

Purpose statement:

Create a three-year plan to be revisited annually with the board of directors.

Mission Statement: To promote Asset Management practice in Alberta through facilitated knowledge-sharing and collaboration across all public sector disciplines.

Vision Statement: Strengthening Alberta communities through Asset Management guidance and leadership.

Tag line: *Alberta's Asset Management Network*

Goals and Objectives:

- Education and Facilitated Learning
- Networking
- Support and Engagement
- Advocacy and Leadership

Key Priorities:

1. Enhance marketing and communications to create engaging and timely content
 - Measurables, Targets TBD
2. Promote and grow programs and educational opportunities (MAMP and other)
 - MAMP 4 greater involvement
3. Engage and grow membership
 - 90 members
4. Increase financial and administrative sustainability
 - Re-establishing our reserve targets by 2023
 - Avg. 80 Workshop attendees
5. Improve and enhance event sponsorship
 - \$7,000 in Annual Sponsorships
6. Establish IAMA as a trust representative within the practice of Asset Management
 - Increased Response From Provincial Asset Management Survey
 - Presence at RMA and AUMA conferences

IAMA Strategic Plan 2021-2023



Each key priority and its associated actions items will be addressed through six IAMA committees led by a board member. The IAMA Chair shall be an ex-officio member of all the committees.

IAMA Committee	Lead Board Member(s)
Marketing & Communications Committee	Alexa Levair
Program Development Committee	Esther Quiambao
Membership Committee	Greg Hutchinson, Wyatt Skovron
Finance and Sponsorship Committee	Dorian Wandzura
Working Group Committee	Jamie Hobbs
Executive Committee	Andre Ulloa

PRIORITY #1: Enhance marketing and communications

ASSOCIATED ACTIONS	LEAD	TIMELINE
Update and enhance the website.	Andre	2021 +
Use website for relevant links, past workshop presentations, forums, information about IAMA, timely news updates; member-only recorded presentation access,	Andre	2021 +
Post post-event marketing on IAMA website (within two weeks of event). Material could include: photos, takeaways, save the date, chair's notes, summary, member profile, poll questions, content from partners	Andre	Ongoing
Recruit new committee members from the Working Group	Jamie	Ongoing
Implement use of the new IAMA tagline in the logo	Andre	2021
Demonstrate asset management success stories - Highlight / Communicate through IAMA website and/or eBlasts	Alexa	2021
Pursue active participation in AUMA and RMA Conferences Events	Andre	2021 / 22
Develop an Engagement Strategy with Municipal Political Bodies (Mayor's Caucus / AUMA / RMA)	Andre / Board	2021
Production and design of a pull-up banner to use at IAMA and MAMP Cohort events. Redesign to utilize new Vision Statement.	Wyatt	2022
Re-consider the name for the association	Board	2023

PRIORITY #2a: Promote and grow programs and educational opportunities – Target: 80 Workshop Attendees

ASSOCIATED ACTIONS	LEAD	TIMELINE
Add an informal evening/networking/social pre-workshop event to an IAMA Workshop. Explore additional Virtual Opportunities and / or Additional Coffee Chats	Board	2021+
Investigate event partnership: add-on a half day or one day pre/post event to RMA and/or AUMA Convention (with a CAO or Council focus) or to an FCM event. Potentially revisit the existing MAMP Funded training Materials to deliver again.	Russell, Clint, Wyatt (TBD)	2021+
Develop and communicate a Call for Technical Presentations for IAMA events - creates added engagement	Jamie	2021
Grow event attendance beyond average of 80 attendees	Board	2021
Develop an Active Peer Outreach Program for target member groups	Robert	2021
Develop Membership Benefit Plan involving specific services, resources and/or experiences	Robert	2021
Continue the remote and virtual Coffee Chat Event Program during the pandemic situation. Potentially expand the use of Coffee Chats to increase member engagement.	Andre	2021
Pursue provincial funding and support for the development of a 'Travelling Road Show' Program to advocate and promote asset management best practices in target municipality groups	Wyatt / Greg	2021/22
Ensure that IAMA program content delivers actionable value. Investigate a Member Survey to identify what members value and what they would like to see.	Andre / Greg	2021+

PRIORITY #2b: Promote and grow programs and educational opportunities (MAMP)

ASSOCIATED ACTIONS	LEAD	TIMELINE
Deliver the 2020-2021 Phase II of the IAMA/RMA/AUMA Cohort Program	Clint, Wyatt, Lam	2020-2021
Support IAMA representation with FCM through MAMP. Engage with AUMA / RMA in the MAMP 4 Grant discussions and submit a Joint Proposal.	Esther	2021
Promote the FCM MAMP3 Program Funding opportunity to IAMA member municipalities. Program may be overcommitted already. Obtain information on MAMP Program Status and potential funding remaining.	Matt	2021

PRIORITY #3: Engage and grow membership – Target: 90 Members Annually

ASSOCIATED ACTIONS	LEAD	TIMELINE
Develop and conduct a membership drive	Board - Robert	<i>Ongoing</i>
Create analytics from our workshop attendee data	Robert	2021
Acknowledge member organizations and members at workshops through EmCee, presentation summary slide, name badge ribbons, etc		<i>Ongoing</i>
Engage members and vendor members by collecting value testimonials; summarize IAMA benefits and AM benefits in general for municipal employers	Robert	2021
Create a member “skill” bank to encourage members to be involved and contact each other directly. Develop a ‘Members Directory’ on the web site where members can connect with others with similar needs or experiences.	Andre	2021
Complete a member survey to create informed lists, membership profiles, inquire about challenges, goals and readiness – share via the IAMA website (include a disclaimer)	Andre	2021

PRIORITY #4a: Increase *financial* sustainability

ASSOCIATED ACTIONS	LEAD	TIMELINE
Improve financial position possibly through an annual or every second year conference	Board	2023
Maintain a focus on financial stability over the next 3 years	Board	<i>Ongoing</i>

PRIORITY #4b: Increase *administrative* sustainability

ASSOCIATED ACTIONS	LEAD	TIMELINE
Update the IAMA Strategic Plan on an annual basis	Chair	<i>Ongoing</i>
Develop and establish board member and association management contractor roles and responsibilities	Esther	2021
Continue to develop and strengthen relationships with other AM-related organizations including national and provincial AM associations.	Board	<i>Ongoing</i>
Continue to strengthen IAMA’s governance foundation through the development of formalized policy direction	Dorian	2021
Ensure programming does not exceed association’s capacity	Board	<i>Ongoing</i>

PRIORITY #5: Improve and enhance event sponsorship – Target \$7,000 Annual Sponsor Revenue

ASSOCIATED ACTIONS	LEAD	TIMELINE
Utilize our Contract Administrator to manage IAMA sponsorship program	Dorian	2021
Review IAMA sponsorship package on an annual basis	Treasurer	Ongoing
Send out sponsorship package to all potential sponsors – check the attendance lists from last few years.	Administrator	2021
Engage with sponsors asking about their return on investment	Dorian	2021
Develop and promote website banner advertising sales	CMI	2020
Review sponsorship value annual to ensure high quality	Treasurer	Ongoing