

# Alberta Municipalities 2022 Business Plan



The annual business plan outlines the specific initiatives that will be carried out for each of the strategies. Some initiatives support multiple strategies. The business plan contains Key Performance Indicators (KPIs) to measure performance against the goals. The budget is presented through the Income Statement and the Proforma Balance Sheet of Alberta Municipalities. Targets are provided for the first year, with estimates for the following two years.

Approved on December 16, 2021



## Critical Success Factor: Member

### Outcome: Recognized as the leader in municipal solutions through partnerships and innovation

#### Strategies:

1.1 Engage with members to prioritize and build common solutions that strengthen municipalities

1.2 Advance member needs through informing and advocating to governments and external stakeholders to enhance understanding and build support for municipal solutions

1.3 Support members through education, communication and resources to address municipal challenges and opportunities

1.4 Increase member understanding and awareness of the benefits of membership and the linkages between business and advocacy services

#### Initiatives:

##### Fostering a Culture of Respect

*Strategies 1.1, 1.2, 1.3*

Assist municipalities in addressing harassment of elected officials and administration and in building a positive culture of respect which enables productive engagement among citizens, councils, and administration.

##### Welcoming and Inclusive Communities (WIC)

*Strategies 1.3, 3.2*

Provide support to municipalities as they support the increasing diversity of Albertans and the settlement and integration of refugees. Implementing Alberta Municipalities' Measuring Municipal Inclusion Grant.

##### Policing and Justice

*Strategies 1.2*

Advocating for improvements to and appropriate resourcing of the justice and policing systems, including responding to Police Act amendments; responding to the potential establishment of provincial police service; and advocating for all Albertans to have equitable and timely access to justice-related programs and services.

##### Local Government Fiscal Framework

*Strategies 1.1, 1.2, 1.3, 3.1, 3.2*

Analysis and advocacy related to the implementation of the Local Government Fiscal Framework (LGFF) including the amount of funding available and allocation.

##### Red Tape Reduction

*Strategies 1.1, 1.2, 1.3, 1.4*

Advocate our red tape recommendations to the provincial government and investigate alternative service delivery options with the Government of Alberta.

##### Property Assessment and Taxation

*Strategies 1.1, 1.2, 1.3, 1.4*

Analysis, advocacy, and support for ongoing work related to assessment and taxation practices and policies, such as changes proposed by the province to assessment models (including the model for oil wells and pipelines).

##### MGA Review

*Strategies 1.1, 1.2, 1.3*

Analysis and advocacy related to further amendments to the Municipal Government Act as part of the Red Tape Reduction Initiative along with change management.

##### Future of Municipal Government

*Strategies 1.1, 1.2, 1.3, 1.4*

Explore and assess governance options that will enable municipalities to build thriving communities in the future.

##### Modernize Alberta's Recycling Regulatory Framework

*Strategies 1.1, 1.2, 1.3*

Continue to advocate for Extended Producer Responsibility (EPR) programs in Alberta; Support municipalities transitioning to EPR programs. Monitor the federal policy on single-use plastics ban.

## Critical Success Factor: Member (continued)

### Outcome: Recognized as the leader in municipal solutions through partnerships and innovation

#### Strategies:

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#### Initiatives:

##### Asset Management

*Strategies 1.1, 3.3*

The Municipal Asset Management Program (MAMP) has launched a call for applications for partner grants. Grants will provide asset management training, knowledge, and education for elected officials and municipal staff. Alberta Municipalities, RMA, and IAMA (Infrastructure Asset Management Alberta) are applying for the fourth (and last round) of MAMP funding.

##### Broadband

*Strategies 1.1, 1.2, 1.3, 3.1, 3.2*

Analysis and advocacy related to increasing access to high-speed internet especially for small communities. Small Communities Committee is the lead on this with input from the Infrastructure and Energy Committee.

##### Municipal Financial Health Working Group

*Strategies 1.1, 1.2, 1.3, 3.1, 3.2*

Ongoing analysis and advocacy related to federal and provincial climate change plans as well as delivery and expansion of MCCAC programs. Alberta Municipalities' advocacy work will also include policies on community generation, energy efficiency, and emission reduction.

##### Municipal-Indigenous Relations

*Strategies 1.2, 3.2*

Oversee continuing implementation of the Organizational Readiness Framework to Build Respectful Relations with Indigenous Communities.

##### Improvements to the Municipal Measurement Index (MMI)

*Strategies 1.1, 1.2, 1.3, 3.1, 3.2*

Develop recommendations on how services levels can be incorporated into Municipal Measurement Index to improve fairness when comparing municipalities.

## Critical Success Factor: Member (continued)

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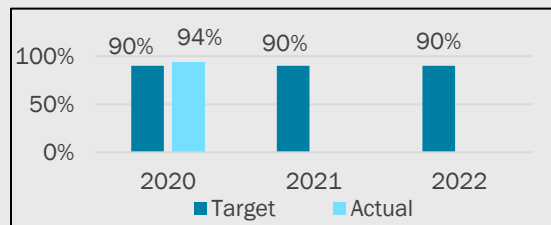
1.4 Increase member understanding and awareness of the benefits of membership and the linkages between business and advocacy services

#### Key Performance Indicators:

##### Member Satisfaction with Advocacy Impact

Strategies: 1.1

Members who are 'satisfied' or 'very satisfied' with the impact of Alberta Municipalities' advocacy efforts

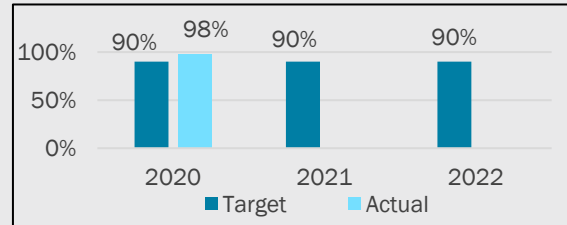


Rationale: Indicator of ongoing relevance and success of organization

##### Satisfaction with Advocacy Resources

Strategies: 1.1, 1.3

Members' satisfaction with information and municipal resources provided by Alberta Municipalities

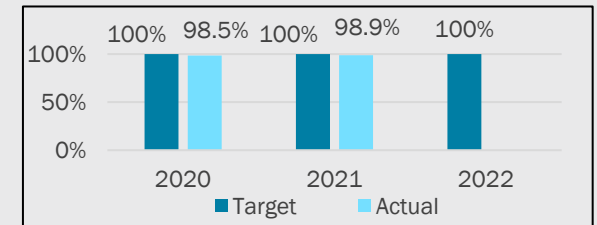


Rationale: Indicator of ongoing relevance and success of organization

##### Alberta Municipalities Membership - Regular

Strategies: 1.1, 1.3, 1.4

Percentage of Alberta urban municipalities that are Alberta Municipalities regular members

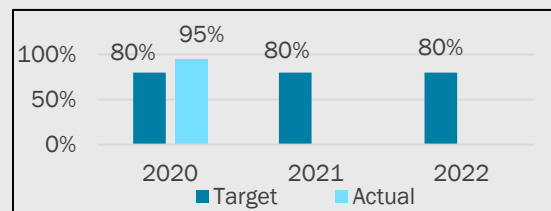


Rationale: Measure of regular membership retention and identify when dissolutions affect the membership

##### Member Awareness of Alberta Municipalities Resources

Strategies: 1.3

Members' awareness of resources including toolkits and hubs

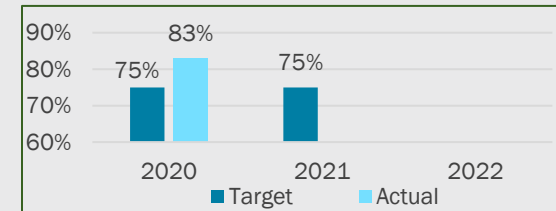


Rationale: Measure of members' awareness of toolkits and hubs

##### Member Awareness of AMSC Services and Dividend Support

Strategies: 1.4

Members' awareness of service solutions and one-third of advocacy services are funded through the dividend from AMSC services



Rationale: Measure of linkage between advocacy service and AMSC dividend support.