



2021/2025
Strategic Plan



Vision Statement

SUMA is recognized as the voice of
Saskatchewan communities/municipalities



Mission Statement

SUMA represents the collective strength of Saskatchewan communities in providing leadership in advocacy, education and service excellence.

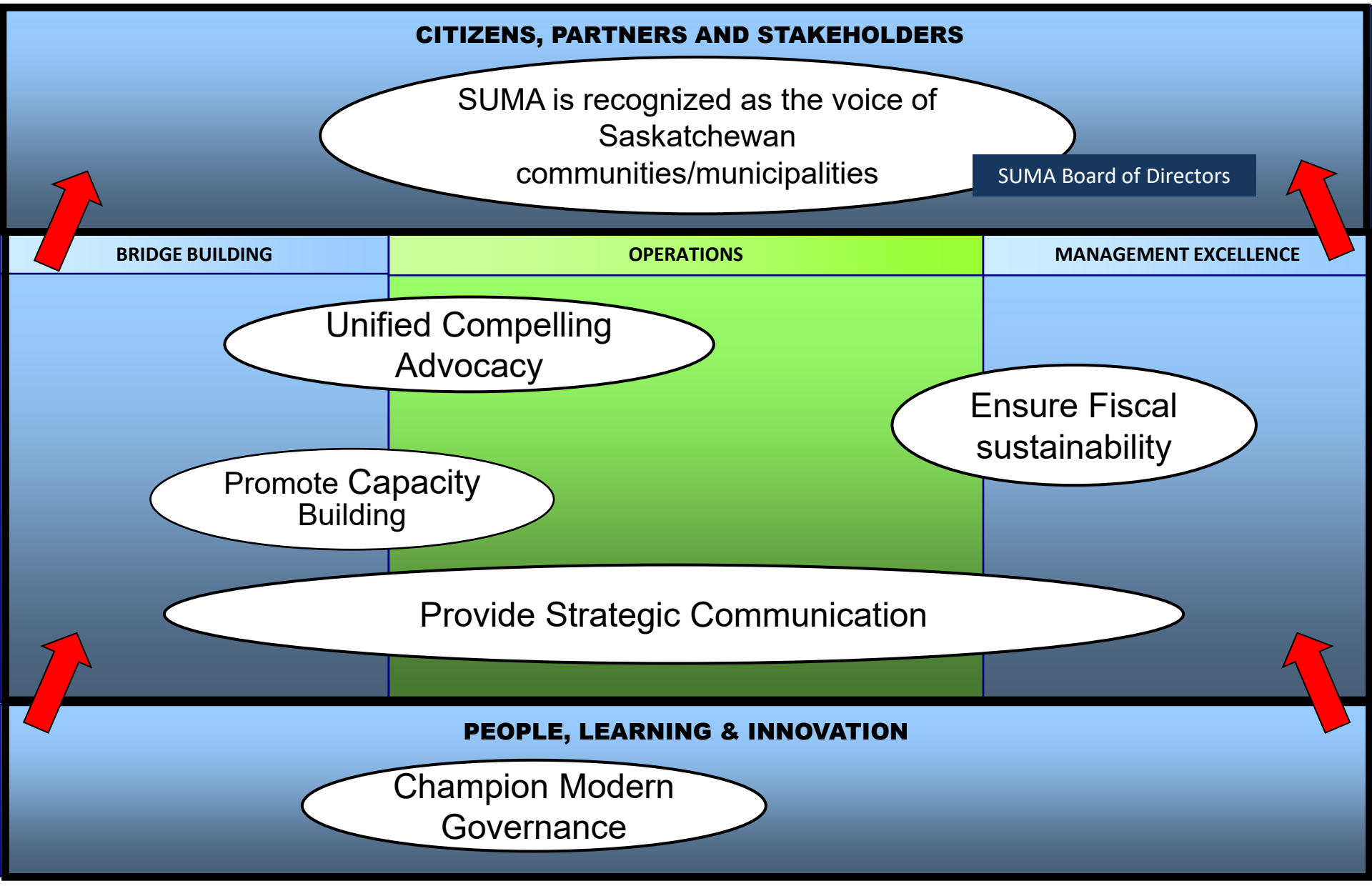
Values

- **Independence**
 - We believe in protecting strong local autonomy
- **Member-focused**
 - We are a member-driven organization and consider the interests of all urban sectors prior to making decisions
- **Accountability**
 - We are accountable for our actions internally and externally
- **Innovative**
 - We believe in providing innovative and value-driven programs and services to our members
- **Transparency**
 - We take a fact-based approach to public policy
- **Respectfully**
 - We respect each other, our members and others that we work with



Core Functions

- **Advocacy** – SUMA represents the interests of our members
 - SUMA serves as the collective voice of urban government (cities, towns, villages, resort villages, and northern municipalities)
- **Group Programs** – SUMA helps our members save money
 - SUMA offers group benefits, insurance services, and purchasing programs that can reduce the costs of operations for municipal governments
- **Capacity Building** – SUMA provides our members access to resources
 - SUMA provides information, connections, training and tools to make local government operations more effective





SUMA is recognized as the voice of Saskatchewan communities/municipalities

Outcome Definition

SUMA representing the collective strength of Saskatchewan communities in providing leadership in advocacy, education and service excellence.

Measures

- 1) Municipal elected officials feel SUMA is meeting their expectations
- 2) Municipal elected officials feel SUMA is important to their municipality
- 3) SUMA elected officials feel that SUMA membership provides high degree of value



Unified Compelling Advocacy

Outcome Definition

Provide a strong, unified voice for issues that affect our members.

Measures

1. Municipal elected officials feel SUMA is meeting their advocacy expectations
2. Number of advocacy meetings per quarter with provincial cabinet ministers
3. Municipal elected officials feel that SUMA ensures that municipalities speak with one voice when dealing with government



2023 Initiatives

- Seek to develop and nurture relationship with FSIN and Metis Nations – SK
- Support and advance work from the Mental Health and Addictions Working Group
- SK Police Act Renewal
- Develop a video-based advocacy strategy
- Landfill/transfer station advocacy strategy
- Municipal Climate Change Action Center
- Develop and implement a Homelessness advocacy strategy
- Support the Home Support Initiative developed by SK Seniors Mechanism
- Hire an external expert to review and provide recommendations on SUMA's advocacy strategy



Provide Strategic Communication

Outcome Definition

Ensure communications, marketing and partnerships are strategic.

Measures

- 1) SUMA's elected officials feel that SUMA's communications are effective
- 2) SUMA's elected officials agree with SUMA's strategic direction



2023 Initiatives

- Increase SK media outlet relationship
- SUMA Social Media Strategy
- Build Federal influence
- Build and improve relationship with SK Premier and Cabinet Ministers

Outcome Definition

Operate under an effective and modern governance structure.

Measures

- 1) SUMA elected officials feel that the organization operates effectively and efficiently
- 2) SUMA Board members feel that they receive appropriate training to guide the organization appropriately



2023 Initiatives

- Governance Review



Promote Capacity Building

Outcome Definition

Seek out new ways to help members build their capacity and augment the education portfolio.

Measures

- 1) SUMA elected officials are very familiar with the work SUMA does
- 2) SUMA elected officials believe SUMA is very important to their municipality



2023 Initiatives

- Municipal Economic Development Regional Cooperation
- Develop and implement a member engagement strategy
- Develop a marketing strategy
- Implement a member wiki
- Study the possibility of creating a research arm with SUMA
- Study the possibility of developing a SUMA staff position to support SK French communities

Outcome Definition

Seek organizational efficiencies, sources of revenue to fund projects, and options to leverage dollars.

Measures

- 1) GBI Operating Income ratio budget vs actuals
- 2) GBI Percentage of Budget vs Actuals
- 3) Gross Profit margin – GBI – budget vs actuals
- 4) # of member calls to offer new service/month
- 5) Overall SUMA percentage of Budget vs Actuals



2023 Initiatives

- Expand Oliver subscriber portal to full capacity
- Study the possibility of renting floor space at SUMA office