

# **LOCAL GOVERNMENT ADMINISTRATION ASSOCIATION STRATEGIC PLAN – 2019-2021**

**VISION:** *Excellence in Municipal Leadership*

**MISSION:** *LGAA is dedicated to supporting excellence by providing leadership development through professional networking and learning opportunities.*

## **GOALS:**

- 1. To build the professional capacity of our members.**
- 2. To liaise with other organizations in the area of Municipal Government; building and enhancing relationships that can provide opportunities to work in partnership.**
- 3. To be the voice of the members and liaise with Provincial Government.**
- 4. To raise the profile of a career in Municipal Administration.**
- 5. To increase the membership.**

## **KEY PRIORITIES**

- 1. Annual Conference**
- 2. Zone Meetings**
- 3. Membership Drive**

<b>Goal: To build the professional capacity of our members.</b>					
<b>Strategies</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Outcomes</b>
<b>Annual Conference</b>	<ul style="list-style-type: none"> <li>Organize an annual conference</li> <li>Timely conference notification</li> <li>Cost effective participation (registration fees, location)</li> <li>More inclusive (<i>multi-discipline</i>)</li> <li>Must address current issues &amp; future trends</li> <li>Ensure trade show exhibitors are varied and applicable</li> <li>Increase attendance – encourage non members to attend</li> <li>Include leadership development and networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>1<sup>st</sup> Vice President</li> <li>Conference Organizing Committee</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Spring conference</li> </ul>	<ul style="list-style-type: none"> <li>Annual budget</li> </ul>	<p><i>Excellent annual conference that is nationally recognized.</i></p> <p><i>Increased participation, including from colleagues outside Alberta.</i></p>
<b>Education Sessions/Workshops</b>	<ul style="list-style-type: none"> <li>Support Municipal Affairs Workshops</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>2 members</li> <li>Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Funds from annual budget</li> </ul>	<p><i>Timely information and resources are provided that meet members changing needs and expectations.</i></p>
<b>Networking</b>	<ul style="list-style-type: none"> <li>Facilitate networking and information sharing among members and agencies</li> </ul>	<ul style="list-style-type: none"> <li>Board &amp; Executive</li> <li>Executive Director</li> <li>Communications Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Newsletter</li> <li>Emails</li> <li>Face to Face</li> </ul>	<p><i>Members share information and network with one another.</i></p>
<b>Scholarships</b>	<ul style="list-style-type: none"> <li>Receive &amp; review applications for two LGAA scholarships</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director</li> <li>Scholarship Review Committee</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Two scholarships budgeted for each year</li> </ul>	<p><i>Members are financially supported to pursue learning opportunities.</i></p>
<b>Communication to Members</b>	<ul style="list-style-type: none"> <li>Newsletter</li> <li>Social Media</li> <li>Enhance website utilization</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> Vice President</li> <li>Communications Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Annual budget</li> </ul>	<p><i>Members receive high quality communications that keep them connected to the work of LGAA and provide them valuable information that supports them in their jobs.</i></p>
<b>Zone Meetings</b>	<ul style="list-style-type: none"> <li>Encourage and support Zone Meetings</li> <li>Invite non-members to zone meetings</li> <li>Representation of all municipalities at zone meetings</li> <li>Zones changed to coterminous with ARMAA</li> <li>Include leadership development and networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Zone Directors</li> <li>Executive</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 1 per year</li> </ul>	<ul style="list-style-type: none"> <li>Zone funds</li> <li>Sponsorships</li> </ul>	<p><i>Members connect with colleagues in the zones.</i></p>

<b>Goal: To liaise with organizations in the area of Municipal Government; building and enhancing relationships that can provide opportunities to work in partnership.</b>					
<b>Strategies</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Outcomes</b>
<b>AUMA RMA</b>	<ul style="list-style-type: none"> <li>Meet to discuss involvement in initiatives &amp; what would enable more involvement</li> <li>Meet to discuss our involvement in their initiatives &amp; what would enable more involvement</li> <li>Establish reciprocal agreements</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Executive</li> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Board budget for travel</li> <li>Coordinate joint meetings</li> </ul>	<i>LGAA has a strong and respected relationship with the all organizations</i>
<b>Working Group Participation</b>	<ul style="list-style-type: none"> <li>Participate in Provincial and association initiatives as opportunities arise.</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>LGAA Appointee</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Board budget for travel</li> </ul>	<i>LGAA involvement recognized and valued by the Province and associations</i>
<b>ARMAA SLGM</b>	<ul style="list-style-type: none"> <li>ARMAA Meet to discuss joint initiatives, joint zone meetings</li> <li>SLGM – promote education opportunities</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Executive</li> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Board budget for travel</li> <li>Coordinate joint meetings</li> </ul>	<i>LGAA has a strong and respected relationship with the all organizations</i>
<b>Tri-Association Agreement</b>	<ul style="list-style-type: none"> <li>Maintain and work with the Tri-Association Agreement</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Executive</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Budget for travel</li> </ul>	<i>LGAA continues to work closely with ARMAA and SLGM.</i>
<b>Inter-provincial Network CAMA</b>	<ul style="list-style-type: none"> <li>Participate in meetings</li> <li>Meet with Alberta representative</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>\$ to attend (registration and travel)</li> </ul>	<i>LGAA has strong relationships with other provinces and works to address issues with, and learn from, colleagues across Canada.</i>

<b>Goal: To be the voice of the members and liaise with Provincial Government.</b>					
<b>Strategies</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Outcomes</b>
<b>Municipal Affairs</b>	<ul style="list-style-type: none"> <li>Continue to maintain existing influential and strong relationship with employees and GOA elected officials with Municipal Affairs</li> <li>Promote LGAA to elected officials</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Membership Resources</li> </ul>	<i>LGAA has a strong and respected relationship with MA. LGAA and its membership has influence with Government department decisions.</i>
<b>Advocacy with other departments that impact municipal administration</b>	<ul style="list-style-type: none"> <li>Advocate for the issues and concerns of our members</li> <li>Correspond with Deputy Minister and Assistant Deputy Minister and their staff regarding LGAA views</li> <li>Explore partnership and growth opportunities with other complimentary sister associations</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Executive</li> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Membership Resources</li> </ul>	<i>Association Reps sitting at various tables – having voice on emerging trends and issues</i>
<b>Annual General Meeting</b>	<ul style="list-style-type: none"> <li>Board recruitment &amp; Board building (<i>strong representation</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Past President</li> </ul>	<ul style="list-style-type: none"> <li>Annual Conference</li> </ul>	<ul style="list-style-type: none"> <li>Requirement of Societies Act</li> </ul>	<i>Regular involvement in Board elections.</i>

<b>Goal: To raise the profile of a career in Municipal Government.</b>					
<b>Strategies</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Outcomes</b>
<b>Internship Programs</b>	<ul style="list-style-type: none"> <li>Continue to support this program</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Conference Committee</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Membership</li> </ul>	<i>Continuation of this program Interest of interns in LGAA functions</i>
<b>Make local government careers attractive</b>	<ul style="list-style-type: none"> <li>Approach partners to re-engage marketing strategy in some capacity</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Membership</li> </ul>	<i>Higher profile (respect) and more interest in careers in local government.</i>
<b>Municipal Affairs Toolkit for classroom teaching</b>	<ul style="list-style-type: none"> <li>Encourage members to use toolkit with local schools</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Membership</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Membership</li> </ul>	

<b>Goal: To increase the membership</b>					
<b>Strategies</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Outcomes</b>
<b>Membership Recruitment</b>	<ul style="list-style-type: none"> <li>Broaden and strengthen our membership base – attract new members</li> <li> Garner Council support for staff to be members and involved in LGAA and encourage all municipalities to send representation to zone meetings and to conference</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Membership drive funding</li> </ul>	<i>Increased long-term members.</i>
<b>Expand services for Members</b>	<ul style="list-style-type: none"> <li>Communications, Social Media</li> <li>Contact lists are updated &amp; provided to membership on an annual basis</li> <li>Provide a members resource column/section in newsletters and website</li> <li>Zone meetings</li> <li>Quality activities (workshops, education sessions, access to resources/resource centre)</li> <li>Welcome new administration – early personal contact</li> <li>Conduct members survey (feedback)</li> <li>Identify champions to promote the Association</li> </ul>	<ul style="list-style-type: none"> <li>Membership &amp; Marketing</li> <li>Communications Coordinator</li> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Funding for enhanced services</li> </ul>	<i>Members support LGAA and experience a high degree of satisfaction for LGAA services.</i>
<b>Financial</b>	<ul style="list-style-type: none"> <li>Increase financial capacity</li> <li>Continue efforts to secure funding</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships</li> <li>Budget</li> <li>Grants</li> </ul>	<i>LGAA is supported to provide effective involvement with major initiatives.</i>
<b>Volunteer Recruitment</b>	<ul style="list-style-type: none"> <li>Engage members in volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<i>A pool from which to draw future board members.</i>
<b>Policies and Procedures</b>	<ul style="list-style-type: none"> <li>Policies, roles and responsibilities are clearly defined</li> </ul>	<ul style="list-style-type: none"> <li>Bylaw &amp; Legislative</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<i>Provides a clear governance structure for the Board to operate within.</i>
<b>Membership Drive</b>	<ul style="list-style-type: none"> <li>As approved by the Board – October 25, 2018</li> </ul>	<ul style="list-style-type: none"> <li>Membership &amp; Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<i>Increase membership numbers.</i>