


February 16, 17, and 18, 2011

AUMA's Strategic Plan

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Overview of Presentation

- ▶ Introduction to AUMA's Current Strategic Plan
- ▶ Why a revision now?
- ▶ What is in the current plan?
- ▶ Process for Revision
- ▶ Possible Futures
- ▶ Next Steps

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AUMA

AUMA's Strategic Plan



- ▶ AUMA's Strategic Plan:
 - ☑ Identifies long-term objectives
 - ☑ Guides the work of Standing Committees
 - ☑ Provides direction for AUMA's Business Planning

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Why a revision now?

- ▶ Current plan created in 2006—time for an update.
- ▶ Since 2006, there have been significant changes to Alberta's political scene and the dynamics affecting municipalities.
- ▶ Need for more emphasis on performance measures to better gauge AUMA's progress on key objectives.
- ▶ Ultimately, a strong Strategic Plan helps AUMA meet the evolving needs of its members.

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What is in the Current Plan?

Vision:

- ▶ The Alberta Urban Municipalities Association is valued by our membership and trusted as a voice for urban municipalities.

Mission:

- ▶ The Alberta Urban Municipalities Association provides leadership in advocating local government interests to all orders of government and other organizations.

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What is in the Current Plan?

AUMA's Core Values are:

- ▶ **Trust** – AUMA builds trusting relationships by acting with honesty and integrity.
- ▶ **Reputation** – AUMA builds a strong positive reputation through reliability and consistency.
- ▶ **Communication** – AUMA communicates appropriately and effectively with members.
- ▶ **Responsiveness** – AUMA establishes networks through which it listens and responds to members.
- ▶ **Transparency** – AUMA provides transparent and understandable service.
- ▶ **Equity** – All AUMA Regular members are considered equal, each as an independent municipality.
- ▶ **Unity** – AUMA values the participation of all members.
- ▶ **Accountability** – AUMA is accountable for the decisions it makes.

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What is in the Current Plan?

AUMA Operating Principles

- ▶ AUMA is committed to leading:
 - ▶ through excellence in *Stewardship and Governance Practices*;
 - ▶ through the *Empowerment of Members and Accountability of the Association*;
 - ▶ through effective *Marketing, Transparency of Actions, and Clarity of Communications*;
 - ▶ in *Service Delivery and Ethical Fairness*;
 - ▶ in setting of *Objectives, Measurement, and Results*;
 - ▶ by continual *Learning and Growth*

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Process

AUMA Board and Administration have worked together to:

- ▶ Review the current plan and identify areas of change;
- ▶ Undertake and review environmental scans;
- ▶ Develop several possible futures that will help guide the updating of the current Strategic Plan; and
- ▶ Consult with member municipalities and solicit their input

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Possible Futures?

Status Quo:

- ▶ Economic recovery continues in Alberta, with oil and gas leading the way
- ▶ Municipalities continue to struggle with funding and infrastructure
- ▶ Services continue to suffer but municipalities have limited means to address revenue shortfalls
- ▶ AUMA continues to advocate for a change in the municipal provincial relationship, but there is little buy-in from the Province
- ▶ Province periodically concedes to pressure from citizens and municipalities and provides increased ad hoc support to municipalities
- ▶ This ad hoc support is enough to keep municipalities satisfied with incremental improvements rather than significant change

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Possible Futures?

New Relationship:

- ▶ Provincial and Municipal governments commit to a new relationship where municipalities were seen as an order of government and are guided by a more empowering principles-based MGA
- ▶ Municipalities are granted revenue-generating powers and tax room is vacated by the province which frees up more property tax
- ▶ Some municipalities thrive under this new system, while others struggle with adapting to the changes, and there are divergent views about what this new system means for municipalities
- ▶ AUMA helps develop legal and financial frameworks and helps manage municipal risk and tensions
- ▶ While some municipalities struggle and may have to look at regional solutions, others thrive due to the greater flexibility and control available to them

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Possible Futures?

Additional Revenue Powers:

- ▶ Provincial government was unwilling to agree to a new relationship with municipal governments
- ▶ Yet, the provincial government does agree to new revenue generating powers/options for municipalities, e.g. the power to impose additional taxes on fuel, hotels, etc.
- ▶ The increased revenues is a big help to municipalities, but implementation is not easy due to the impact on local businesses and increased competition between neighbouring municipalities
- ▶ AUMA monitors the situation and collects data to make recommendations to the government and help municipalities make the most of their new powers
- ▶ Municipalities could face increased competition with neighbours and would have less ability to look to the province for financial support, but many municipalities thrive thanks to increased revenue control

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Next Steps

- ▶ We need your input today!
- ▶ Please work through the discussion questions with the people at your table
- ▶ Board members and staff will help record your input
- ▶ We'll wrap up with a report back on your feedback.

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