

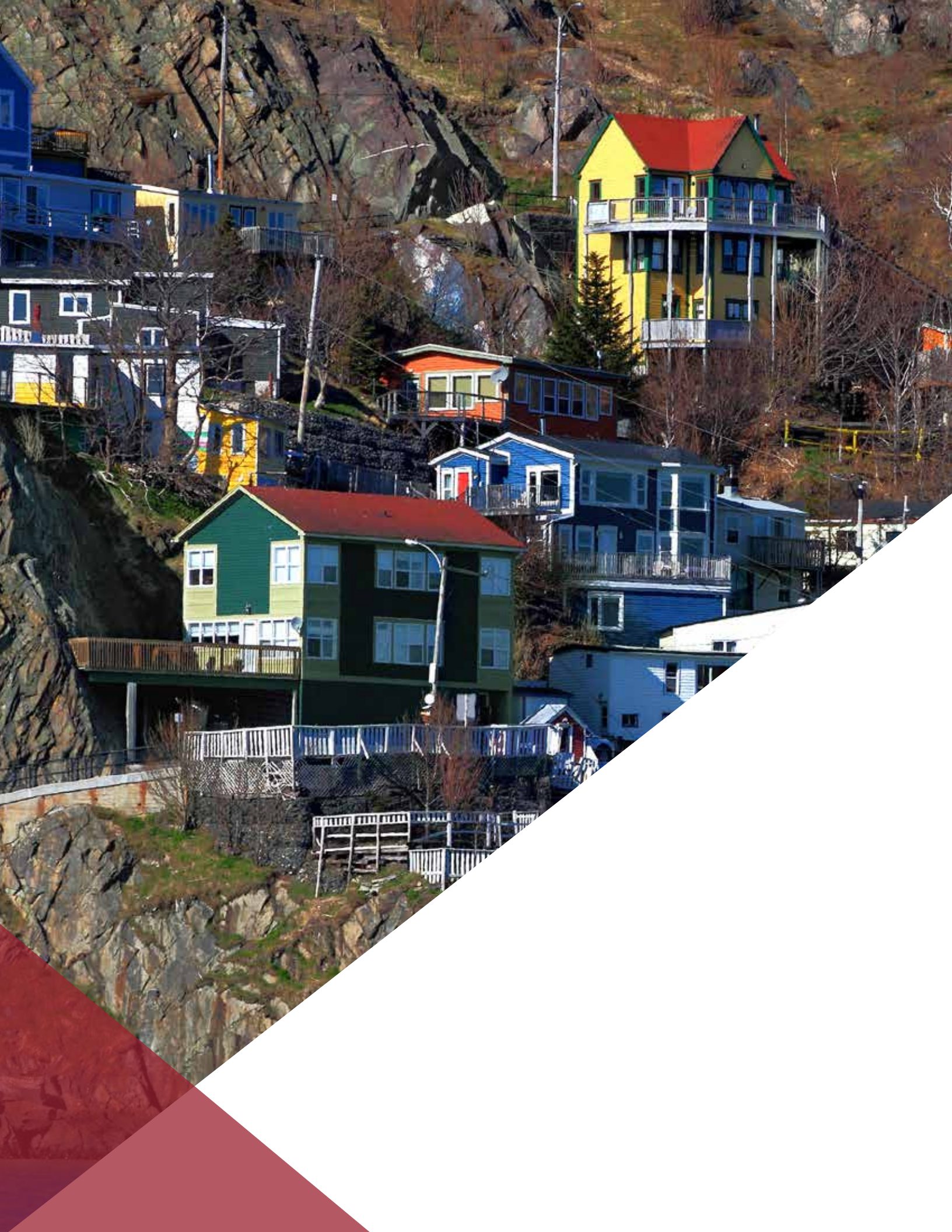


# STRATEGIC PLAN 2016-2021

Facilitated by  
Karyn Stock-MacDonald











## President's Remarks

I'm pleased to be able to present a few remarks relating to the development of our new Strategic Plan. The Executive Board of PMA is continuously striving to find ways to improve the suite of services and supports that we provide for our membership. Needless to say, with limited resources and almost unlimited demands for information, training, financial resources, and various measures of support that are required in almost every part of Newfoundland and Labrador, we must ensure that we are making strategic investments and decisions on your behalf.

To that end, PMA retained the services of Karyn Stock-MacDonald to assist in the development of our third professionally developed strategic plan. Ms. MacDonald is an experienced business coach and award winning facilitator. Her planning technique, Technology of Participation, is a recognized and proven method of facilitation.

In our initial strategic planning exercise, the focus was primarily on the development of a new name, new brand, new logo, and overall new image and structure for our organization. Thus, Professional Municipal Administrators was conceived (from NLAMA) and we have been continuously seeking to find ways to better serve our members, focus our resources, and make good strategic investments aimed at maximizing benefits to our membership.

I encourage all of you to take the time to read our belief statements, review our priorities, and get involved in whatever ways you can to assist us in improving how we can benefit you most as members of this great organization. We are fully aware that we exist solely to serve you. And our success as an organization is measured by our ability to provide practical support and services to our membership.

I want to thank our Executive Director, Krista Planke, and all members of the Board, on your behalf, who gave freely of their time to participate in our strategic planning session, and to help develop priorities which we feel will serve our membership well over the next five years.

In closing, please feel free to contact PMA with any ideas or thoughts on this plan. We encourage the involvement of our members in order to have successful implementation of this new plan.

Regards,  
Brian Peckford, President

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“ The harder you work for something, the greater you'll feel when you achieve it. ”

# MANDATE

Most simply stated, PMA's mandate is an expression of what the organization **MUST** do to fulfill its constitutional obligations to its membership – nothing more and nothing less.



“

PMA is established to provide programs, services, and advocacy in keeping with the principles outlined in our Constitution.

”

# VALUES - The Basis for All Decision-Making

Values are the fundamental beliefs of an organization – principles which guide all of our decision-making and actions.

## V A L U E S

### Transparency

Our membership is committed to conducting business in an open and transparent manner in our daily jobs as municipal employees, and as members of our professional association.



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### Accountability

We are committed to being completely accountable to our councils, taxpayers, and to the general public for all our actions and decisions.



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### Professional Development and Training

Our membership is committed to continuous education and lifelong learning as a means to better serve our clients in public service.



“ The way to get things done is not to mind who gets the credit for doing them. ”  
—Ben Jowett





## Service

We are committed to providing the highest levels of professional service to the public, and for continuously striving to find ways and means to be more efficient and effective in our work.

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## Accessibility

We pride ourselves in being accessible and responsive to our clients, to the public, and to the members of council whom we also serve.

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## Professional Integrity

Honesty and integrity are the hallmarks of our profession, and we commit to upholding the highest standards of professional integrity in all aspects of our work as municipal administrators.

“ Strategic planning for the future is the most hopeful indication of our increasing social intelligence. ”  
—William Hastie

# VISIONS - What We Are Striving To Achieve

1. Growth
2. Financial Independence
3. Respect as Professional Leaders
4. Ability to Offer Range of Training from Basic-Highly Skilled
5. Share Knowledge through Improved Communications and Technology
6. Support Personal & Professional Wellness

“

Be kind whenever possible.

And it is always possible.

—*Dalai Lama*

”





# STRATEGIES = Actions



I think it's fair to say that computers have become the most empowering tool we have ever created. They're tools of communication... depending on how effectively we use them.

—Bill Gates



## Contact Member & Non-Member Towns

- Personal contact with non-member towns
- Develop a suitable presentation to deliver at conventions and meetings of various outside organizations
- Invite Councils to attend PMA functions
- Reach out to large town CAOs for input on reaching urban municipalities

## Lead Positive Change

- Theme PMA functions around leading by example
- Offer PMA workshop on earning respect and how to dismay old school
- Add culture to PMA events

## Assess Member Needs & Put Programs in Place

- Contact outside agencies to determine what Employee Assistance Programs are currently in place and how PMA members can access them
- Conduct a needs assessment of required services
- Define Niche & Communicate It
- Engage in discussions with potential partners
- Ensure PMA is included in discussions on all municipal matters
- Contact external associations to have events supported by PMA
- Articulate our training goals to other organizations

## Complete Financial Evaluation of Current & Required Resources

- Review financial position of PMA to determine viability with/without government funding
- Review present fee structure of training and professional development activities

## Identify and Engage Internal Resources

- Use expertise of PMA members to provide training, presentations, etc.
- Engage membership to assist with implementation of strategic plan

## Determine Training Needs

- Survey member towns to determine preferred training topics
- Engage urban municipalities to determine gaps in offerings



# CONCLUSION

Among a number of important and competing priorities, these visions consistently came to the forefront, and they will become the primary focus of our energies and resources over the next number of years. PMA is poised to build on its recent success and move forward with new programs, services, and opportunities for the future.

We have developed a multitude of strategies, all of which will bring us incrementally closer to enabling us to achieve our goals. While all goals are extremely important, with the support of the PMA membership and other partners, we hope to be in a position where the profession of municipal administrators is recognized as one with respect, professionalism, and leadership. This is long overdue.

None of this can be achieved without your support. As already stated, we're here to serve the needs of our membership. Please feel free to put your ideas and suggestions forward. If you feel there is anything you can do to help us achieve our goals, regardless of how large or small you feel your contribution can be, don't hesitate to step forward and drop us a line. It's amazing how much more we can achieve by working together.

Thank you for your continued support and understanding, and hopefully this strategic plan will enable us to reach a little further and achieve a little more on your behalf over the next five years.









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