



Toward 2022

2018-2022 Strategic Plan

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Message from the President

To all our Members and Stakeholders:

It is my pleasure to present **“Toward 2022”**, the 2018-2022 Strategic Plan for AMCTO. The AMCTO Board of Directors and Staff, with valuable input from our members and customers, undertook substantial research, consultation and discussion to develop this new Plan which sets out our broad objectives for the next five years.

Our Association has achieved a great deal since our inception 80 years ago and we are proud of our achievements in developing and delivering programs and services that have focused on building and enhancing the technical, management and leadership skills of today’s municipal professionals. But recognizing that we cannot rest on our laurels, we are equally focused on ensuring that the needs of future municipal professionals will also be met. **“Toward 2022”** details how we will do so.

Today’s municipal professionals work in a complex and challenging environment. As an organization dedicated to serving the needs of these professionals, we have set out broad Goals that build upon what we have already achieved in the areas of education and accreditation; legislative advocacy; and member services and support. At the same time, these Goals acknowledge the importance of collaboration and partnerships; information technology; and strong financial and human resource capacity in ensuring that current and future programs and services are developed and delivered in a sustainable manner.

As a backdrop to all that we do, our Board of Directors and Staff recognize that we must never lose sight of our organizational Values and the Operating Principles that have led to our reputation as a leader in the world of municipal professional associations. They have served us well in the past and will continue to be an important touchstone as we make decisions about our future.

Along with the rest of the Board of Directors; all AMCTO Staff; and the numerous volunteers that we rely upon on a regular basis, I am committed to seeing AMCTO fulfil its stated Mission and strive towards our Vision to be recognized as **the leading organization in fostering, promoting and sustaining excellence in municipal management and administration in Ontario.**



Yvonne Robert CMO, AOMC, AMCT
2017-2018 President

Our Plan at a Glance

Values	Service to the Community	Support to Elected Officials	Service to the Municipal Profession		
Operating Principles	We will: <ul style="list-style-type: none"> ❖ Act with honesty, openness, transparency and respect ❖ Recognize and value our members' needs, priorities, contributions and opinions ❖ Be mindful of, and strive to reduce, potential barriers to accessing our programs and services ❖ Feature engagement in all we do ❖ Strive for excellence in all of our programs and services ❖ Be accountable for our actions 				
Vision	The leading organization in fostering, promoting and sustaining excellence in municipal management and administration in Ontario.				
Mission	To provide professional development, engagement opportunities, advocacy and leadership in the sector which strengthens and supports the capabilities and performance of municipal professionals.				
Goals	Retain and attract membership	Influence government policy	Enhance programs and services	Leverage partnerships	Ensure organizational sustainability
Key Strategic Actions Priorities, measures and targets as defined in the annual business plan.					
Corporate Measures	✓ Total membership	✓ Balanced government relations scorecard	✓ Member and customer satisfaction ✓ Program registrations	✓ Number and quality of partnerships	✓ Budget management ✓ Employee turnover

Overview of AMCTO

The Association of Municipal Managers, Clerks and Treasurers of Ontario was established in 1938, with the vision of creating an organization with the mandate of recognizing and encouraging the development of superior municipal administrative practices. Today, AMCTO is Ontario's largest association of local government professionals, with more than 2,100 members. It provides a broad range of quality services to its members and others with interests in the municipal sector. AMCTO enjoys a reputation within Ontario, Canada and abroad, as the lead professional development organization for management and administrative staff in municipal government.

AMCTO is governed by a 15-member Board of Directors comprised of a President, Immediate Past President, Vice President, four Directors-at-Large and nine Zone Directors. The Board is supported by a fourteen-person professional staff under the direction of an Executive Director and by a broad range of member volunteers who apply their skills and municipal knowledge to specific areas of focus that support program development and service delivery.

AMCTO has three main areas of focus for its programs and services: education and professional development, member accreditation and support, and government relations/legislative services. Every year thousands of progressive municipal managers and administrative staff advance their careers by attending AMCTO's high quality, sector specific courses and workshops. Through our three distinct professional designation programs, members are able to demonstrate the strength of their knowledge and experience within the municipal sector. We analyze local government's pressing policy issues from a practitioner perspective and advocate for solutions that inform effective implementation of public policy and support strong professional management in our local communities.

The Association continues to grow and to search out new opportunities to provide its members with the tools they need to work in a continually evolving municipal environment.

Understanding Our Operating Environment

Recognizing that the municipal environment continues to change and that the Association must be prepared to adapt and change to effectively respond to and capitalize on changing circumstances, we conducted a detailed analysis of our current strengths and weaknesses and potential opportunities and threats.

Key **strengths** were seen to include a clear focus on being the “municipal experts” supported by excellent program offerings; the provision of timely and relevant information; the strong reputation of the Association; and our in-house capacity. In contrast, it was also recognized that the Association has **weaknesses** we need to address in the development of our new Plan including clearly defining our value proposition considering both members and customers; effectively responding to the changing needs and expectations of existing and potential members; and enhancements to our overall level of engagement.

Potential **opportunities** that we identified included leveraging technology to reach broader audiences and to increase and enhance program and service offerings; continuing to build productive partnerships with other municipal organizations, the government and other organizations; and providing services that respond to changing government legislation and initiatives. On the other hand, potential **threats** to be considered include changing demographics that will reduce the total number of existing and potential members; competition from other organizations offering similar programs and services; and financial constraints within the municipal sector that affect funds available for memberships and education.

In the delivery of our programs and services, the Association understands that we must balance our focus between members and customers while appreciating and reflecting their diverse needs and requirements. We must also recognize and effectively manage several current and potential external relationships including those with aboriginal groups, various levels of government, and with other associations and partners.

Our 2018-2022 Strategic Plan has been developed with all of the above in mind.

Our Values and Operating Principles

The **Values** that drive this Plan are based on our Code of Ethics and Values which apply to all members of the Association.

Values		
Service to the Community	Support to Elected Officials	Service to the Municipal Profession
<ul style="list-style-type: none"> ❖ Promote community well-being ❖ Engage the community in decision-making ❖ Deliver public services effectively and efficiently ❖ Protect the legacy of future generations ❖ Protect confidential information 	<ul style="list-style-type: none"> ❖ Deliver objective advice to elected officials ❖ Serve elected councils in a dutiful manner ❖ Maintain political neutrality ❖ Protect the concept of a merit-based public service 	<ul style="list-style-type: none"> ❖ Maintain professionalism, integrity and trust ❖ Demonstrate commitment to professional development ❖ Develop future municipal professionals

The **Operating Principles** included in our Plan reflect how we choose to plan, manage and deliver programs and services to our members and customers.

Operating Principles
<p>We will:</p> <ul style="list-style-type: none"> ❖ Act with honesty, openness, transparency and respect ❖ Recognize and value our members' needs, priorities, contributions and opinions ❖ Be mindful of, and strive to reduce, potential barriers to accessing our programs and services ❖ Feature engagement in all we do ❖ Strive for excellence in all of our programs and services ❖ Be accountable for our actions

Our Vision and Mission

Our **Vision** will continue to build on our brand as “The Municipal Experts” and clearly articulates where we want to focus over the next five years and beyond.

Vision

To be recognized as ...

The leading organization in fostering, promoting and sustaining excellence in municipal management and administration in Ontario.

Our **Mission** will continue to define and guide the range of programs and services we provide to our members and customers.

Mission

To provide professional development, engagement opportunities, advocacy and leadership in the sector which strengthens and supports the capabilities and performance of municipal professionals.

Our Goals and Key Strategic Actions

Our **Goals** define our key areas of focus over the next five years based upon our vision and mission and the key trends and challenges that will potentially affect the Association.

Goals

- 1. Retain and Attract Membership:** To retain existing members and attract new members to ensure the ongoing viability and influence of AMCTO.
- 2. Influence government policy:** To inform and influence government policies and priorities in support of more effective municipal government.
- 3. Enhance Programs and Services:** To continue to improve programs and services offered to members and customers by addressing and effectively responding to changing market expectations, opportunities and identified service gaps.
- 4. Leverage Partnerships:** To partner and collaborate with municipal and other organizations in program and service delivery while broadening the profile and influence of AMCTO in the municipal sector.
- 5. Ensure Organizational Sustainability:** To deliver programs and services efficiently and effectively by focusing our human and financial resources, and leveraging technology, to meet the needs of our diverse member and customer base.

The **Key Strategic Actions** that are intended to guide and support the achievement of the goals are outlined on the following pages. These actions will be further broken down in our annual business planning documents which define specific activities, timelines, measures and resource allocation requirements.

It should be noted that these Key Strategic Actions do not include everything that we will need to do, or will be doing, over the next five years. They provide overall direction and focus with the understanding that any of these actions could be revised, deleted or expanded to reflect changing operating circumstances.

Goal 1: Retain and Attract Membership

To retain existing members and attract new members to ensure the ongoing viability and influence of AMCTO.

Key Strategic Actions
1. Clarify and broadly communicate the value proposition to existing and potential members.
2. Explore opportunities for increased engagement by all members in the Association's governance structures and other activities.
3. Update the Association's member and customer engagement strategy and communications plan.
4. Continue to engage retired members in helping to promote the Association and in supporting the delivery of our programs and services.

Goal 2: Influence Government Policy

To inform and influence government policies and priorities in support of more effective municipal government.

Key Strategic Actions
1. Continue to update the Association's public affairs strategy.
2. Maintain and expand relationships with Provincial and Federal ministries while participating in key government initiatives.
3. Continue to build the recognition and understanding of the value and importance of the Association to municipal staff and councils.
4. Be a leader on municipal issues including by conducting research, developing policy papers and acting as an "information repository".

Goal 3: Enhance Programs and Services

To continue to improve programs and services offered to members and customers by addressing and effectively responding to changing market expectations, opportunities and identified service gaps.

Key Strategic Actions
1. Continue to promote and grow the Association's professional accreditation programs.
2. Continue to expand the range and availability of programs offered by the Association.
3. Explore opportunities with post-secondary institutions, government and other organizations to develop and provide programs for members, potential members and customers.
4. Potentially pursue opportunities, independently and with others, to market the Association's educational programs to national and international audiences.

Goal 4: Leverage Partnerships

To partner and collaborate with municipal and other organizations in program and service delivery while broadening the profile and influence of AMCTO in the municipal sector.

Key Strategic Actions

1. Identify and explore opportunities to partner with other organizations to deliver programs.
2. Explore opportunities to increase collaboration with other municipal organizations for mutual benefit.

Goal 5: Ensure Organizational Sustainability

To deliver programs and services efficiently and effectively by focusing our human and financial resources, and leveraging technology, to meet the needs of our diverse member and customer base.

Key Strategic Actions
1. Update and leverage technology to improve program and service offerings while facilitating increased member engagement.
2. Investigate financially sustainable opportunities to address the affordability concerns of members without compromising the Association's overall revenue structure.
3. Explore and implement opportunities to diversify revenues.
4. Ensure that the Association has the appropriate human and financial resources to meet the expectations and demands of our diverse members and customers.

Managing Our Performance

The Board of Directors will, with the assistance of Staff, be conducting quarterly and annual reviews focusing on overall progress and specific actions and results and will develop plans to address identified issues, gaps and opportunities.

The key **Performance Measures** that will be used to assess progress against the overall goals of the Association are outlined below:

Goal	Performance Measure
Retain and Attract Membership	✓ Total membership
Influence Government Policy	✓ Balanced government relations scorecard
Enhance Programs and Services	✓ Member and customer satisfaction ✓ Program registrations
Leverage Partnerships	✓ Number and quality of partnerships
Ensure Organizational Sustainability	✓ Budget management ✓ Employee turnover