

**Alberta Rural Municipal Administrators Association**

**Strategic Plan**

**September, 2016**

1. **ARMAA Plan of Action 2016 ...............................................................................................................3**
2. **Our Vision (Our Inspiration) .............................................................................................................4**
3. **Leading Complex Change ....................................................................................................................4**
4. **Objectives .................................................................................................................................................5**
5. **Key Strategies .........................................................................................................................................6**
	1. **Advocacy ....................................................................................................................................6**
		1. **Association/Stakeholder Representation ...............................................................6**
		2. **New Initiatives...................................................................................................................6**
	2. **Awareness ..................................................................................................................................7**
		1. **Communications Plan .....................................................................................................7**
	3. **Networking ................................................................................................................................8**
		1. **Professional Support ......................................................................................................9**
	4. **Professional Development .................................................................................................. 9**
		1. **Partnerships .....................................................................................................................9**

* + 1. **Employee Retention and Attraction .........................................................................9**
	1. **Resource Allocation .............................................................................................................11**
		1. **Partnerships ....................................................................................................................11**
1. **Appendices ............................................................................................................................................12**
	1. **Environmental Scan (SWOT Analysis) ...........................................................................13**
	2. **Situational Analysis .............................................................................................................14**
	3. **Planning Participants .........................................................................................................15**
2. **ARMAA Plan of Action 2016 – 2020**
3. ARMAA Board reviews the Strategic Plan and provides comments for additions or amendments.
4. ARMAA provide a copy of the Draft Strategic Plan to the members for consideration at the fall conference.
5. ARMAA Board considers member’s feedback, update and approve a final plan. The Plan is updated and added to the ARMAA website.
6. ARMAA Board commences plan implementation.

1. **Our Vision (Our Inspiration)**

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| ***“ A dynamic rural local government organization leading, facilitating, and supporting diverse roles of our membership in the development of professional and municipal interests”.*** |

Values and Principles that guide the professionalism of the Association:

* Caring
* Dedicated
* Promoting Friendship & Fellowship
* Future Orientated
* Professional ethics
* Honesty
* Leadership
* Professional Development
* Results orientated
* Service to others
1. **Leading Complex Change**

Leading change in any organization is a complex process with many interdependent elements. The following chart demonstrates that 5 elements must be present and functioning in order to effectively and efficiently achieve the corporate Vision. If any one is missing, one of 5 unsatisfactory outcomes can result. If all are functioning, then the desired change will occur (bottom line of the chart):

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1. **Objectives**

What will the Association do to accomplish the Vision and address ongoing needs of the association and its members?



The Association has 5 ***objectives*** to meet the long term Vision of the association and its members:

1. **Advocacy**
* To actively represent municipal professional interests in various municipal topics with a variety of stakeholders.
1. **Awareness**
* To ensure the professional profile and identity of the association is widely recognized by its members and a variety of stakeholders.
1. **Networking**
* To foster the fellowship and camaraderie of the members and affiliated associations.
1. **Professional Development**
* To further the professional development opportunities of the members.
1. **Resource Allocations**
* To provide sufficient resources to carry out the strategic direction.

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# Key Strategies

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| Advocacy |
| Association/Stakeholder Representation |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Conduct annual meetings with deputy ministers that have the greatest impact on rural municipalities.
 | * Effective municipal input and influence
* Clarification of stakeholder direction and impact on municipalities or profession
* Create emerging trends forums
* Solidify and enhance relationships with officials and organizations
 | President | Annually before the end of May |
| 1. Participate in relevant global stakeholder committees.
 | Executive /Membership | Ongoing |
| 1. Invite proponents of policy development to zone meetings and annual conference.
 | Executive | Ongoing |

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| 5.1 Advocacy |
| New Initiatives |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Seek new initiatives or ideas for the betterment of the profession.
 | * Effective municipal input and influence
* Professional guidance and input for policy development
* Solidify and enhance relationships with organizations
 | Executive/Membership | Ongoing |
| 1. Work with all levels of government and parent association.
 | Executive | Ongoing |

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|  Awareness |
| Communications Plan |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Develop a Communications Plan to address internal and external stakeholders. | * Improved Identity internally and externally
* Stakeholder recognition of the association
* Relevant interactive websites linkages

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_* Develop a Communications Marketing Plan
 |  ExecutiveExecutive |  OngoingDecember 2017 |
| 2.Enhance association website for interactive professional and member services access and utilization. | * Bulletin Boards, newsletters, etc.
* Improved electronic access and communication with members
* Accurate membership lists
* Promote relevant links and develop a policy for advertising opportunities
 |  Executive |  February 2016 |
| 1. Undertake initiatives to positively promote the profession
 | * Recognition of the profession as a career of first choice.
* Better understanding of the profession by the public.
 |  Executive | Ongoing |
| 1. Review and update the Conference Planning guidebook to ensure we can meet all the organizational requirements for the annual conference
 | * Clear outline of responsibilities for conference planning
* Review service awards and procedures for retiring members.
* Formalize procedures for hosting external delegates
* Formalize a sponsorship policy and develop new alternatives for conference sponsorship
* Work with golf committee to coordinate sponsorship initiatives
 | Executive CommitteeCompleted Policies 10-14 | 2014 |
| 1. Review all policies annually
 | * Keeps policies relevant
* Gives clear direction to membership
 | Executive | Annually |

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| Networking |
| Professional Support |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Encourage joint ARMAA/LGAA/SLGM meetings on areas of mutual interest. | * Better understanding of each others’ objectives
* Joint projects and initiatives
* Promotion of the profession
 | President | Annually |
| 2. Encourage member support and mentoring. | * Continuous development of peers and participation in the peer network program
* Open communication among members
* Sharing of knowledge and best practices
* Support members in times of transition
* Support the Municipal Internship Program
 | Executive/Membership | Ongoing |

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|  Professional Development |
| 5.4.1 Partnerships |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Partner with SLGM, LGAA, post secondary institutions, AMA and other organizations to further the educational needs of ARMAA members and all municipal staff.
 | * Continue to develop positive working relationship with other organizations that provide municipal training opportunities
* Qualified, educated, trained workforce
* Provide municipalities with the tools to deal with changing workforce issues
 | Executive | Ongoing |
| 1. Foster the understanding of rural issues through workshops and information sessions and presentations.
 | * Maintain and enhance leadership in local rural government.
 | Executive/Membership | Ongoing |

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|  **5.4 Professional Development** |
| Employee Retention and Attraction |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Promote the profession and best practices to attract and retain employees in the municipal sector.
 | * Qualified, educated, trained workforce
* Provide municipalities with the tools to deal with changing workforce issues
* Participation in initiatives related to employee retention, succession planning and attraction
 |  Executive/Memberrship | Ongoing |

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| Resource Allocations |
| 5.5.1 Partnerships |
| Key Strategies (We will …) | Key Results(What do we want to achieve?) | Lead Role | Target Date |
| 1. Develop and implement a long-range sustainable financial plan.
 | * Dynamic association reflecting the strategic direction
* Reserve funds for unforeseen costs
 | Executive | Ongoing |
| 1. Seek additional external resources to carry out special and developmental projects.
 | * Funding for new or special projects
 |  President | Ongoing |
| 1. Set annual fees to achieve sufficient resources to achieve the strategic direction.
 | * Effective and efficient use of resources allocated
 | Executive | Annual |
| 1. Provide funding for membership services
 | * Enhanced services to members
 | Executive | Ongoing |
| 1. Complete a detailed review of the bylaws of the Association
 | * Ensure out bylaws are current and address operational needs
 | ExecutiveBrownlee LLP | Completed09-2014Next review 2019 |

# Appendices

6.1 SWOT Analysis

6.2 Situational Analysis

6.3 Planning Participants

**6.1 Environmental Scan (SWOT Analysis)**

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|  | **Strengths (Association’s current assets)** |
|  | Change – willingness or openness to change |
|  | Conference – annual fall conference is a highlight |
|  | Fraternal – good fraternity with many friendships |
|  | Knowledge & Experience – individuals; sharing ideas with others; front line experience; mature group |
|  | Learning – from each other, sharing professional practice |
|  | Network – support of each other, help, assistance to each other |
|  | Recognition – by others AAMDC, provincial departments, etc.; long-term service of members |
|  | Rural – only organization with a rural focus |
|  | **Opportunities (Future – What if?)** |
|  | Advocacy – lobby for new initiatives or ideas related to the profession |
|  | Conference – use it to recognize, educate and promote; AAMD&C connection, bring people together |
|  | Human Resources – attracting new people to the profession |
|  | Identity – recognized advocates of rural government |
|  | Leadership – doing things right in a dynamic growth province; local government in Canada |
|  | Mentoring – passing knowledge on to others |
|  | Profession – influencing the overall profession; assistance – to AAMDC, AMA, provincial government |
|  | Professional Development – special sessions’ exploring educational opportunities for members |
|  | Recognition – input to various government and organizations issues or topics |
|  | Stakeholders - more input |
|  | **Weaknesses (Association’s current liabilities)** |
|  | Advisory - Ability to comment in a coordinated fashions with a small membership |
|  | Advocacy – Rural representation is declining making advocacy issues a greater challenge |
|  | Conference – mix up the social side; minimize cliques; more disbursed forum; engage new members, help them belong, welcoming fraternal delegates |
|  | Direction – not sure what the organization is about  |
|  | Distance – spread out across the province to communicate, meetings, etc. |
|  | Funding – lack of; staffing, materials, etc |
|  | Human Resources – aging demographic |
|  | Human Resources – support of those who leave, displaced or retire from the profession; support network |
|  | Identity – not well know with some gov’t. departments, agencies, private sector |
|  | Initiative – lack of desire to change by members, attitude |
|  | Membership – limited number of members, exclusive |
|  | Recognition – more for our members; newspapers, profile, acknowledgement say of a retirement and new person starting |
|  | Regional differences in urban counter parts, rural/urban shift |
|  | **Threats (Future – What if?)** |
|  | Communications – keeping members informed |
|  | Direction – will lose interest by the members |
|  | Human resources – shortage of people, membership changes |
|  | Identity - Employed by a political body; outcomes can negative publicity |
|  | Membership – possible loss; decrease in participation; getting people to volunteer, serve on committees |
|  | Provincial Direction - Vision of local governments |
|  | Stakeholders – competitiveness, market share with other organizations, possible amalgamations e.g. LGA |
|  | Status quo – not changing |
|  | Urbanization – rural becoming urban |

## Situational Analysis

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|  | What is working well? What do we keep? |
|  | Advocacy - Deputy Ministers Meeting |
|  | Association - Executive functions well, meets regularly |
|  | Association - Regional nature of the zone meetings |
|  | Association - Structure of ARMAA, executive, zones |
|  | Identity - Rural focus |
|  | Networking - Annual conference, golf tournament, recognition program |
|  | Professional - Providing advise to others – in a professional manner |
|  | Relationships - Building relationships among members |
|  | Relationships - Emerging relationships with AMA and AAMD&C, work well with AAMD&C |
|  | What would work better? What do we need to change? |
|  | Advocacy - Members to serve on boards, committees, volunteer involvement |
|  | Advocacy - Stakeholder input - coordinated approach to CAO level; e.g. AMA land use planning, urban rural topics |
|  | Association - Regional meetings – keeping the interest up; involving people more |
|  | Association - Zone meetings, more consistency that would reflect the objectives of the associations |
|  | Communication - among members, overall, zones, annual meeting, two-way comm. |
|  | Communication – of results of Deputies meeting |
|  | Communications - ARMAA Website |
|  | Communications - members issues – electronic bulletin board, newsletter, synergy of communication, chat room, minimize duplication of others e.g. AAMD&C, AMA; but is this the desired direction?  |
|  | Communications - Regular & relevant newsletters for communication |
|  | Human Resources – providing services to members |
|  | Networking - Support of members leaving the profession; Membership profiles |
|  | Professional Development - Attracting people to the profession, new people to municipal government |
|  | Professional Development - Member input to conference planning, agendas, topics, etc. |
|  | Professional Development - Workshops – information related to CAO duties, knowledge sharing |
|  | Recognition - Leaders in local government – be seen as the people to consult with, profession at the top of professionalism; Universal recognition of the association – private sector, others |
|  | Recognition - of association and members through local media |
|  | Strategic Planning – maintaining a plan and dissemination of the plan to members |

**6.3– Planning Participants**

**Executive:**

**President: Rod Hawken**

**Vice President: Cindy Vizzutti**

**Directors:**

**Zone 1 Leo Ludwig**

**Zone 2 Al Hoggan**

**Zone 3 Luc Mercier**

**Zone 4 Peter Thomas**

**Zone 5 Tyler Lawrason**

**Executive Director: Irene Cooper**

**Review and adopted by the Executive: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**