



Strategic Plan 2019 – 2021

RMA STRATEGIC PLAN 2019-2021

STRATEGIC DIRECTION

2019-2023

(approved by membership March 20, 2019)

VISION

Strong vibrant rural communities

MISSION

Strengthening rural Alberta by supporting our members through effective representation and valued services

VALUES

The RMA is committed to the following values:

- ◆ Leading in a proactive, collaborative, and accountable manner
- ◆ Being transparent and relationship focused
- ◆ Interacting with diplomacy and respect
- ◆ Communicating with intention and authenticity
- ◆ Continuously improving as a learning organization

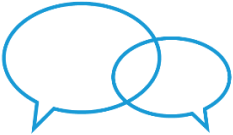

ROLES & STRATEGIC PRIORITIES


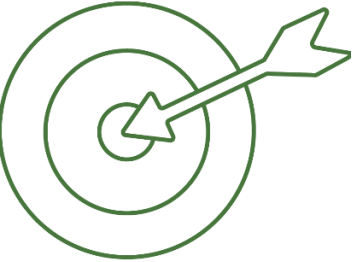



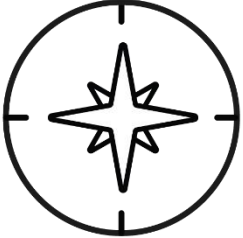
ROLES, STRATEGIC PRIORITIES & GOALS

(Approved by Board October 18, 2019)

To provide context for this section, the roles, strategic priorities and goals flow outwardly. The roles were developed to identify how the RMA will achieve its vision and mission. The strategic priorities are intended to identify what the RMA as an association is trying to achieve within each identified role. The goals are actionable initiatives identifying what the RMA will achieve – guided by our vision, mission, and values.

Roles	Strategic Priorities	GOALS
<p>1. Championing and Advocating on Municipal & Rural Issues</p> 	<p>1a. Elevating the rural profile by communicating and promoting rural and municipal issues</p> <p>1b. Engaging our members to identify emerging issues and needs</p>	<p>1.1. Profile members through communications efforts to share information, highlight issues, and identify solutions</p> <p>1.2. Prioritize issues to focus advocacy</p> <p>1.3. Develop common and consistent messaging to support communications with various partners and stakeholders</p> <p>1.4. Connect with members through various mechanisms to understand issues and priorities</p> <p>1.5. Communicate through various mechanisms to promote the rural profile</p> <p>1.6. Advocate to senior federal and provincial leaders and other key organizations and stakeholders</p> <p>1.7. Represent the rural voice on various committees and boards</p>
<p>2. Facilitating Networking & Educational Opportunities</p> 	<p>2a. Providing education and sharing best practices</p>	<p>2.1. Provide timely two-way communications</p> <p>2.2. Share best practices</p> <p>2.3. Profile members through communications channels and in-person opportunities</p> <p>2.4. Educate external stakeholders (elected officials, member municipal staff, vendors)</p> <p>2.5. Engage members to tailor education and networking opportunities to meet need</p> <p>2.6. Provide formal education opportunities to benefit member interests through the Elected Officials Education Program (EOEP) and other mechanisms</p>

Roles	Strategic Priorities	GOALS
<p>3. Being a Resource of Credible Knowledge</p> 	<p>3a. Conducting research to understand issues and support evidence-based decision making</p>	<p>3.1. Proactively undertake relevant research to address emerging issues 3.2. Develop and utilize evidence-based information 3.3. Communicate and promote RMA as a source of knowledge for members, stakeholders and vendors 3.4. Utilize technological solutions to gather, store, and categorize information to enhance knowledge transfer and decision-making</p>
<p>4. Delivering Responsive Business Services & Providing Expertise & Risk Management Solutions</p> 	<p>4a. Providing tailored business services valued by our members to meet their needs</p>	<p>4.1. Build an RMA narrative demonstrating value of business services 4.2. Build a risk management culture to benefit member practices 4.3. Encourage procurement compliance to protect member interests 4.4. Plan for sustainable growth 4.5. Utilize a comprehensive marketing plan to understand the competitive market and member, partner (other provinces/PTAs), and vendor needs 4.6. Maintain a service-first model through business service offerings 4.7. Maximize user value through aggregated size and growth 4.8. Deploy RMA procurement models in other jurisdictions to the aggregation benefit of our core members and extra provincial association partners</p>
<p>5. Cultivating Strategic & Collaborative Partnerships</p> 	<p>5a. Increasing RMA's influence by demonstrating the purpose and value of the organization and those it represents</p>	<p>5.1. Build and foster long-term and predictable relationships to promote advocacy efforts, enhance business services, and demonstrate collaboration 5.2. Actively engage in strategic partnerships to enhance business services and strengthen advocacy efforts 5.3. Evaluate existing and potential partners to ensure alignment with RMA values and priorities in collaborative efforts 5.4. Proactively identify external factors and influences to identify potential partners 5.5. Be viewed as a trusted and valued partner</p>

Roles	Strategic Priorities	GOALS
<p data-bbox="107 167 558 240">6. Insightful Leadership & Effective Internal Operations</p> 	<p data-bbox="558 167 957 345">6a. Ensuring a strong organization through insightful leadership and effective internal operations</p>	<ul style="list-style-type: none"> <li data-bbox="957 167 1988 240">6.1 Provide proactive organizational leadership that is anticipatory, visionary, and future focused <li data-bbox="957 240 1988 313">6.2 Practice strategic management guided through strategic planning to be agile, innovative, and address disruption. <li data-bbox="957 313 1988 386">6.3 Strive for continuous improvement measuring, evaluating, and learning from others. <li data-bbox="957 386 1988 423">6.4 Be a learning organization, investing in RMA staff and board development <li data-bbox="957 423 1988 496">6.5 Promote a positive and collaborative organizational culture, celebrating the success of the organization and its people <li data-bbox="957 496 1988 570">6.6 Leverage appropriate technology to enhance internal infrastructure and processes to support organizational success <li data-bbox="957 570 1988 643">6.7 Facilitate the transfer of knowledge through internal succession planning and mentorship opportunities <li data-bbox="957 643 1988 704">6.8 Enhance internal communications to promote efficient and effective work practices, processes and internal collaboration