



Association of
Manitoba Municipalities

Championing a Council Priority: *Turning Ideas into Action*



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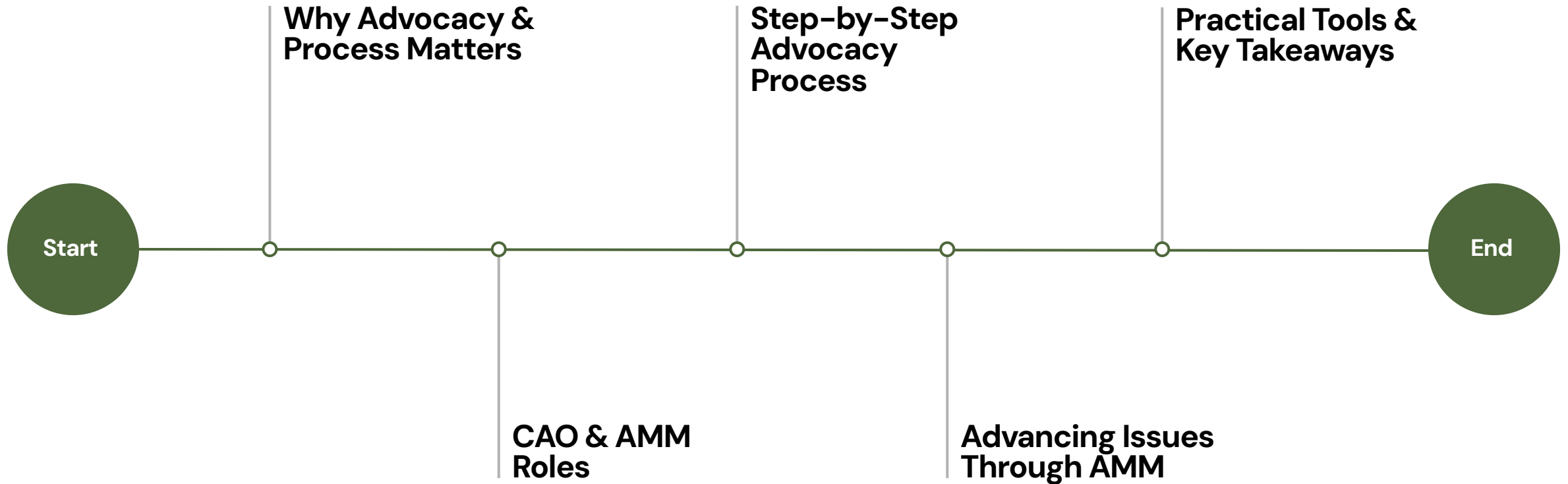
Deputy Executive Director & Director of Policy and Communications



Since joining the AMM in 2015, Nick has 10+ years of experience in public policy development, association advocacy, and government relations

- Coordinates the AMM's lobbying activities
- Oversees policy research and written materials
- Manages resolutions process
- Leads AMM's communications strategy and publication of quarterly magazine, *The Municipal Leader*

Presentation Roadmap



Purpose – Driving Results for Your Municipality

Show municipal leaders how to advance local priorities by:

- ✓ Engaging Councils and administration
- ✓ Building regional partnerships
- ✓ Connecting with MLAs and MPs
- ✓ Presenting compelling cases to minister(s)
- ✓ Leveraging AMM support for maximum impact

Goal: Transform local issues into collective wins that benefit your municipality/region/AMM members.



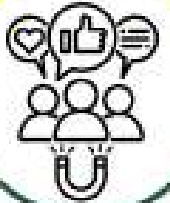
Why Process Matters

- 👍 Addressing municipal issues often requires provincial/federal partners
- 👍 Effective advocacy = stronger outcomes, credibility, sustainable relationships
- 👍 Desire for immediate results, although building relationships takes time
- 👎 Skipping steps can:
 - Create setbacks (Minister not prepared and/or wrong level of decision-making)
 - Weaken credibility (may look disorganized/disjointed)
 - Potentially waste time

STEP 1

Engage Locally

Start by discussing the issue with your council and administration to ensure alignment and gather supporting information.



STEP 2

Build Regional Support

Collaborate with neighbouring municipalities or regional organizations to strengthen your case. There's power in numbers!



STEP 3

Connect with Your MLA & MP

Meet with your local provincial and federal representatives to raise awareness and seek their support.



STEP 4

Letter to Minister

Gather key data, best practices, and background details to strengthen your case in a letter to the responsible Minister. Remember to copy the AMM on any



The Roadblocks We Face

Not all issues see immediate action. Here's why some take longer.



- **Delayed Government Response(s)**
Bureaucratic processes can delay decisions, requiring ongoing follow-ups.
- **Political Shifts**
New governments or cabinet shuffles can reset discussions.
- **Budget Constraints**
Even when the provincial/federal government may be receptive, funding limitations can delay implementation.
- **Jurisdictional Issues**
Some issues require coordination between all orders of government.
- **Competing Priorities**
Governments balance many demands, so we must keep municipal priorities at the forefront.



Question

In your role as CAO, how many of you been directed "to get a meeting" with the minister by a Council member?



Question

***How many of you
have had a Council
priority that took
years to gain
traction?***

CAO's Role



- While the decision to lobby is ultimately political...CAOs can certainly provide advice and recommendations to Council on HOW to lobby
 - *Propose a path forward*

AMM's Role



- **We're ready to help move your interests across the finish line.**
- **Advocacy works best when there is a supportive foundation:**
 - *Groundwork creates momentum*
 - *AMM can amplify and escalate*
 - *Together, we can achieve results*



Building the Foundation for Success

Step-by-Step Advocacy Process

Step 1: Identify the Issue

- **Tips**

- Make sure the issue is clearly defined, municipally relevant, and has a measurable outcome.
- Check alignment with Council priorities and existing plans.
- Prepare a concise description of the problem, why it matters, and the desired outcome.

- **Example:**

- Municipality narrowed a broad “infrastructure concerns” topic into a concrete ask: “Provincial cost-sharing for Hwy X intersection safety”.
- Avoid vague or overly broad requests that could be dismissed or delayed.



Step 2: Internal Alignment

Start by discussing the issue with your Council and administration to ensure alignment and gather supporting information.

- **Tips:**

- Provide Council with a concise one-page briefing package
- Ensure Council members and key staff are unified on the messaging
- Address potential questions before external engagement to avoid ad hoc or conflicting statements

- **Example**

- CAO created a briefing package, highlighting facts, rationale, and desired outcome to prevent Council freelancing or going off messaging
- Use this alignment to maintain consistency with AMM's collective voice



Step 3: Research and Context



- **Tips:**

- Compile relevant data: traffic counts, budgets, population impact, and historical precedent
- Know the provincial context: policies, programs, and funding opportunities
- Identify allies (other municipalities) and potential barriers (policy constraints, competing priorities)

- **Example**

- Municipality compiled accident statistics and previous provincial funding programs before approaching Province
- Reached out to AMM to check potential position on relatable issues
- Including comparable municipalities or other provinces successful initiatives strengthens credibility

Step 4: Build Regional Partnerships

Strength in Numbers!



**Reach out to
neighbouring
municipalities
early**

**Share data
and identify
common
ground**

**Show
broader
regional
impacts, not
just local**

**Coordinate timing of
messages and asks**

**Present united
recommendations to
decision-makers**

Example – Regional Caucuses



- **Municipalities across Manitoba have formed caucuses and regional groups to advocate with a stronger, united voice.**
- **These groups allow leaders to meet, share ideas, and coordinate on common challenges.**
- **Speaking collectively helps municipalities influence government decisions and build stronger, more resilient regions.**

Example – Regional Caucus Case Study



- **Eastman Regional Municipal Committee – 12 municipalities working together on shared priorities**
- **Advocated strongly for Highway 12 repairs (overlay project)**
- **Issue raised repeatedly to stress regional urgency**
- **Result: Project fast-tracked and underway this year as part of MTI's 5-year plan**

Step 5: Develop Advocacy Strategy

- **Tips:**
 - Help Council decide who should be involved and when to approach external stakeholders
 - Map out a clear sequence: Local/Region → MLA → Minister → AMM (if stalled)
 - Time the approach: align with budget cycles, provincial priorities, or local momentum
 - Avoid ad hoc, one-off requests that weaken impact
- **Example(s)**
 - Municipality raised issue first with local MLA/MP, then secured MLA/MP support to open the door for a ministerial meeting.
 - Another municipality partnered with neighbouring municipalities facing the same infrastructure challenge → submitted a joint resolution and letter through AMM, showing regional alignment.

Step 6: Connect with MLAs and MPs

Cultivate ongoing relationships

MLA Alphabetical Listing



Alphabetical List by Members' Name:

| Member | Constituency | Party |
|----------------------|--------------------|-------|
| ASAGWARA, Hon. Uzoma | Union Station | NDP |
| BALCAEN, Wayne | Brandon West | PC |
| BEREZA, Jeff | Portage-la-Prairie | PC |
| BLASHKO, Tyler | Lagimodière | NDP |
| BRAR, Diljeet | Burrows | NDP |
| BUSHIE, Hon. Ian | Keewatinook | NDP |
| BYRAM, Jodie | Agassiz | PC |
| CABLE, Hon. Renée | Southdale | NDP |
| CHEN, Jennifer | Fort Richmond | NDP |
| COMPTON, Carla | Tuxedo | NDP |

Schedule regular touchpoints, not just during crises

Provide concise updates on local priorities

Position the municipality as a trusted information source

Invite elected officials to see issues first-hand. Raise awareness and gather support

Keep communication professional and solutions-oriented



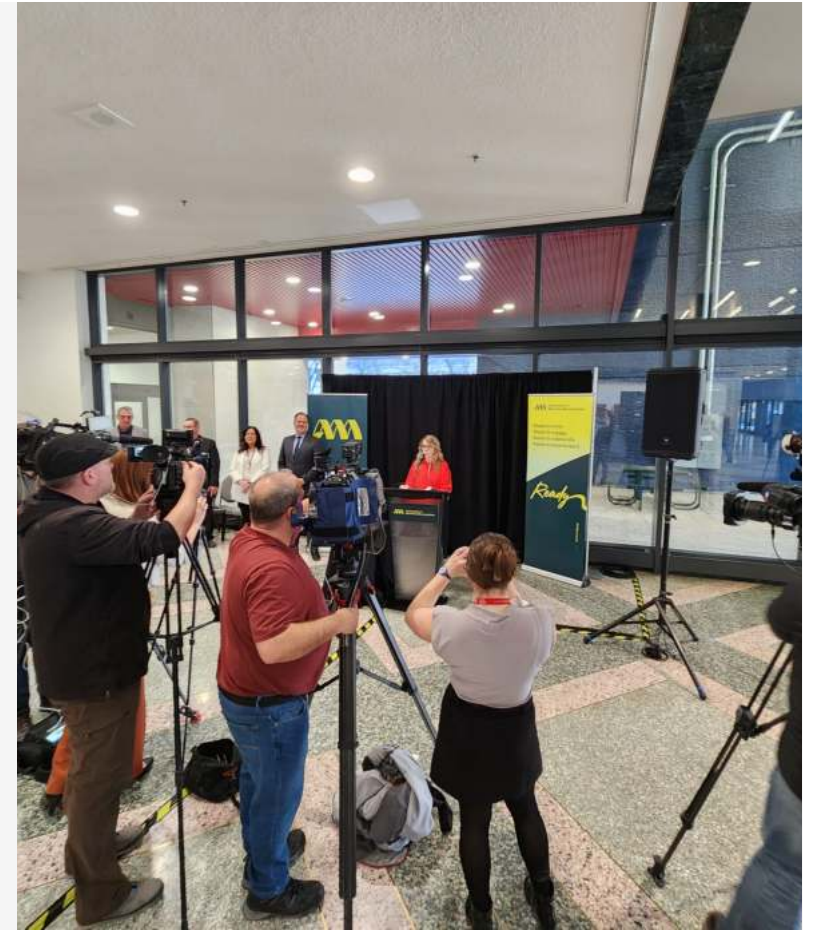
Step 7: Making Your Case & Clearly Communicating It

- **Tips:**

- Start locally: letters to MLAs/MPs or community meetings
- Frame messages around outcomes and public benefits
- Frame the issue in terms of provincial or federal relevance
- Keep records of all communication
- Always copy AMM on any correspondence or forward any relevant information to the AMM Office

- **Example:**

- Council + MLA meeting --> clear the pathway for ministerial request
- Raise the issue with local media outlets, garner public attention
- Early engagement positions Council as supportive and strategic



Sample – Better vs. Basic Asks

- **Better Ask:** Provide dedicated funding to expand the RCMP detachment in our region. Calls for service have risen 35% in the past 3 years, while officer numbers have remained the same
- **Basic Ask:** We need better policing



Sample – Better vs. Basic Asks

- **Better Ask: Allocate \$2 million in provincial disaster mitigation funding to repair the dike protecting our wastewater lagoon, which serves 1,800 residents and 40 local businesses**
- **Basic Ask: Our lagoon is old and needs money**



Sample – Better vs. Basic Asks

- **Better Ask:** Support a new childcare facility through provincial grants. Our community survey shows 120 families on the waitlist, directly affecting local workforce participation
- **Basic Ask:** We need more daycare spaces



Turning an Ask into a Compelling Case

- **Why it Matters:**

- Ministers and officials hear hundreds of requests every year.
- A vague, generally-worded ask gets lost.
- A clear, evidence-backed ask **stands out**. Compelling cases pair **data + stories + a clear action**.

- **What Works:**

- Data that proves urgency (traffic counts, waitlists, cost impacts)
- Real stories that connect emotionally (families, businesses, residents)
- A specific, actionable request (what, why, how much)

- **Impact:**

- Builds credibility
- Positions your municipality as a trusted voice
- Increases chances of getting a “yes”



Step 8: Escalation

- **Tips:**
 - Escalate after local + provincial avenues are tried
 - Bring clear background: data, examples, aligned council message
 - Leverage AMM when direct local advocacy is stalled
- **Example(s)**
 - Municipality approached MLA, then met with the Minister. Only when progress stalled did they engage AMM, who elevated the issue = faster response.



How We Can Help Amplify

AMM's Support

The Final Step: Advancing Issues Through AMM



About

Members



- Resolutions are extremely important
- They help determine the priority issues for AMM members and provide the basis for the AMM's lobbying activities and policies.
- Resolutions also provide our membership an additional opportunity to have a voice through sponsorship or voting at June District Meetings and Fall Convention in November.
- Local Councils must pass the resolution and submit it to the AMM office before the **June 1** deadline.



Understanding AMM Resolution Categories

In order for us to lobby on issues, resolutions MUST be directed to AMM, provincial or federal governments.

- **Category 1 – Municipal Issues**

- ✓ Affects all or most municipalities
- ✓ Must outline clear municipal impact (finances, operations, administration or governance)
- ✓ Example: a new municipal funding model, Municipal Act changes, drainage regulations, stronger bail reform/funding resources to help mitigate public safety concerns)

- **Category 2 – Local/Regional Issues**

- ✓ Affects one region or a few municipalities
- ✓ Only reviewed at the JDM (it does not move forward to Convention)
- ✓ Example: Northeast Red Watershed District Expansion

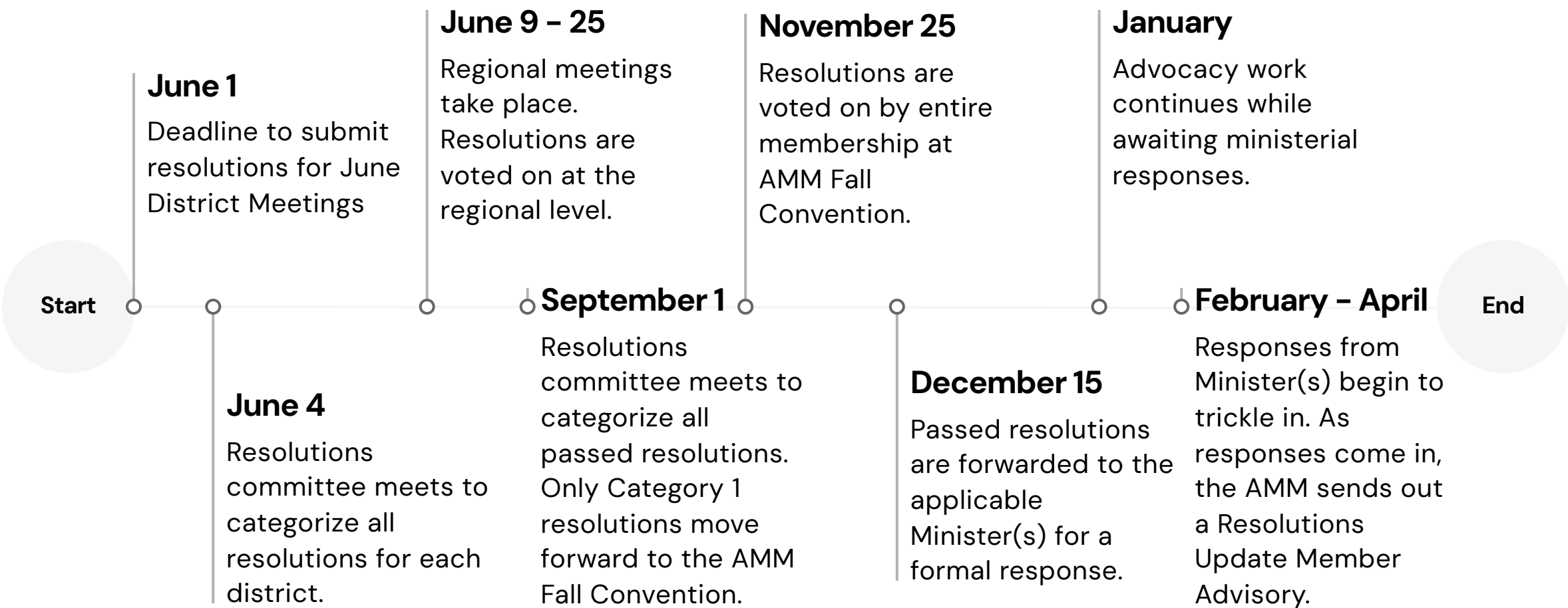
- **Category 3 – Non-Municipal Issues**

- ✗ Does not clearly articulate the impact on municipal finances, operations, governance, or administration
- ✗ Example: Elk Management, Early Childhood Educators Grant, Day light savings time change.



The Resolution Process

You pass resolutions—now let's talk about what happens next.



Tracking Your Resolutions

Achieving a desirable outcome can vary given competing government priorities, turnover, and ongoing discussions.



Multiple Ways to Track Resolutions

AMM Resolutions

- **AMM Municipal Leader Magazine**
- **AMM Cabinet Brief**
- **AMM Annual Report**
- **AMM Website**
- **AMM Resolution Letters to Sponsor(s)**
- **AMM Videos**

Policy Wins – 2024

Top policy successes highlighted in our Cabinet Brief annually

- ✓ **\$415 Million Municipal Infrastructure Deal (CCBF Agreement)**
- ✓ **\$4.4 Million Municipal Operating Basket Increase**
- ✓ **\$3.3 Million Strategic Infrastructure increase**
- ✓ **\$24 Million for the Manitoba Water Services Board.**
- ✓ **\$8.5 Million for Provincial Infrastructure Maintenance, including Highways**
- ✓ **\$1.6 Million for Downtown Safety Initiatives (Winnipeg and Brandon)**
- ✓ **\$1.2 Million for a new Public Libraries Funding Model**
- ✓ **\$850K for Water Maintenance Initiatives, including Third Order Drains**
- ✓ **\$200K to reopen two MASC offices**
- ✓ **\$135k for the implementation of a vet strategy**
- ✓ **Expedited review of Bill 37**
- ✓ **Enabling community-based medical first response (MFR)**
- ✓ **Proclamation of Bill 34 (Community Safety Officers program)**
- ✓ **Amendments to the Power Engineers Regulation (ice facility operators)**
- ✓ **Doubling the Manitoba airport assistance program**
- ✓ **MTI snow clearing agreements**
- ✓ **Aggregate pit and quarry rehabilitation levy**
- ✓ **Payments in lieu of taxes (PILT)**



Additional AMM Advocacy Avenues

- **If members are experiencing an issue, they don't have to wait until June 1 or until the Fall Convention!**
- **If a local Council requires help or wants to address/raise awareness of a particular issue:**
 - Reach out to AMM District Directors
 - Submit a formal letter to the AMM Board of Directors
 - Contact AMM Staff
- **These options can significantly reduce time and expedite a potential solution.**
 - **For Example:**
 - September 2021 Resolution – Emergency Services on Provincial Highways.
 - AMM letter to Minister on October, 8, 2021.
 - AMM immediately met with MPI over several occasions to present municipal concerns.
 - Due to collaborative discussions, we were able to identify financial shortcomings. Effective June 1, 2022, MPI increased the current rate for Securing the Scene of \$60 up to a maximum of one hour, to \$70 per hour to a maximum of three hours. (Now indexed to inflation)



Key Takeaways

Practical Wrap-Up

How to Champion a Council Priority

ADVOCACY TIPS FOR MUNICIPAL LEADERS

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STEP 4

Letter to Minister

Gather key data, best practices, and



Practical Tactics for Municipal Leaders



Provide Council with a step-by-step checklist before advocacy



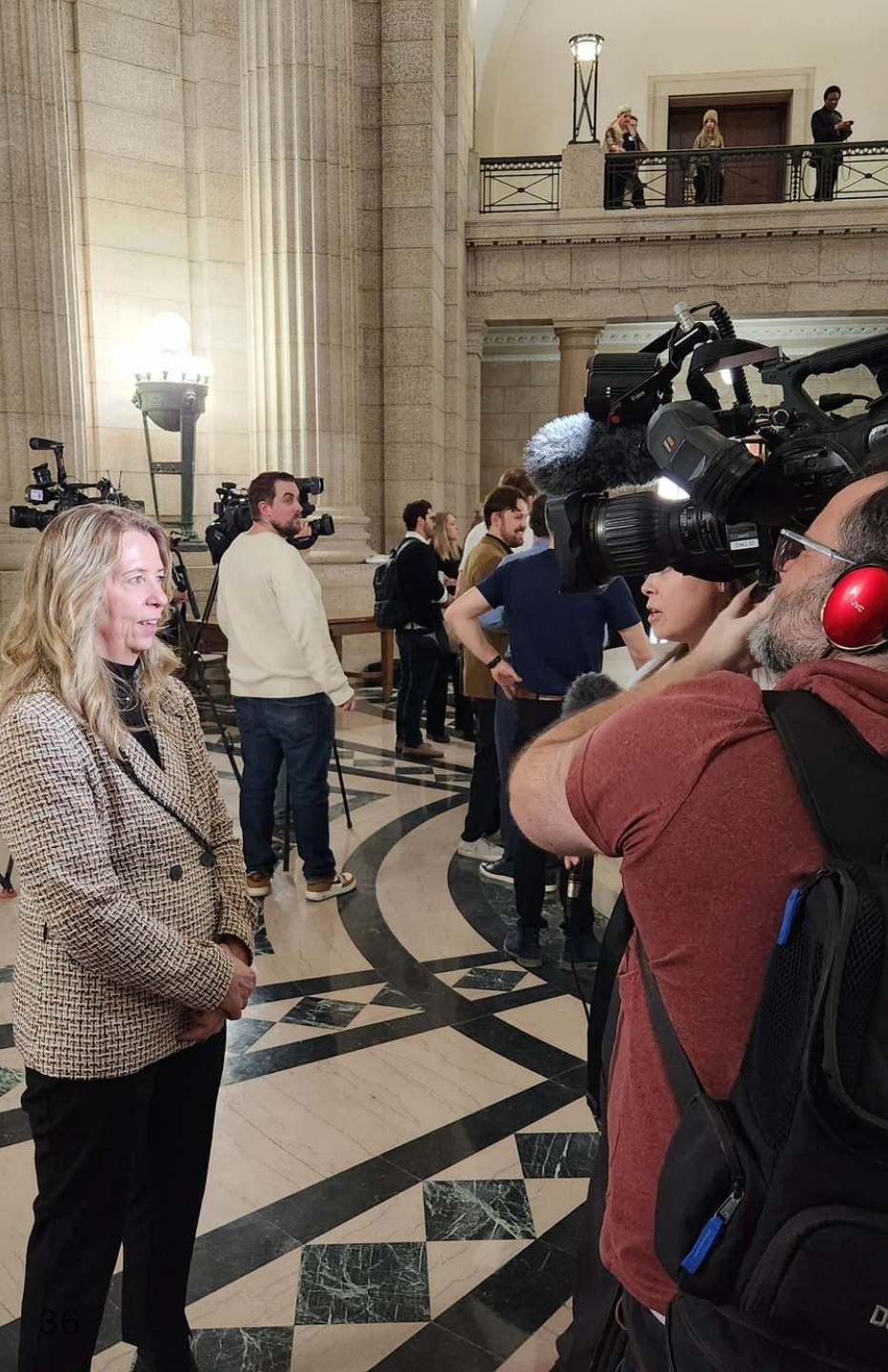
Build support/Strength in numbers

- Minister(s) expect municipalities to work through partners, MLAs, MPs, and AMM
- If we skip steps, 'asks' could lose traction – let's make sure it lands strong



Tangible Tactic

- Bring the AMM roadmap card to every Council meeting
- Use this presentation to enhance awareness



Key Messages to Share with Council

- ✓ **Skipping steps can delay desired outcome(s).**
- ✓ **We owe it to residents to follow the most effective path, not just the seemingly fastest one.**
- ✓ **When a request is backed with facts and a strong foundation, it's taken seriously.**
- ✓ **AMM is the collective voice—we can amplify and escalate.**

Review and Learn



**Debrief
Council
after the
advocacy
effort:
what
worked,
what
didn't.**

**Capture
lessons for
future
issues.**

**Celebrate
your
successes
to
reinforce
proper
process.
*Even if
small!***

AMM is READY to serve



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QUESTIONS