

**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

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | Executive  Executive | Ongoing  December 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 Committee  Completed 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 | | | |
| 5.4.1Partnerships | | | |
| 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 | Executive  Brownlee LLP | Completed  09-2014  Next 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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**