

Alberta Rural Municipal Administrators Association



Strategic Plan

November 2018



STRATEGIC PLAN 2018 – 2020

WHO IS ARMAA?	3
ARMAA’S VISION	3
ARMAA’S MISSION	3
ARMAA VALUES	3
OUR STRATEGIC PRIORITIES AND OVERARCHING AREAS OF EMPHASIS	4
Strategic Priorities.....	4
WHAT DO THE MEMBERS WANT FROM ARMAA?	5
SWOT ANALYSIS	6
1. Strengths	6
2. Weaknesses.....	6
3. Opportunities.....	7
4. Threats	7



Who is ARMAA? (the elevator speech)

The Alberta Rural Municipal Administrators Association is an organization of rural senior staff dedicated to peer support, advocacy and professional development.

ARMAA's Vision (the desired end state and inspiration)

ARMAA aspires to provide an environment for excellence in municipal leadership.

ARMAA's Mission

ARMAA strives to dynamically lead, facilitate and support the diverse roles of our membership.

ARMAA Values

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.

Our Strategic Priorities and Overarching Areas of Emphasis

Over the next two years (for the period Nov 2018 – Nov 2020), ARMAA is committed to five strategic priorities:

- Membership engagement
- Professional development
- ARMAA relationships
- ARMAA structural supports
- The public face of ARMAA.

For each strategic priority, objectives have been defined to provide further direction and focus for ARMAA's planning, resource allocations and efforts. Objectives provide goals or accomplishments that ARMAA desires to achieve within each of the Strategic Priority areas.

Strategic Priorities

ARMAA is committed to the following five strategic priorities:

- Membership engagement
To increase member engagement at all levels and in all activities.
- Professional development
To enhance professional development opportunities throughout the year.
- ARMAA relationships
To build ARMAA relationships with other organizations and provincial bodies.
- ARMAA structural supports
To strengthen ARMAA structural supports.
- The public face of ARMAA
To modernize the public face of ARMAA.



What Do the Members Want From ARMAA?

The members want:

- Networking
- A group voice
- More engagement
- More policy and substantive positions and initiatives
- More social options
- More members with broader scope
- Retain rural flavour
- Comradery
- Knowledge sharing
- Broad definition so Executive has some flexibility and initiative
- Leave membership types alone to retain welcoming nature
- The Executive to adopt and implement a strategic plan with a time frame that prompts regular review and action.

SWOT Analysis

1. Strengths

ARMAA's strengths are:

- Networking - good interactions with many friendships; support of each other; assistance to each other
- Consensus building skills of Executive
- Annual conference
- Rural focus - only organization with a rural focus
- Our people
- Adaptability of Executive
- Recognition by Province and other organizations
- Knowledge & Experience - individuals; sharing ideas with others; front line experience; mature group
- Learning - from each other, sharing professional practice

2. Weaknesses

ARMAA's weaknesses are:

- Advocacy on municipal issues – can become political; more the role of RMA
- Lack of direction – selling ARMAA; not sure what the organization is about
- Regional differences – rural to rural and rural to urban
- Lack of support to members in career transition
- Small membership and capacity
- Engaging with other similar organizations
- Advisory - ability to comment on substantive positions in a coordinated fashion with a small membership
- A stagnant conference format – can exclude new members or guests; restricts professional development
- Human Resources - aging demographic
- Initiative - lack of desire to change by members
- Lack of recognition for our members - newspapers, profile, acknowledgement of a retirement and new person starting

3. Opportunities

ARMAA has the opportunity for:

- Increasing relevancy
- Re-engaging members
- Being more impactful
- Being the place where everyone knows your name
- Becoming more brave to challenge each other
- Creating comfort zones
- Developing/identifying toolkits for members
- Sparking more interest
- Embracing a new vision, mission and clarity of purpose
- Identifying and mentoring our successors
- Selling the inspiration
- Creating a new face “ARMAA 2.0”
- Engage more with RMA, LGAA and SLGMA
- More and new professional development for members – with SLGMA, Alberta School of Business, Foundation of Administrative Justice

4. Threats

The threats to ARMAA include:

- Expanding needs and services stress our time and resources
- Provincial direction
- Membership engagement - decrease in participation; getting people to volunteer, serve on committees
- Lack of service provision
- Lack of direction – whether to stay with status quo or change
- Loss of members – shortage of people to engage
- Perception of value
- Communications - keeping members informed
- Membership - possible loss;
- Adopting the vision of local governments
- Other organizations - competitiveness, market share with other organizations, possible amalgamations e.g. LGA