

STRATEGIC PLAN

2023-2027



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ABOUT LAS

LAS was created in 1992 by the Association of Municipalities of Ontario (AMO) and is incorporated as a not-for-profit organization under the laws of Canada. LAS is mandated to work with Ontario municipalities, as well as organizations from the broader public sector, to help realize lower costs, higher revenues, and enhanced staff capacity, through co-operative procurement efforts and innovative training, programs, and services. Revenues generated from LAS services and events cover all corporate operating costs and also help LAS to develop new programs and services that help Ontario municipalities.

GOVERNANCE

The LAS Board is a governance based Board of Directors that set the strategic priorities for LAS with professional staff responsible for managing the day-to-day operations including the programs and services LAS offers. Priorities can be recommended through the Board, staff, and advisory committees or through AMO – as the member of LAS. In all cases, priorities are subject to the governance and administration structure of LAS.

RISK TOLERANCE

In determining priorities, the LAS Board takes into consideration the strategic direction of the organization, and the associated risk tolerance, including reputational risk. The LAS Board has been clear that in seeking to achieve the LAS vision, calculated risks are necessary in researching and developing new programs or services. This is carefully balanced with the financial reality that LAS is a not-for-profit.

STRATEGIC PLAN AT A GLANCE

VISION

LAS will expand our impact as the trusted partner of communities to help them make money and save money.

MISSION

LAS meets the needs of our communities by providing innovative and creative programs that offer efficiencies and build capacity.

VALUES

Innovative | Trustworthy | Accountable | Entrepreneurial | Inclusive

STRATEGIC PILLAR

1. STRONG PROGRAMMING	2. ENHANCED KNOWLEDGE	3. CUSTOMER DRIVEN	4. A STRONG LAS
Create and deliver beneficial programs that municipalities need	Provide resources to build capacity in municipalities	Leverage knowledge of the sector to inform LAS business decisions	Continuously improve all aspects of LAS governance and operations
<ul style="list-style-type: none"> I. Continue to improve existing program offerings to ensure ongoing value II. Explore opportunities to expand program portfolio III. Ensure continued vetting, oversight and risk management of programs and services 	<ul style="list-style-type: none"> I. Provide relevant education and training programming for elected officials and municipal staff II. Support knowledge-sharing within the municipal sector 	<ul style="list-style-type: none"> I. Continue to work with AMO to align LAS programs to its policy and advocacy work II. Nurture two-way relationships with the municipal sector to better understand its needs and diversity III. Continue to promote awareness of LAS in the municipal marketplace 	<ul style="list-style-type: none"> I. Ensure continued effective Board governance II. Develop a comprehensive human resources plan in consultation with AMO to support staff continuity, capacity, engagement and development III. Develop annual work plans in alignment with strategic plan IV. Ensure continued financial prudence and management of the organization to deliver value for AMO and its membership

VISION & MISSION

VISION

LAS will expand our impact as the trusted partner of communities to help them make money and save money.

MISSION

LAS meets the needs of our communities by providing innovative and creative programs that offer efficiencies and build capacity.

VALUES

INNOVATIVE

We provide municipal governments and broader public sector organizations with innovative and valuable programs that build capacity in the sector.

TRUSTWORTHY

We seek to gain and retain municipal governments' trust in us by operating with integrity and honesty.

ACCOUNTABLE

We are committed to transparency and accountability in our governance and actions.

ENTREPRENEURIAL

We are proactive leaders, focused on being responsive to public sector priorities and collaborating with our stakeholders to understand and deliver what they need.

INCLUSIVE

We are a people-focused organization and bring the lens of diversity, equity and inclusion to all that we do.

STRATEGIC PILLAR #1: STRONG PROGRAMMING

CREATE AND DELIVER BENEFICIAL PROGRAMS THAT MUNICIPALITIES NEED

OBJECTIVE	KEY INITIATIVES
<p>I. Continue to improve existing program offerings to ensure ongoing value.</p>	<ul style="list-style-type: none"> I. Ensure a continuous improvement approach to program delivery. II. Create a lifecycle phase for programs with corresponding measures. III. Monitor and evaluate improvements to new and/or existing technology to enhance current programs.
<p>II. Explore opportunities to expand program portfolio.</p>	<ul style="list-style-type: none"> I. Develop a framework to evaluate program expansion opportunities. II. Explore greater collaboration with provincial-territorial municipal associations. iii. Monitor municipal trends to identify potential or emerging program areas.
<p>III. Ensure continued vetting, oversight and risk management of programs and services.</p>	<ul style="list-style-type: none"> I. Implement and monitor LAS’s corporate risk framework as it relates to programs. II. Promote continuous improvement of RFP process.

STRATEGIC PILLAR #2: ENHANCED KNOWLEDGE

PROVIDE RESOURCES TO BUILD CAPACITY IN MUNICIPALITIES

OBJECTIVE	KEY INITIATIVES
<p>I. Provide relevant education and training programming for elected officials and municipal staff.</p>	<p>I. Expand educational offerings to strengthen municipal knowledge for staff and Council.</p> <p>II. Coordinate skills training with existing LAS and AMO programs and events.</p>
<p>II. Support knowledge-sharing within the municipal sector.</p>	<p>I. Review opportunities to participate in existing or facilitate new forums for municipalities to share best practices.</p> <p>II. Continue to deliver and develop webinars that feature municipal program participants and share leading practices and case studies.</p>

STRATEGIC PILLAR #3: CUSTOMER DRIVEN

LEVERAGE KNOWLEDGE OF THE SECTOR TO INFORM LAS BUSINESS DECISIONS

OBJECTIVE	KEY INITIATIVES
<p>I. Continue to work with AMO to align LAS programs to its policy and advocacy work.</p>	<p>I. Continue collaboration with AMO Policy to find ways to support municipal capacity through service delivery.</p> <p>II. Report to the AMO Board on programs and performance measures.</p>
<p>II. Nurture two-way relationships with the municipal sector to better understand its needs and diversity.</p>	<p>I. Engage in ongoing outreach to municipal staff directly through one-on-one discussions.</p> <p>II. Participate in municipal regional meetings (e.g., county days, treasurer forums etc.).</p> <p>III. Continue ongoing sponsorship of municipal conferences.</p>
<p>III. Continue to promote awareness of LAS in the municipal marketplace.</p>	<p>I. Develop targeted marketing strategies for outreach and engagement that reflect broader sector trends.</p> <p>II. Continue to implement refreshed branding strategy to promote awareness of LAS in the municipal marketplace.</p> <p>III. Continue to leverage and expand use of social media.</p>

STRATEGIC PILLAR #4: A STRONG LAS

PROVIDE RESOURCES TO BUILD CAPACITY IN MUNICIPALITIES

OBJECTIVE	KEY INITIATIVES
<p>I. Ensure continued effective Board governance.</p>	<ul style="list-style-type: none"> I. Develop education and training for the Board to support continuous learning and good governance. II. Develop a Board recruitment strategy to support capacity and skills development. III. Conduct regular reviews of Board policies.
<p>II. Develop a comprehensive human resources plan in consultation with AMO to support staff continuity, capacity, engagement and development.</p>	<ul style="list-style-type: none"> I. Develop succession and knowledge transfer plan. II. Invest in skills training and development of LAS staff. III. Ensure a positive and team-oriented corporate culture.
<p>III. Develop annual work plans in alignment with strategic plan.</p>	<ul style="list-style-type: none"> I. Develop work plan template for strategic initiatives. II. Ensure alignment of annual budget with Strategic Plan. III. Develop a workplace Continuous Improvement Framework to support organizational effectiveness.
<p>IV. Ensure continued financial prudence and management of the organization to deliver value for AMO and its membership.</p>	<ul style="list-style-type: none"> I. Continue to monitor the viability and sustainability of existing programs. II. Support accountability and transparency through reporting to enable evidence-based decision-making.



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