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# Moving Municipal Governments Forward

Strategic Plan 2018 - 2022



# 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

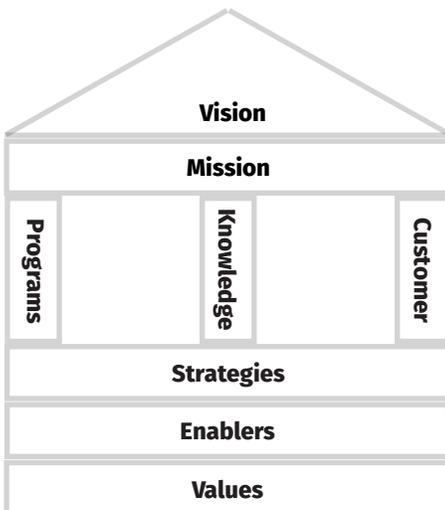
The LAS Board is a governance based Board of Directors that set the strategic priorities for LAS with professional staff responsible for managing the day-to-day operations including the programs and services LAS offers. Priorities can be recommended through the Board, staff, and advisory committees or 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



## Vision

LAS connects municipalities with solutions to save money, make money and solve capacity.

## Mission

LAS seeks innovative and creative long-term programs/services that are beneficial to municipal governments and broader public sector organizations, do not compete directly with purchasing cooperatives, and can be aggregated at an association level.

# Strategic Pillars

## Programs

Develop data driven, continuous improvement program design and delivery.

## Knowledge

Foster learning opportunities for LAS staff and municipal governments.

## Customer Focused

Recognized, trusted municipal brand.

## Objectives

### Programs

Develop and maintain data profile of participation in all LAS programs within first year of the plan.

Implement regular program review of up to two programs annually to evaluate alignment with Strategic Plan and market need.

Develop an exit strategy framework for the wind down of programs by 2019.

Identify synergies between existing programs to maximize opportunities by 2019.

Research at least one new program idea annually to determine feasibility.

Pilot one new program every 2 years based on research findings and as feasible.

Create a Needs Assessment Framework to identify program opportunities that considers market trends and policy changes by 2020.

Implement member survey on future municipal needs starting in 2020.

Conduct annual scan of external funding opportunities that will enable program development, growth or expansion.

### Knowledge

External:

Provide at least 5 educational offerings annually.

Offer at least 5 training opportunities annually.

Sponsor up to 3 municipal events annually.

Facilitate up to 5 annual regional sessions.

Develop a new outreach campaign, adjusted annually, using technology to reach greater audience.

Internal:

Align staff performance management process with Strategic Plan effective 2018.

Ongoing investment in staff by assessing skills to identify strengths and development opportunities required to lead.

### Customer

Retain 95% of program customers annually to ensure sustainability.

Grow each program annually by at least 2% working with Program Partners.

Develop a new corporate wide marketing strategy aligned to the Strategic Plan by 2019.

Develop a communications strategy identifying how LAS will provide “value add” to municipal governments using current and new communication tools by end of 2019.

Establish a Customer Service Excellence Framework to align with Strategic Plan by end of 2019.

# Strategies

## Programs

Focus on program offerings that enable municipal operations to function more efficiently, and help them meet provincial legislative requirements.

Where it makes sense, target programs to include the broader public sector.

Continuously seek to improve programs through input from municipal governments including hosting advisory and user committees.

Maintain strong professionally managed program partnerships through rigorous selection and consideration process.

Incorporate structured risk management strategies that govern programs and program partners including independent, third party oversight.

Understand technology's role in the municipal sector and how it impacts program delivery.

Establish programs that support strong and effective municipal government.

Create partnerships with reputable organizations that demonstrate good ethical governance practices and are financially credible.

Reinvest surplus funds for research and development of new municipal government focused programs.

Work with Partners to adjust programs to changing business environment.

Work closely with AMO to align its work with programs.

## Knowledge

Leverage technology to enhance municipal and broader public sector learning opportunities.

Where it makes sense, target education and training opportunities to include the broader public sector.

Educate the municipal sector to lead through regular information sharing, training, and educational opportunities that increase awareness, spark innovative thinking, advance municipal operations, and enhance municipal staff capacity.

Communicate best management practices to municipal governments related to our program offerings.

Empower municipal compliance with relevant legislation and regulation.

Foster a company culture that allows staff to take calculated risks, vet ideas and take on big challenges that are beneficial to municipal governments.

## Customer

Recognize municipal governments are cost sensitive and diverse in terms of needs and capacities.

Undertake research and development activities to explore program improvements and new opportunities.

Orient work with a focus on excellence in customer service.

Implement marketing strategies that meet municipal governments on their chosen channel.

Effective two way dialogue that seeks to inform LAS and municipal governments.

## Enablers

### GOVERNANCE:

- Strategically managed organization with a strong, ethical governance structure and best practices including:
  - Competencies-based framework for Board member recruitment.
  - Regular Board training specific to their governance role.
  - Annual Board Governance evaluation.

### PROFESSIONAL ORGANIZATION:

- That focuses on delivering financially sustainable programs using employer best practices including:
  - Accountable and engaging workplace for those with the skills, expertise and values to achieve LAS' goals.
  - Responsive staff levels to program need.

## Values

### INNOVATIVE

- We believe in providing municipal governments and broader public sector organizations with innovative and valuable programs by leading proactively while being responsive and seeking collaboration.

### TRUSTWORTHY

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

### ACCOUNTABLE

- Our actions are accountable and transparent.

**Contact**



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