting
- 2 appointments pending

* The designation of the ARB Chair position was revised from full-time to part-time, effective June 3, 2013.

INITIATIVES INVOLVING THIRD PARTIES

The ARB supports the interests and initiatives of several key communications industry organizations, including the Association of Canadian Advertisers, Advertising Standards Canada and Institute of Communication Agencies.

Advertising Standards Canada (ASC)

Advertising Standards Canada is the national not-for-profit advertising self-regulatory body committed to fostering community confidence in advertising and to ensuring the integrity and viability of advertising in Canada through responsible industry self-regulation.

As Canada's advertising self-regulatory body, they administer the Canadian Code of Advertising Standards (Code) that sets the criteria for acceptable advertising and forms the basis for the review and adjudication of consumer and trade complaints. The ARB is a member and attends the ASC Annual General Meeting.

Association of Canadian Advertisers (ACA)

As an ACA member, the ARB regularly attends association seminars and presentations throughout the year, in addition to the Annual General Meeting and Executive Forum.

The ACA is a members-only organization that assists members in maximizing the value of their investments in all forms of marketing communications with superior MarCom performance and ROI.

The ACA leads the negotiations, on behalf of the advertising industry, with the Alliance of Canadian Cinema, Television and Radio Artists (ACTRA) to create a collective agreement to provide ~22,000 profession performers in TV, film, radio and digital media with equitable compensation and working conditions. This is a critical role of the ACA, the results of which have a financial impact on the cost of advertising and consequently the budgets of all communication branches of the government of Ontario.

Institute of Communication Agencies (ICA)

The Institute of Communication Agencies represents Canada's communications and advertising agencies. The ICA promotes higher standards and best practices, and serves as the largest source of information, advice and training for Canada's communication and advertising industry. It develops initiatives, programs and best practice guidelines to help build better ICA agencies, which we draw from for our small, medium and large pools.

The ICA has founded an annual event “National Advertising Week” to profile the achievements of the Canadian advertising and marketing communications sectors. The ARB is a lead organizer of the Toronto-based public sector social marketing symposium, “*The Change Makers.*”

There are no accountability requirements from these third parties. All are governed by industry-recognized codes of conduct and operating ethics.

COMMUNICATION ACTIVITIES

The ARB has a multiplicity of audiences, including:

- General public;
- Advertising and communications industries;
- Ministry and government agency communications staff at all levels;
- Ministers' staff; and
- Central Agencies.

Key messages communicated to these constituents focus on corporate procurement directives, as well as ARB guidelines, processes and services.

The ARB will continue an extensive communications outreach program for government clients, including educational seminars/meetings with communications branches, and presentations to government stakeholders.

Communications have been enhanced with the distribution of comprehensive electronic User Guides for the corporate pools and VORs. These contain detailed guidelines and instructions on the use and acquisition of advertising and communications services, as well as supportive tools and templates.

In addition, ARB Intranet site further enhances capabilities and utility.

Risk Identification, Assessment and Mitigation Strategies

RISK	LIKELIHOOD	MANAGEMENT STRATEGY	IMPACT ON PROGRAM DELIVERY	IMPACT
<p>Mandate:</p> <p>Increased demand for ARB services</p>	HIGH	Additional value-added services will require review of current operational activities and staffing levels.	Chair and Private Sector Members possess industry expertise that enables them to provide communications counsel and advice to client organizations.	LOW
<p>Financial</p> <p>Corporate Communications Fund:</p> <p>Current level of funding is reduced</p>	HIGH	Continue to work with MGS to identify options to allow the ARB to meet ministries' requirements.	Reduced funding to advertising campaigns in diverse community and Aboriginal media.	LOW
<p>Digital Technology:</p> <p>The dramatic increases in digital technologies represent a number of communication opportunities.</p>	MEDIUM	ARB staff will continue to participate in industry association training and conferences.	Enhanced portfolio of services that supports modernization of government communications.	LOW

RISK	LIKELIHOOD	MANAGEMENT STRATEGY	IMPACT ON PROGRAM DELIVERY	IMPACT
<p>Green Procurement:</p> <p>Make procurement process less dependent on paper submissions</p>	<p>MEDIUM</p>	<p>Adopt digital procurement technologies being developed by SCO</p>	<p>Fostering a progressive culture of innovation in keeping with current industry developments.</p>	<p>LOW</p>
<p>Stakeholder Relations:</p> <p>The need to be accountable to internal and external stakeholders has never been greater. It is vital that government clients as well as members of the communications community understand the value and expertise of the ARB, as well as its role in the transparent and fair procurement of communications services.</p>	<p>HIGH</p>	<p>Continue to build/enhance the profile of the ARB within the government client community and communications industry.</p> <p>Continue to be a key organizer of “Change Makers” as well as participation in industry events and on judging panels.</p>	<p>Maintain the strong levels of confidence and trust the ARB has established among clients and communications industry.</p>	<p>LOW</p>

Performance Measures

ARB – Corporate Measures

PERFORMANCE OUTCOME	TIMING	STATUS (BY QUARTER)
1.0 Enforcement of the updated Directive for Advertising, Public/Media Relations and Creative Communications Services.	Annual ACCS reporting by ministries and government agencies	
1.1 Communications/education programs delivered to ministries and government agencies outlining the updated Directive.	Ongoing	
Context Clarifying the meaning of advertising, communications consulting and creative communications services, and communicating the directive requirements and/or revisions to ensure enterprise-wide compliance with government guidelines and policies in the acquisition of these services.		

ARB – Operational Measures

PERFORMANCE OUTCOME	TIMING	STATUS (BY QUARTER)
2.0 Stage One Open competitive Stage 1 process -Graphic Design & Creative Services VOR - Media AOR	Target completion: • Q4	
2.1 Stage Two Fulfillment of over 60 government advertising and communications services requirements by conducting	Ongoing.	

PERFORMANCE OUTCOME	TIMING	STATUS (BY QUARTER)
competitive second stage selections involving corporately contracted suppliers.		
<p>Context</p> <p>Ensuring fair and transparent competitive selection processes for the acquisition of government advertising and communications services, and bringing efficiencies to these processes in servicing ministry and government agency needs.</p>		
<p>2.2</p> <p>Intranet</p> <p>Enhance ARB Intranet site by addition/updates of information and tools</p>	<p>On-going</p>	
<p>Context</p> <p>Facilitating enterprise-wide access to timely and accurate information regarding the acquisition and use of government advertising and communications contracts, and the services provided by the ARB.</p>		
<p>2.3</p> <p>Consultation</p> <p>Advisory services and training to government clients to ensure improved communications and procurement knowledge and skills</p>	<p>Ongoing</p> <p>Monthly Communications Director Meetings/Speakers</p>	
<p>Context</p> <p>Ensuring knowledge and application of Communications Procurement Directive and ARB Best Practices</p>		

ARB – Program Measures

PERFORMANCE OUTCOME	TIMING	STATUS (BY QUARTER)
<p>2.4 Media Management Cost benchmarking audit and efficiency reporting.</p>	<p>Annual reporting</p>	
<p>Context Ensuring the delivery of value for money by the Media AOR.</p>		
<p>3.0 Second Stage Supplier selections from corporate contract arrangements will be completed within 20 business days of receiving an approved client project brief.</p>	<p>Evaluated annually</p>	
<p>Context Speed of service delivery can be a critical consideration for ministries. Client organizations will typically require an advertising or communications supplier within one month of contacting the ARB.</p>		
<p>3.1 Corporate Communications Fund Funding requests will be processed in less than 5 business days, upon receipt of all required support documentation.</p>	<p>Evaluated annually</p>	
<p>Context This is not as time sensitive a process, although clients typically require a reasonably quick decision to enable the accurate forecasting of financial requirements. This review will normally entail a detailed examination of the media plan proposals.</p>		

ARB – Quality Service Standards

PERFORMANCE OUTCOME	TIMING	STATUS (BY QUARTER)
<p>4.0</p> <p>Client Service Delivery</p> <p>Develop an ongoing and timely feedback mechanism for monitoring ARB service delivery levels</p>	<p>Pilot study Fall 2014</p>	
<p>Context</p> <p>ARB will comply with OPS common service standards, as required by the OPS Service Directive.</p>		
<p>4.1</p> <p>Customer Service – Communications:</p> <ul style="list-style-type: none"> • Correspondence responses will be prepared within 10 working days from date of receipt. 	<p>Evaluated annually</p>	
<p>Context</p> <p>ARB will comply with OPS common service standards, as required by the OPS Service Directive.</p>		