



STRATEGIC PLAN 2023-2026

Facilitated by
Coastline Consultants





PRESIDENT'S REMARKS

PMA remains, as always, steadfastly committed to working with our elected and government officials to advocate for our membership, to bring forward the issues that we hear from you; to work to identify and provide valuable and informative training and educational options. As we celebrate the work our members have done for the last 50 Years of Shaping the Future, we are keeping in mind the organization that will continue to grow and evolve over the course of the next fifty years.

The PMA Board of Directors underwent a strategic planning process over the course of 2022, with the support of facilitators Charmaine Davidge & Janet Peters of Coastline Consultants. Through this process, and with the continuous discussions with our membership, we believe we have crafted a Strategic Plan that is ambitious, yet realistic.

Most organizations develop a culture through their Mission, Vision & Values. Until this year, PMA has not had a formal mission that guides all of our work. We have now rectified this, and our new Mission Statement reads as follows:

Professional Municipal Administrators of Newfoundland and Labrador promote excellence in municipal administration and develop resilient leaders through professional development, networking, collaborative relationships and advocacy.

As we enter the post-Covid world, we are taking the lessons we learned during this challenging time and integrating this into our plans to improve the services and supports we provide for our membership. We are at a stage in our organizational maturity that we believe it is time to add additional resources to the PMA Team, and we hope to add a second employee in 2023 to assist with the operationalization of this plan.

We encourage the involvement of our members and invite you to review the Strategic Plan and feel free to contact us with any ideas or thoughts on the plan's implementation.

Regards,
Brian Hudson, President

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



PMA MANDATE

Since 1972 Professional Municipal Administrators (PMA) has supported Newfoundland and Labrador municipalities to achieve strong and effective local government administration. PMA's purpose is to enhance and promote the professional practice of local government management and to ensure that educational opportunities are provided to improve the management abilities of our members.



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

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PMA VALUES

Promoting an ethical culture is a key leadership responsibility in local government. PMA members value transparency and accountability, diversity and inclusivity, collaboration, professional integrity, and innovation and excellence.

Transparency and Accountability

We are committed to conducting business in an open and transparent manner in our daily jobs as municipal employees, and as members of our professional association. We are committed to being completely accountable to ourselves, our councils, taxpayers, and to the general public for all our actions and decisions.



Diversity and Inclusivity

We respect and value diversity that is inclusive of all. We commit to serving the diverse needs of our membership, respecting both community size and geographic location. We commit to individual and organizational efforts to build workspaces premised on respect, dignity, fairness, caring and equality.



Collaboration

We recognize that the chief function of local government is to serve the best interest of our communities, provide excellent public service, and enhance the quality of life for its citizens. We also respect each other and commit to work together, sharing knowledge and resources, in partnership towards a common goal.



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



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. We are objective and independent from personal considerations when undertaking all professional duties.



Innovation and Excellence

We commit to innovation and excellence in local government in all our professional development and training offerings. We also endeavor to create an environment/culture that embraces positive change, creativity and continuous improvement.

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



PMA VISION

To champion municipal administration as a profession through fostering, promoting and sustaining excellence in municipal management and administration.

PMA MISSION STATEMENT

Professional Municipal Administrators of Newfoundland and Labrador promote excellence in municipal administration and develop resilient leaders through professional development, networking, collaborative relationships and advocacy.



Be kind whenever possible.

And it is always possible.

—*Dalai Lama*





THE STRATEGIC PLAN

PMA has taken on its 2022-2026 Strategic Plan with an eye to increasing engagement with its membership and raising the organization's profile. As the political and economic environment of the province changes, PMA is also taking this opportunity to examine and expand its role as a service provider to the province's municipal administrators.

The following captures the themes and strategic directions that were developed by the PMA Board in consultation with Coastline Consultants.



The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination. It demands each of us focus on what is vital and to eliminate all of the extraneous distractions.

—Jim Collins, Author

Strategic Direction 1: BUILD ORGANIZATIONAL CAPACITY

PMA needs to respond to the changing needs of its membership. In order to provide information and services more effectively, PMA will need to increase staff. Governance documents need to reflect these changes as well. With these changes comes a desire for increased financial independence.

1. **Goal:** Review and revise governance documents
2. **Goal:** Increase staff
3. **Goal:** Increase office space
4. **Goal:** Increase streams of revenue generation

Strategic Direction 2: ENHANCE EXISTING SERVICE DELIVERY

PMA faces the ongoing challenge of engaging a diverse membership with a variety of needs. Training on the new Code of Conduct legislation could be added to existing modules along with "soft skills" like healthy professional boundaries and conflict resolution. Additional services like maintaining a roster of administrators able to work short term contracts could be included as part of PMA's services.

1. **Goal:** Accommodate the training needs of a diverse membership
2. **Goal:** Create a database of expertise
3. **Goal:** Develop new training modules
4. **Goal:** Update policy data base and resources for membership

Strategic Direction 3: COMMUNICATION

Maintaining professional standards is an ongoing commitment for PMA. Ranging from its online messaging to individual conduct, PMA seeks to create a consistent public face for its organization.

- 1. Goal:** Develop organizational standards of professionalism
- 2. Goal:** Update messaging across platforms
- 3. Goal:** Increase membership engagement

Strategic Direction 4: ADVOCATE FOR MEMBERS

PMA wants to increase its support role with its membership. As a source of information, PMA can provide options to its members encountering issues in the workplace. PMA will continue to work to promote municipal administration a viable career option for graduates.

- 1. Goal:** Support and Enhance the role of the public administrator
- 2. Goal:** Develop policies to reduce barriers to PMA leadership opportunities
- 3. Goal:** Promote municipal administration as a career opportunity

Strategic Direction 5: NETWORKING & MEMBER ENGAGEMENT

PMA will encourage information sharing and breakdown geographical barriers. Going forward, the organization will expand the types of events offered beyond formal conventions to include online and in-person contact or a combination of both. A diversity of perspectives is important. PMA will continue to seek membership from larger municipalities and expand further into Labrador.

- 1. Goal:** Increase accessibility and inclusion for all members when planning events (reduce barriers to participation)
- 2. Goal:** Build relationships within PMA and with other sector professionals

As PMA moves forward, it has a clearer focus and will be better equipped to navigate the changing political and economic tide impacting its membership. These strategic directions will lead the organization into the next five years, while the new mandate, mission, values and vision statements will serve as solid principals upon which to guide any future decisions impacting the organization.







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