



**RMA**  
RURAL MUNICIPALITIES  
of ALBERTA

# APPENDIX

## Designing a Path Forward Questionnaire

MUNICIPAL STRUCTURES: An Alternative Dialogue for Municipalities in Alberta



## FRAMING THE CHALLENGE

To consider the most effective path forward, the challenge that needs to be addressed must be clearly understood. Ideally, this will generate a clear and simple question that articulates what the work is intended to achieve. To contemplate the key challenge question, the following probing questions can be used:

What issues are decision-makers in the municipality grappling with?

What decisions with a long-term influence on the municipality must be made?

Are there strategies and/or planning processes that would benefit from having a broader perspective on the future?

Based on your answers to these questions, frame the critical challenge question that you need to solve:

## INTERNAL SYSTEMS CONDITIONS

### Institutional Structures

What level of planning has been done to understand the defined challenge?

Is there a shared understanding of the drivers influencing the challenge among the municipalities?

### Economic Structures

How does the challenge impact the fiscal resilience of the municipalities?

How has the challenge been considered through the lens of the fiscal capacity to support sustainable service delivery?

### Relational Structures

Are the partners incentivized and motivated to work collaboratively toward a sustainable solution to the challenge?

Are there mental models in place that would prevent successful collaboration?

## EXTERNAL SYSTEMS CONDITIONS

### External Influences

Consider and list all of the external influences that could impact the ability to effectively address the challenge.

### Citizens Perspectives

Consider the perspective of citizens and how addressing the challenge could impact their perspective on the effectiveness of local government.

### Relevant Actors

Consider the perspective of the challenge on other sectors of the community and their potential influence in affecting change.

## INITIATE CHANGE

What are the priorities that need to be addressed to solve the challenge? (Without pre-determining restructuring is the only solution, consider the priorities that surface based on the guiding questions. Consider defining the priorities based on their level of importance and the relative ease of implementation.)