

Update

Ministry

Municipal Affairs

Describe: Basic Job Details

Position

Position ID

00008996

Position Name (30 characters)

Director OPSI (formerly GPD)

Current Class

Senior Manager (Zone 2)

Job Focus

Operations/Program

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

100045

Cost Centre

602287

Program Code: (enter if required)

10161

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

MAG, GEPT/OPSI (formerly GPD)

☒ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Design: Identify Job Duties and Value

Changes Since Last Reviewed

Date yyyy-mm-dd

2024-08-13

Responsibilities Added:

The Director, Operating Programs and Special Initiatives has responsibility and oversight of grant compliance for the Local Growth and Stability Grant (LGSG), Alberta Community Partnership (ACP), Local Government Fiscal Framework (LGFF) Operating, and special grants, including tracking and review of financial and outcome reporting and managing non-compliance (e.g., requesting return of funding, ministerial decisions for exceptions).

Responsibility for developing a project recognition approach in conjunction with Communications for all ministry delivered provincial and federal programs, ensuring compliance, and meeting federal project related recognition and signage requirements as outlined in the Canada-Alberta bi-lateral agreement.

Minister delegated responsibilities under the Ministerial Grants Regulation, including execution of project conditional grant agreements, payment approval, project revisions, time extensions, and repayment of grants.

Responsibilities Removed:

Leading the administration and delivery of the provincial and federal allocation-based capital infrastructure programs and remaining projects under legacy federal programs (LGFF Capital, Canada Community Building Fund, Investing in

Canada Infrastructure Program projects, and Small Communities Fund projects).

Leading new program and policy development, including research on and analysis of municipal need, and development of proposals for new programs.

Leading evaluation of grant programs, including assessment of effectiveness and outcome reporting.

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Executive Director of the Grants and Education Property Tax Branch, the Director is responsible for providing leadership, direction, and management to a group of management and professional staff who deliver significant competitive grant programs, special initiative funding, and operational funding to municipalities.

The position ensures appropriate resources and processes are in place for the effective administration and delivery of complex provincial funding programs to guarantee accountable use of provincial funding and manage program issues. The position manages the Unit to achieve results in an effective and productive manner and to foster a collaborative, nimble, and innovative culture across the department. Recommendations and advice are provided to inform decision-making by executive leaders and government officials. The position must ensure effective, responsive, and accountable programs, contributing to municipal viability and local government accountability.

The purposes of the position are:

1. To lead and provide strategic advice on grant program delivery and processes, policy and initiative development, program reviews, program and policy research, and special issues. This strategic leadership is provided within the context of a highly sensitive and often politically complex environment. It requires incorporating adherence to government accountability frameworks and policies. The focus is on effective and responsive programs, contributing to municipal financial viability, and enhancing local government accountability, while incorporating creativity and innovation. Many of the initiatives require significant coordination with senior staff from other ministries in the development, review, and implementation of new or modified initiatives or programs.
2. To lead and advise on grant program and initiative implementation, delivery, processes, and support related systems and accountability functions.
3. To participate and ensure representation on, and contribution to, numerous provincial and cross-ministry committees and special projects, many focused on municipal financial assistance. Participation includes grant program and initiative development, policy development, program reviews, and provision of information and advice.
4. To ensure the provision of timely and accurate information to support Branch budgeting, forecasting, expenditure monitoring, and contracting. Delegated responsibility to execute conditional grant agreements and to approve grant payments for the ACP, LGSG, and Grants in Place of Taxes programs.
5. To work with stakeholders on program development, implementation, and delivery issues, including program reviews and changes.
6. To manage the Unit and provide effective leadership, strategic planning, and support to teams of grant advisors and grant program experts.
7. To act on behalf of the Executive Director when required.

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

- 1. Grant Program Implementation and Delivery:** Competitive funding is effectively delivered to local governments (over \$150 million in 2024) across Alberta to support high growth and acute infrastructure needs, municipal

services, asset management, and improved regional services and capacity building.

- Leading teams of professional staff to implement, deliver, and efficiently administer grant programs in alignment with provincial and program policies and guidelines (currently Local Growth and Stability Grant (LGSG), Alberta Community Partnership (ACP), Local Government Fiscal Framework (LGFF) Operating component, and special grants).
- Leading the delivery and implementation of new or modified grant programs and application of policies. This includes ensuring program delivery is in accordance with approved criteria, policies, and parameters, ensuring schedules are adhered to, providing appropriate resources to evaluate and administer the application and compliance processes, and supporting financial administrative resources to administer payments. Provide the program delivery perspective on grant IT system development and participate in programmatic evaluations. Identify and implement strategies to streamline and simplify delivery processes and ensure client service targets are met.
- Leading the reviews of complex grant requests that do not meet the requirements of current grant programs or initiatives. Recommend on whether such special grant should be rejected or fully or partly approved, and what conditions should be applied to any approvals. This includes creating options for consideration, background research, how well provincial programs are meeting need, and may also include site visits and meeting local government officials.
- Leading the start-up, evolution, and delivery of complex special grant initiatives where the decisions on approving or rejecting grant applications have not been or cannot be routinized.
- Leading and implementing, in conjunction with Communications, a project recognition and communication strategy for all funding programs delivered in the branch, which includes the allocation-based infrastructure programs and federal programs.
- Resolving complicated program delivery challenges and stakeholder concerns, which can include requests for exemptions from program requirements, or financial mismanagement of grant funding.
- Participating in the review of legislation and regulations affecting grant programs.

2. Grant Compliance: Effective oversight of grant compliance and adherence to government accountability frameworks and policies.

- Developing new policies, processes and procedures related to compliance with conditional grant agreements and ensure adherence to government accountability framework and policies for grant delivery. Ensure grants comply with Government of Alberta legislation and process requirements.
- Implementing strategies to pro-actively address compliance issues and lead and direct staff to ensure to address issues of non-compliance with defined conditions set for conditional grants within deadlines. Ensure conditional grants are repaid to the department if conditions are not met. Some projects require significant advisory and liaison activities to ensure compliance.
- Accountability and fiduciary responsibility for grant program expenditures, including providing approval for payments to occur, grant recipient compliance with all defined conditions set for payment of conditional grants within deadlines, execution of conditional grant agreements, and decision-making authority on project amendment requests.
- In a timely manner, enabling program audits and responses to the Office of the Auditor General and Finance requests.

3. Integrated Approaches for Grant Initiatives: Strategic perspectives and integrated approaches are supported by internal and external partners and stakeholders.

- Providing strategic leadership, perspectives and integrated approaches on grant program and initiative delivery and implementation, grant processes, systems, and accountability functions to senior leadership,

internal ministry staff, and to support cross-ministry and other grant related initiatives.

- Representing the ministry on departmental, interdepartmental, or intergovernmental committees developing proposals for new or modified grant programs or that address matters that affect grant program delivery (i.e., legislation and regulations). This includes developing frameworks for implementing new or revised programs (including program guidelines, application packages, communication packages, and grant agreements) and proposed program schedules and processes.
- Build and sustain strategic relationships by liaising and coordinating extensively within the department, with stakeholders, and other provincial and federal departments, on matters related to grant funding, municipal finance, improvement districts, municipal viability, municipal restructuring funding, internship funding, mediation funding, corporate services, to ensure projects are coordinated from a regional perspective, and recommendations consider municipal financial health.
- Coordinate the establishment and implementation of client service protocols across the branch, including the design and implementation of relationship building initiatives with local governments.
- Provide direction for the development, establishment, and implementation of best practices to ensure quality and accuracy of funding recommendations.

4. Corporate Information and Support: Appropriate business plans, operational plans, department briefing documents and financial planning documents, strong financial management.

- Leading program forecasting to ensure funding is committed annually and provide strategic advice to senior leadership on the program budget given the complexity of multi-year projects and provision of funding over multiple years.
- Working with Communications and Technical and Corporate Services to contribute to and ensure that appropriate grant program information, operational expenditure updates and other financial information are appropriately included in messaging. Identify new activities and initiatives for inclusion in operational plans.
- Working with Finance to ensure that three-year budget documents, and quarterly and long-term forecast documents accurately reflect current and future activity.

5. Advice and Information on Funding Programs, Special Initiatives, and Issues: Timely and quality advice and information.

- Providing strategic advice and support for priority projects and policy within the department and for other departments, including providing direct support for program administration (e.g., providing grant advisors to assist with project review), new program development, and the establishment of program processes in other departments. Provide quality advice and recommendations to Senior Division Management and internal and external stakeholders.
- Leading and directing staff providing information and advice to senior management, local governments, municipal associations, affected professionals, and where appropriate, to the public regarding municipal financial reports and statistics, funding programs, new initiatives, and funding issues.
- Direct development of and providing direction on the preparation of a significant number of documents and correspondence, including ministerial briefings, review of publicly available program materials and resources, project applications and recommendation documents, presentations, stakeholder correspondence, and various other communication materials in an accurate and timely manner and in compliance with ministerial standards; reviewing and approving documents (e.g., Action Requests) prior to submission to ED's Office.

6. Unit Leadership:

- Leadership, direction and coaching of Unit managers and professional staff, fostering a collaborative culture that is nimble and embraces innovation.

- Oversee the recruitment of resources for the management of the Unit, and responsible for Unit performance, and performance reviews.
- Oversee the establishment and maintenance of the Unit strategic plan and ensure that unit management and team members understand the working priorities of the Unit.
- Provide leadership and direction for recommended changes and enhancements related to changing requirements of Unit grant systems to ensure they will meet the needs of the programs.
- Attend stakeholder conferences, seminars, and meetings as a representative of the ministry as required.

Problem Solving

Typical problems solved:

Address complex special funding requests related to municipal infrastructure, municipal service delivery, asset management, project management and planning, growth management boards, and municipal viability, which includes working with other areas in the department (Legal Services, Municipal Services Division, Communications), other ministries, and the municipal associations. For example, the provision and administration of \$30 million for the Calgary Community Rink was completed as part of the provincial commitment to fund infrastructure without providing direct funding for the professional arena. This involved negotiating a politically sensitive and confidential funding agreement with the City of Calgary under tight timelines where there were differing and complex perspectives on the terms of the grant funding.

Issues often require balancing the accountability needs of the Province, Office of the Auditor General, and the public with the needs of stakeholders. Increased municipal program funding budgets has increased the audit scrutiny on this funding area requiring program delivery to consider appropriate delivery efficiencies and streamlining balanced with appropriate controls and accountability. For example, due to projects requiring repeated time extensions under the ACP, investigated options and implemented a hold back such that 25% of the grant was withheld until project completion. This has resulted in significantly fewer time extensions.

Position has wide scope. Problem solving is complicated and requires consideration of several issues broader than the actual programs. For example, a 2023 request from Athabasca County for continued long term operational funding for Highway 63 emergency response services required significant analysis of contracted emergency response, the county's financial capacity, jurisdictional reviews, comparative situations, and the involvement of DM and ADM levels with other ministries to fully understand implications and impact on public safety.

Types of guidance available for problem solving:

Executive Directors in GEPT, TCS, and MSD, program staff, and other areas of the department as well as prior materials such as briefing notes, research papers and correspondence.

Direct or indirect impacts of decisions:

The Director is responsible for participating in the development of and the directly implementing new and modified grant programs to ensure their effective and efficient delivery to local governments and to contribute to the financial sustainability of local governments through the provision of financial support, advice, and services. The Director is responsible for funding programs that impact all Albertans in some way, thorough the service and quality of life that each local government can provide. These programs support the local government's ability to operate successfully and become sustainable through additional financial assistance, targeted assistance, encouragement of financial incentives to partner and cooperate with neighbouring municipalities in the provision of shared services and joint projects, and to protect public health and safety by providing funding to address an urgent infrastructure failure. The risk of poor decisions on grant funding or projects not complying program rules will impact the province's reputation as the programs must be accountable for taxpayer dollars. Poor funding decisions or non adherence to grant requirements will also impact the provincial and departmental relationship with local governments and their municipal associations.

For example, the ACP targets municipalities to take regional approaches for priority projects, such as encouraging the exploration and development of shared municipal service agreements. After significant research and study, Athabasca

County was provided extended funding for emergency response on Highway 63 with funding conditions linked to investigating sharing the cost of the service with two other municipalities. The impact of not providing funding could have meant the removal of emergency response along a provincial highway.

In 2023, worked with Finance and reviewed the existing grant delegations and identified opportunities for changes to streamline grant delivery and align accountabilities across all ministry programs. New delegations were implemented in 2024 and provide greater responsibility and accountability at the ED, Director, and Manager levels that were previously held by more senior leadership or the Minister (e.g., payments, refunds, project amendments, execution of agreements, programmatic documents).

This position also involves the responsibility for representing the ministry on funding program committees across the Government of Alberta. The position must keep senior management apprised of funding and program issues as they arise and/or react quickly to direction in response to these issues.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

Professional staff and other colleagues - Daily - Provide timely information, advice, and recommendations on projects, issues, and policies relating to grant programs, program policy, grant legislation and regulations. Represent the division perspective on any municipal viability discussions or ACP components being delivered in Municipal Services Division.

Legal Services - Weekly or monthly - Legal advice/opinion on conditional grant agreements, legislation and regulations.

Senior Management - As required - Provide timely information and advice on programs, projects, issues, and policies. To provide updates and information regarding progress of initiatives.

Minister and other elected officials - As required - Provide timely information and advice on programs, projects, issues, and policies with options for consideration.

Financial Services - Quarterly - Provide timely information, advice and recommendations on budgets, financial policies, program and policy changes.

Communications - As required - Provide timely information, advice and recommendations on grant funded projects related to special events and project recognition activities.

External

Provincial Departments (primarily Transportation and Economic Corridors, Infrastructure, Treasury Board and Finance, Jobs, Economy and Trade, Tourism and Sport, Seniors, Community and Social Services, Environment and Parks) - As required - Maintain an effective network of contacts to share information and assistance; determine effect of policy changes on other departments. Participate in consultations regarding other departments programs' impacts on local governments, and coordination of program delivery to municipal clients where possible. Participate in the development of cross-ministry program messaging and assist in the delivery of appropriate programs.

Municipal officials - elected or appointed - As required - Clarification, advice and information regarding grant programs, conditions, and processes, and resolve funding and grant eligibility issues that arise at the local level. Consult on grant program development or modification initiatives. Bring issues forward to the department's attention.

Municipal associations - Monthly - Represent the branch at monthly Municipal Sustainability Strategy Advisory Committee meetings with municipal associations (AB Municipalities, RMA, ASVA, LGAA, ARMAA). Provide advice and information regarding grant programs, and discuss and obtain feedback on opportunities for program changes, and

local government concerns and challenges. Bring funding issues forward to the department's attention.

Auditors - Annually - Provide timely information when requested. Consult and collaborate on proposed modifications program delivery processes.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Public Administration	Arts	

If other, specify:

Job-specific experience, technical competencies, certification and/or training:

This position requires a good knowledge of legislation and regulations, including the Ministerial Grants Regulation and *Government Organization Act* and an understanding of the policies, procedures and program requirements of the grant programs offered by the department. Some knowledge of the *Municipal Government Act*, and/or the impacts of the province's accountability policies and practices on funding programs and grant recipients would be beneficial.

A strong understanding of municipal finances, including revenues, expenditures, debt limits, and revenue generating tools, the importance of asset management and long-term infrastructure planning, regional cooperation and service delivery impacts, and municipal and Metis Settlement operations and administration.

A strong knowledge of analytical procedures, research methodologies, project management, and grant processes. This position makes significant use of coordination, consultation, investigation, presentation, writing and organizational skills, data collection and evaluation.

Strong ability to explain provincial initiatives and consult directly on a person-to-person basis with other government departments, senior provincial and municipal administrators, and elected officials. Strong ability to promote teamwork, collaboration, and partnerships.

Ability to explain complex issues to audiences of varied sophistication. The position is also required to prepare succinct responses taking tone and content into account. The position oversees the preparation of correspondence and briefings for Ministry Executive, Minister, and Government.

Skills Required:

Supervisory
Decision-making
Project and time management
Organizational and budgeting
Research, conceptual, analytical
Verbal and written communication
Consultation and facilitation
Interpersonal, mediation and negotiation

Essential Work Experience

Management and leadership of professional staff
Program management and delivery and program and policy development
Review and /or implementation of programs, legislation and regulations
Liaising with stakeholders
Liaising with senior management and political representatives

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		

Systems Thinking	○ ○ ● ○ ○	Takes a long-term view towards organization's objectives and how to achieve them: • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration	Uses ministry business plans, studies, and other information about Alberta municipalities to understand municipal need (infrastructure deficit, asset management, viability of small municipalities, regional collaboration) and uses this knowledge to influence the direction of grant programs. For example, working with municipal associations to strategically determine how to provide incentives for asset management, while understanding the cost associated with doing so. Or addressing funding requests for urgent infrastructure that may only delay the demise of a municipality without addressing the root cause of the viability issue.
Creative Problem Solving	○ ○ ● ○ ○	Engages the community and resources at hand to address issues: • Engages perspective to seek root causes • Finds ways to improve complex systems • Employs resources from other areas to solve problems • Engages others and encourages debate and idea generation to solve problems while addressing risks	Problem solving includes anticipating and addressing client need in program delivery with the accountability needs of the province; and strategically looking at program objectives and feedback, to respond to requests for program and policy changes. An operational excellence approach was used with all unit staff to examine program compliance and address gaps and challenges. As a result, a simplified and coordinated approach was implemented across all grant programs. The new strategy placed emphasis on understanding the stakeholder and working with them to resolve non-compliance (shared

			tracking tool, strategic escalation, and proactive notification/ communication).
Drive for Results	☐ ☐ ☐ ☒ ☐	Works to remove barriers to outcomes, sticking to principles: • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems directly • Considers complex factors and aligns solutions with broader organization mission	Worked with management team to review the current processes across grant programs with respect to responsibilities and accountabilities of various functions (refund requests, payments, project changes, agreements), determined areas that could be streamlined by moving accountabilities to lower levels, and analyzed risk. Aligned recommended solutions with updates being made to the Minister's delegation of authority. Changes were approved and implemented.
Build Collaborative Environments	☐ ☐ ☒ ☐ ☐	Collaborates across functional areas and proactively addresses conflict: • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized • Promotes collaboration and commitment	Led a grant delivery team and worked with other provincial ministries, federal government, and municipalities impacted by the Papal Visit to submit municipal costs to a federal program. Given timelines, facilitated municipalities receiving funding in advance of federal payment to the province. Given the extraordinary work undertaken for this special initiative and the commitment of the team working with municipalities to meet federal requirements, submitted for and the team received a DM recognition award.
Agility	☐ ☐ ☐ ☒ ☐	Proactively incorporates change into processes: • Creates opportunities for improvement • Is aware of and adapts to changing priorities • Remains objective	The significant number of ad hoc requests for funding at year-end requires the ability to pivot, analyze the requests, integrate the work, and adapt to the

		under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices	impact on the program budget. While awareness of possible funding needs within the department is helpful, often Ministerial direction drives possible priority projects. In some instances, funding supports critical needs in other departments. These requests may not align with program objectives, and are typically made very late in the year with decisions required under very tight timelines. Careful budget forecasting and providing information to senior leadership, often on a daily basis, is critical to ensure sufficient funds and recommendations.
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Benchmarks

List 1-2 potential comparable Government of Alberta: [Benchmark](#)

Director, Consumer Programs, M420-28
Director, Tax Programs and Assessment Audit

Assign

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

Employee Name

Date yyyy-mm-dd

Employee Signature

Supervisor / Manager Name

Date yyyy-mm-dd

Supervisor / Manager Signature