

# 2023 – 2027

## STRATEGIC PLAN



# INTRODUCTION

## Our Story

Founded in 1909, the Rural Municipalities of Alberta (RMA), is proud to represent Alberta's 69 counties and municipal districts as an independent association. We provide advocacy and business services, including cooperative procurement through the Canoe Procurement Group of Canada and insurance through RMA Insurance.

Everything we do is based on relationships. From advocacy to business services, the RMA prides itself on working collaboratively, finding solutions, and developing partnerships that have mutual benefit for our members. The RMA is nimble and embraces opportunities to evolve and improve our organization to continue to provide value to those we serve.

## Our Membership

The RMA has two categories of members. Full members are exclusively the 69 counties and municipal districts located within Alberta. This includes four specialized municipalities that include a large rural landbase. Full members have access to our advocacy services, can be engaged in the resolutions, participate in board elections, and utilize business services programs.

Associate members are public sector and not-for-profit organizations such as healthcare providers, museums, school boards and educational institutions, electrification associations, airport authorities, seniors housing associations, and others. Associate members can utilize the RMA Insurance program as well as leverage cooperative procurement programs through the Canoe Procurement Group of Canada.

## The Plan

The RMA's 2023-2027 Strategic Plan builds on our history of member-focused services, providing opportunity for continued improvement to position us for continued success in a changing environment. The updated strategic plan is built on our current strategic direction; our mission, vision, values, roles, and strategic priorities that were endorsed by our full members in March 2023.





# ROLES & STRATEGIC PRIORITIES

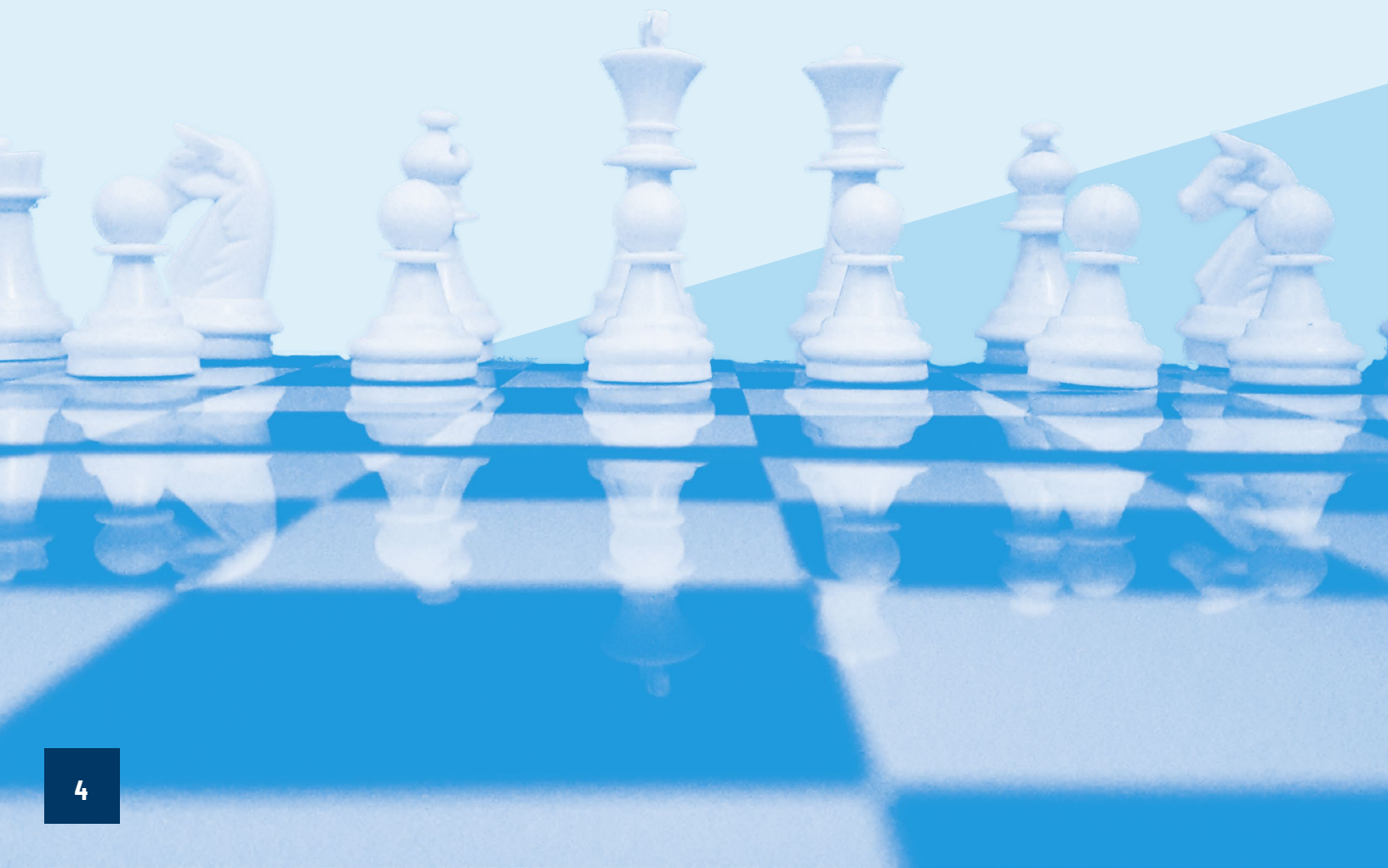
Approved by the membership on March 21, 2023

## Vision

Strong, uniquely rural communities and resilient rural lands that support and drive Alberta.

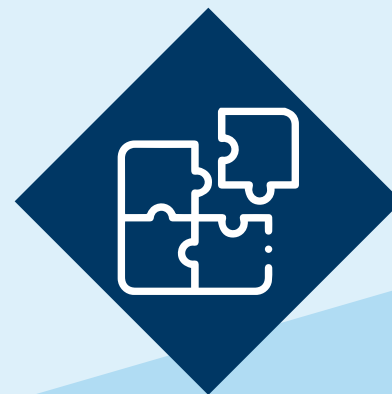
## Mission

Strengthening rural Alberta through effective advocacy and valued services.



## Values

The RMA is committed to the following values:



Leading in a proactive, solutions-focused and accountable manner.



Being relationship-focused and foster collaboration.



Interacting with civility as a non-partisan and respectful organization.



Communicating with intention and integrity.



Continuously improving as an innovative organization.



Engaging openly and transparently.

## THE RMA REPRESENTS AND SERVES ITS MEMBERS BY:

### 1. Effectively Leading the RMA Through Insightful Leadership and Effective Internal Operations

- ◆ Developing the RMA leadership and governance
- ◆ Investing in technology to enhance efficiency
- ◆ Offering professional development opportunities to support learning and growth
- ◆ Continuing to invest in the organization's culture

### 2. Championing and Advocating on Municipal and Rural Issues

- ◆ Elevating the rural profile
- ◆ Engaging members to identify emerging issues and needs
- ◆ Applying a rural lens to protect the landscape
- ◆ Advocating on the role rural municipalities play in managing the majority of Alberta's road and bridge network

### 3. Facilitating Networking and Educational Opportunities

- ◆ Providing avenues for members education
- ◆ Encouraging member networking opportunities to support capacity building

### 4. Being a Resource of Credible Knowledge

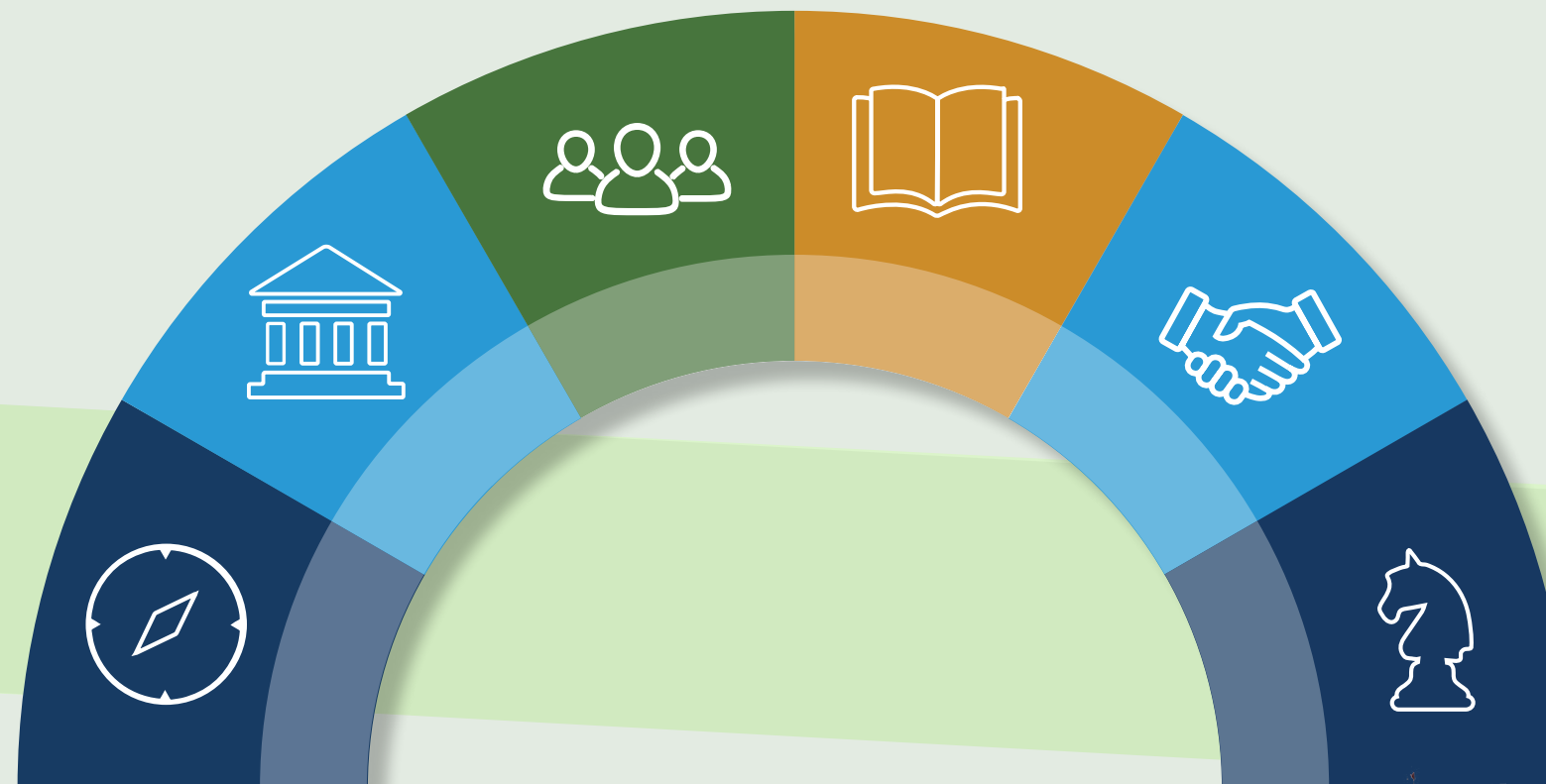
- ◆ Conducting research to understand issues and support evidence-based decision making
- ◆ Sharing best practices
- ◆ Fostering good governance

### 5. Delivering Competitive Business Services Including Insurance, Risk Management and Procurement Expertise

- ◆ Providing procurement expertise and risk management solutions valued by our members to meet their needs
- ◆ Ensuring legislative compliance
- ◆ Providing sustainable service delivery
- ◆ Providing unique alternative risk transfer options
- ◆ Providing services to support rural non-profit organizations

### 6. Cultivating Strategic and Collaborative Partnerships

- ◆ Fostering strategic partnerships to meet shared goals
- ◆ Continuing to enhance the RMA brand and value proposition to strengthen the organization
- ◆ Identifying opportunity to advance issues through collaboration



# ROLES, STRATEGIC PRIORITIES & GOALS

Approved by the membership on March 21, 2023

*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.*



## 1. Effectively Leading the RMA Through Insightful Leadership and Effective Internal Operations

- 1.1 Developing the RMA leadership and governance
- 1.2 Investing in technology to enhance efficiency
- 1.3 Offering professional development opportunities to support learning and growth
- 1.4 Continuing to invest in the organization's culture

### Goals

- a. Provide proactive organizational leadership that is anticipatory, visionary, and future focused
- b. Practice strategic management guided through strategic planning to be agile and innovative
- c. Be a learning organization, investing in RMA staff and board development
- d. Promote a positive and collaborative organizational culture, celebrating the success of the organization and its people
- e. Leverage appropriate technology to enhance internal infrastructure and processes to support organizational success
- f. Facilitate the transfer of knowledge through internal succession planning and mentorship opportunities
- g. Enhance internal communications to promote efficient and effective work practices, processes, and internal collaboration
- h. Invest in leadership training to promote business-centric governance
- i. Undertake service evaluation and industry comparisons to assess and identify continuous improvement
- j. Resource appropriately to be agile and competitive in business, support effective operations, and be responsive to members needs





## 2. Championing and Advocating on Municipal and Rural Issues

- 2.1 Elevating the rural profile
- 2.2 Engaging our members to identify emerging issues and needs
- 2.3 Applying a rural lens to protect the landscape
- 2.4 Advocating on the role rural municipalities play in managing the majority of Alberta's road and bridge network

### Goals

- a. Strengthen the rural voice by being a dedicated, stand-alone association representing rural and rural municipal interests
- b. Advocate for improved long-term funding that encourages municipal viability, considering needed uniquely rural investment (i.e. municipal road and bridge infrastructure)
- c. Encourage asset management principles to support good governance and the viability of municipalities in Alberta
- d. Profile members through communications efforts to share information, highlight issues, and identify solutions
- e. Prioritize issues to focus advocacy
- f. Develop common and consistent messaging to support internal and member communications with various stakeholders
- g. Connect with members through various mechanisms to understand issues and priorities
- h. Communicate through various mechanisms to elevate the rural profile to decision makers and those that can impact us
- i. Represent the rural voice on various committees and boards



### 3. Facilitating Networking and Educational Opportunities

- 3.1 Providing avenues for members education
- 3.2 Encouraging member networking opportunities to support capacity building

#### Goals

- a. Provide timely two-way communications
- b. Profile members through communications channels and in-person opportunities
- c. Educate external stakeholders (, member staff, suppliers)
- d. Engage members to tailor education and networking opportunities to meet need
- e. Provide formal education opportunities to benefit member interests through the Elected Officials Education Program (EOEP) and other mechanisms
- f. Facilitate opportunities for value-added networking at RMA facility
- g. Promote mentorship to support elected official conflict resolution and mental health supports





## 4. Being a Resource of Credible Knowledge

- 4.1 Conducting research to understand issues and support evidence-based decision making
- 4.2 Sharing best practices
- 4.3 Fostering good governance

### Goals

- a. Proactively undertake relevant research to address emerging issues
- b. Develop and utilize evidence-based information
- c. Communicate and promote RMA as a source of knowledge for members, stakeholders, and suppliers
- d. Utilize technological solutions to gather, store, and categorize information to enhance knowledge transfer and decision making
- e. Ensure RMA research and information is easily accessible for members, key stakeholders and the public
- f. Develop mechanisms to highlight best practices
- g. Promote available resources that inform and support good governance







## 5. Delivering Competitive Business Services Including Insurance, Risk Management and Procurement Expertise

- 5.1 Providing procurement expertise and risk management solutions valued by our members to meet their needs
- 5.2 Ensuring legislative compliance
- 5.3 Providing sustainable service delivery
- 5.4 Providing unique alternative risk transfer options
- 5.5 Providing services to support rural non-profit organizations

### Goals

- a. Build an RMA narrative demonstrating value of business services
- b. Build a risk management culture to benefit member practices
- c. Encourage procurement compliance to protect member interests
- d. Plan for sustainable growth through diversification of revenue streams
- e. Utilize a comprehensive marketing plan to understand the competitive market and member, partner (other provinces / PTAs), and supplier needs
- f. Maintain a service-first model through business service offerings
- g. Maximize user value through aggregated size and growth
- h. Keep informed to influence procurement legislation in Canada
- i. Fully utilize reciprocal and other dedicated insurance vehicles to create first-class member benefit
- j. Expand services to the entirety of the MASH sector
- k. Create benefit for association partners
- l. Operate in a business-centric governance manner in order to be competitive





## 6. Cultivating Strategic and Collaborative Partnerships

- 6.1 Fostering strategic partnerships to meet shared goals
- 6.2 Continuing to enhance the RMA brand and value proposition to strengthen the organization
- 6.3 Identifying opportunity to advance issues through collaboration

### Goals

- a. Build and foster long-term and predictable relationships to promote advocacy efforts, enhance business services, and demonstrate collaboration
- b. Actively engage in strategic partnerships to enhance business services and strengthen advocacy efforts
- c. Evaluate existing and potential partners to ensure alignment with RMA values and priorities in collaborative efforts
- d. Proactively identify external factors and influences to identify potential partners
- e. Be viewed as a trusted and valued partner

