

Alberta Municipalities 2025 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.

- Approved December 19, 2024



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:

Municipal Financial Research

Strategies 1.1, 1.2, 1.3, 1.4

Conduct new research on municipal finances and inform provincial leaders and Albertans about the potential future of Alberta's communities (e.g., state of infrastructure, level of municipal services, and level of municipal property taxes) if provincial funding for community infrastructure is not significantly increased.

Increasing Housing Supply

Strategies 1.1, 1.3

Explore opportunities to increase the supply and diversity of housing stock including:

Advocacy for policies and initiatives to attract and retain skilled trades workers.

Solutions to attract developers and builders to develop housing in small and remote communities.

Property Assessment & Taxation Model Review

Strategies 1.2, 1.3, 1.4

Advocacy related to the province's review of provincial education property taxes and the review of assessment models for regulated assessment property.

Analysis and advocacy related to property taxes, alternative revenue sources, and debt management.

Emergency/Disaster Management

Strategies 1.1, 1.3

Support the development of tools and information to ensure municipalities are prepared for new and emerging threats caused by natural disasters.

Promote risk management as a cost-saving measure (including reviewing evolving cyber security threats).

Asset Management

Strategies 1.1, 1.3

Continue partnership with RMA and Infrastructure Asset Management Alberta to offer asset management training to members.

Advocate for more provincial and federal support for asset management.

Local Election and Recall Rules

Strategies 1.1, 1.2, 1.3, 1.4

Advocacy on the rules for recall of local elected officials.

Monitor activities during the 2025 election year and identify potential improvements to the Local Authorities Election Act.

Critical Success Factor: Member (continued)

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 Respect in the 2025 Municipal Election and Beyond

Strategies 1.3, 1.4

Host information sessions and provide resources to inform candidates and Albertans about the role of municipal elected officials and help advance a positive culture in municipal politics to enable productive engagement among council, administration, and the public and encourage representation of women and minorities on councils.

Mental Health and Addiction

Strategies 1.1, 1.3

Advocating for improvements to Alberta's mental health and addictions system, including

- Evidence-based action to address opioid and methamphetamine use;
- Promotion of mental wellness; and prevention of mental illness.

Inter-Municipal Collaboration Rules and Resources

Strategies 1.1, 1.2, 1.3, 1.4

Advocacy related to the legislative rules for intermunicipal collaboration frameworks (ICFs) and development of guiding resources for municipalities.

Viability of Small Communities

Strategies 1.1, 1.2, 1.3, 1.4

Analysis and advocacy pertaining to viability including:

- Monitoring and providing feedback on the viability review process,
- Services essential to the viability of communities including broadband, water, healthcare, among others, and
- Municipal finance with a focus on challenges with grants process and inadequate long-term funding.

Water Policies (Conservation Implementation and Reuse Development)

Strategies 1.1, 1.4, 2.3

Implement ABmunis 2024 Water Conservation, Efficiency and Productivity Plan and engage members in developing policies in 2025 that respond to the Province's water availability initiative.

- Develop a water reuse policy.
- Promote the alignment of water regulations and funding mechanisms to support municipal needs and goals in water reuse and wastewater management initiatives.

Economic Development

Strategies 1.1, 1.2, 1.4

Examine obstacles to growth and emerging trends impacting development and the attention and retraction of residents. Analysis and advocacy on legislation, regulation and policy that impacts competitiveness. Continue to work with the province to reduce burdensome red tape at both the municipal and provincial level. Explore initiatives to improve business conditions, attract investment and spur economic development and employment growth.

Critical Success Factor: Member (continued)

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:

Affordable Housing and Homelessness

Strategies 1.1, 1.3

Advocating for improved access to affordable housing, as well as the support and services needed to maintain housing and prevent homelessness.

Policing

Strategies 1.1, 1.2, 1.3, 1.4

Providing feedback on the Police Act regulations and the renewed police funding model.

Access to the Healthcare System

Strategies 1.1, 1.3

Advocating for a stable, integrated, and appropriately resourced public healthcare system.