



Local Government Administration Association of Alberta
Strength Through Networking



Strategic Plan 2022-2026

September 2022

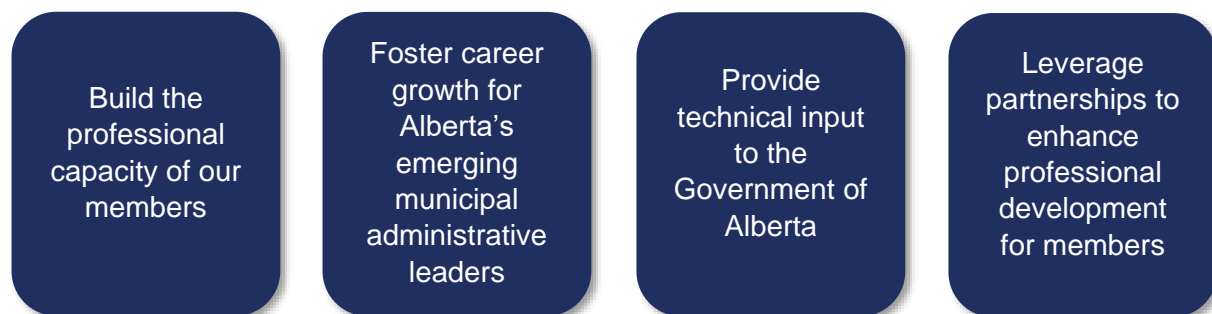
Vision...where we want to be by 2035.

To be a premier source of guidance on leadership, innovation, and networking for Alberta's municipal administrative professionals.

Mission...why we exist and who we serve.

LGAA supports excellence in municipal government administration in Alberta by providing leadership development, resources, and networking opportunities to facilitate connections of people and ideas.

Pillars...the overarching areas of focus that support our vision.



This strategic plan is based on the use of pillars, goals, and strategies.



Goals...the change that is required to achieve our vision.

Increase the diversity of municipal governments and municipal positions that make up our membership while maintaining our focus on leadership development.



Provide value to municipal administrative professionals at any stage of their career through programming that facilitates knowledge-sharing, broadens professional networks, and encourages mentorship and innovation.



Expand our administrative capacity to elevate the quality and breadth of our programs and services.



Enhance our governance structure and strategic partnerships to be efficient and responsive to members' needs.

Action Plan

Strategy	Action	Target Time	Measure of Performance
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1. *Increase the diversity of municipalities and municipal positions that make up our membership while maintaining our focus on leadership development.*

Implement a marketing campaign to attract new members.	1.1. Launch a campaign targeting towns and cities.	Q3 2022	10% annual increase in membership.
	1.2. Create video and written testimonials that are promoted on the website and in marketing materials.	Q4 2022	90% of municipalities have at least 1 member.
	1.3. Reach out to CAOs of municipalities with zero/low membership to increase awareness of our programs.	March-June of each year	50% of first-time members renew their membership.
	1.4. Increase promotion of events and benefits of membership on social media.	2023	
Structure in-person events to support participation of municipal administrators from across the province.	1.5. Host the annual conference in difference locations each year.	2023 and ongoing	Annual increase in attendance.
	1.6. Work with zone directors to select locations for zone meetings that are central to the region or involve a local attraction that will drive attendance.	2022 and ongoing	Annual increase in attendance.
Create competitions between zones.	1.7. Implement a Zone Award based on the highest percentage of members attending the fall zone meeting.	2023	Annual increase in attendance at zone meetings.
Increase awareness of LGAA's professional development offerings.	1.8. Convert the e-newsletter to be a free subscription for anyone to grow awareness of our programs and increase value of our job posting service.	2023	20% annual increase in newsletter subscribers.
	1.9. Modernize the design of the e-newsletter.	2023	

Strategy	Action	Target Time	Measure of Performance
	1.10. Expand our database for email communications to increase promotions to non-members.	Q2 2023	
	1.11. Send emails to non-member CAOs informing them of the annual conference and zone meetings.	2022 and ongoing	10% annual increase in attendance.
Reduce barriers to entry and offer incentives that encourage municipal administrators of diverse positions to join LGAA.	1.12. Monitor the success of the First-Time Member Program.	2024	10% annual increase in first-time members.
	1.13. Monitor the success of the Membership Rebate Program.	2024	# of municipalities over 5,000 population that have 5+ members.

2. ***Provide value to municipal administrative professionals at any stage of their career through programming that facilitates knowledge-sharing, broadens professional networks, and encourages mentorship and innovation.***

Continually review and update program offerings to meet the needs of the municipal sector and strengthen our competitive advantage and brand.	<p>2.1. The primary priority for professional development includes content on:</p> <ul style="list-style-type: none"> ▪ Team building ▪ Organizational culture ▪ Managing change ▪ Relations between elected officials and staff ▪ Conflict management ▪ Ethics ▪ Performance management ▪ Strategic planning <p>And the secondary priority for professional development includes content on:</p> <ul style="list-style-type: none"> ▪ Bylaw/policy writing and legislative issues ▪ Bylaw enforcement ▪ Communications ▪ Economic development ▪ Emergency & disaster services ▪ Financial management 	Ongoing	95% rate of satisfaction in participant feedback.
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	<ul style="list-style-type: none"> ▪ Information technology ▪ Infrastructure management ▪ Intermunicipal relations ▪ Public engagement ▪ Social services ▪ Emerging issues such as climate change, cyber security, talent recruitment, etc. 		
Host opportunities for municipal administrative professionals to network to facilitate the exchange of ideas and support personal and professional development.	2.2. Host an orientation and networking event for new members.	2023 and ongoing	50% of First Time Members renew their membership.
	2.3. Host informal social gatherings at partner conferences.	2023 and ongoing	10% annual increase in membership.
	2.4. Explore opportunities to cross-promote events with partner organizations.	Ongoing	
	2.5. Create and launch a mentorship program.	2024	
	2.6. Host a CAO Leadership Summit.	2024	40% of CAOs attend the event.
	Design the annual conference and zone meetings to appeal to new, mid-level, and seasoned professionals.	2.7. Structure the annual conference to include: <ul style="list-style-type: none"> ▪ a leadership stream and a technical stream. ▪ presentations by municipalities to showcase practical examples. ▪ more opportunities for informal networking. ▪ a networking event for new municipal employees. 	Ongoing
2.8. Explore opportunities to host recreational/social opportunities before and/or during the conference.		2023	
2.9. Promote the conference by September of each year.		Ongoing	
2.10. Explore opportunities to host the conference in partnership with other organizations.		2024	
2.11. LGAA administration assumes responsibility for organization of zone meetings to ensure consistency in the quality and timing of zone meetings.		2022	15% annual increase zone meeting attendance
Host regular webinars or online workshops that support the	2.12. Explore opportunities to deliver a mix of free and fee-based educational content including:	2023	Annual increase in # of online events.

Strategy	Action	Target Time	Measure of Performance
professional development needs of members while overcoming geographical, time, and/or financial challenges.	<ul style="list-style-type: none"> ▪ short-form videos (<15 minutes), and ▪ long-form videos (>30 minutes). 		
	2.13. Where possible, record and post videos in the member portal.	Ongoing	Post at least 2 new videos per year.
Anticipate current and future resource needs in the municipal sector and expand our resources and supports.	2.14. Continue updating the website to include municipal toolkits and sample bylaws and policies.	Ongoing	
	2.15. Explore opportunities to increase online dialogue and support between members (e.g. question forum)	2024	10% annual increase in membership.
	2.16. Partner with a legal firm to offer discounted rates or limited time free legal advice for members.	2024	

3. **Expand our administrative capacity to elevate the quality and breadth of our programs and services.**

Explore opportunities to grow and diversify revenue streams	3.1. Expand sponsorship options including annual and multi-year sponsorship opportunities with a sponsorship package released by September of each year.	Ongoing	5% annual increase in sponsorship revenue.
	3.2. Promote a sponsorship package by August of each year so sponsors can budget accordingly.	2023 and ongoing	
	3.3. Host a tradeshow at the annual conference, subject to venue capacity, and set booth rates to be reflective of the current market value.	Q2 2023	Target ROI.
	3.4. Explore opportunities to partner with educational providers through revenue-sharing agreements.	2022 and ongoing	Net surplus from program after accounting for administration time.
	3.5. Explore opportunities for grant funding.	Ongoing	Increase in grant revenue.
	3.6. Explore opportunities to manage programs on behalf of Municipal Affairs in trade for funding.	2023	Net surplus from program after accounting for administration time.
Explore options for innovative partnerships to supplement existing staff capacity.	3.7. Explore opportunities to partner with municipalities to source key services (e.g., marketing services)	2024	Increase in service levels.

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4. Enhance our governance structure and strategic partnerships to be efficient and responsive to members' needs.

Seek efficiencies in the operation and structure of the Board and Executive Committee.	4.1. Review and update polices that define the roles and responsibilities of the Board of Directors, Executive Committee, and Executive Director.	2023	Policies are up to date.
	4.2. Review the value of changing the current structure of the Board positions.	2024	Recommendations presented to the Board.
Create an environment that supports an active and transparent process for the election of Board Directors.	4.3. Review the current Board election process and opportunities to incorporate electronic voting.	2024	
Act as a leading resource in providing technical input and solutions to the Government of Alberta as it relates to provincial legislation and programs that impact municipal governments.	4.4. Seek opportunities to increase LGAA administration's participation in provincial engagements to help guide LGAA's input to the province and reporting to the Board and membership.	2024	LGAA has sufficient expertise available to provide quality input to the Government of Alberta.
	4.5. Update the reserve list of members that are interested in participating in provincial engagements when Board members are not available or when specific expertise is required to inform the Government of Alberta.	Ongoing	
Explore opportunities to partner with key municipal organizations to advance the interests of members.	4.6. Continue advancing discussions with key municipal organizations on how to collectively serve the needs of Alberta's municipal administrators.	Ongoing	Maintain regular communication with key organizations.