



**Manitoba  
Municipal  
Administrators**

Local Leaders, Thriving Communities

2021-2026

# Strategic Plan



# A Message from the President

It is my pleasure to share the Manitoba Municipal Administrators' 2021-2026 Strategic Plan. This document sets out a bold and exciting mandate for our organisation. As President and more importantly as a member, I am energized by the vision its sets out and I am enthusiastic to help make this vision a reality.

The role of municipalities continues to grow in importance. Not just in Manitoba, or even Canada, but globally. Cities, towns, and municipalities of all sizes are seeing ever increasing demands from their citizens. As the demands on our members increases, so should their expectations that their association is responding to their needs now and into the future.

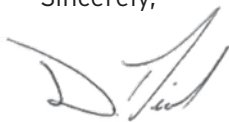
In addition to providing better services, more training, and a stronger voice into the decisions that impact municipal government - we have an obligation to build a strong and resilient organisation that sets the next generation of administrators up for success. This strategic plan sets out the vision and mandate of not just my time as President, but also that of my successor. This is appropriate. Our time as leaders is ephemeral. The association and its role are enduring. Each successive generation of administrator depends on the work done by the last. I am proud to be part of a team of dedicated and passionate leaders who have made the decision, and set out a plan, to leave a thriving MMA for those who follow.

I want to thank the Executive Council members who worked hard to articulate a new vision and direction for our organisation. Your fingerprints will be found on the successes the MMA achieves over the next five years and beyond.

I want to especially recognize my predecessor Nettie Neudorf, who as President led the Executive Council through the strategic planning process. This strategic plan is part of her legacy.

Finally, I want to thank our members who continue to support our association through their membership, volunteering, and participation. Your dedication to your community and to our profession continues to inspire me.

Sincerely,



**DUANE NICOL**  
MMA President

# A Message from the Executive Director

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The elements of a good organizational strategic plan are a healthy mix of: vision, mission, goals, and objectives. By defining and occasionally revisiting these elements in our strategic plan, it reminds us of our long-term intentions as an association. If we didn't have a plan for the MMA it would be like travelling on an endless journey without a road map. We would just be moving forward for the sake moving forward, living day-to-day in the moment with no real purpose.

Our association's vision is that we aspire to create a province full of thriving communities, places with opportunities for ourselves and our children. Working alongside local government, the MMA has a foundational role to play in achieving this vision – that being the pursuit of good governance.

Our mission (or purpose) is how we act and function daily as an organization to realise our vision for the future. The MMA's sees its mission as one which creates a network of strong, collaborative, and professional administrative leaders. Fundamentally, that's who we are. We're here to help you to bring the best version of yourself to work every day. When it's a bad day we're also here as a support system and to advocate for you on your behalf.

The MMA sees people, education, and communication as the primary means in achieving the future we want. By administering and maintaining the certificate program in Municipal Administration (CMMA) we are creating those strong leaders which our communities need both today and tomorrow. By promoting excellence in the form of educational standards and professional development we set a bar by which those in our profession can continually measure and improve themselves. We want to build an organizational culture of lifelong learners. We believe excellence isn't a skill, it's an attitude and something we should practice continually.

The 2021-2026 MMA Strategic Plan is our version of a "living document", it will never be finished. It's both a manifesto of sorts and also a mind map where we can jot down our current objectives and the goals which they serve.

I would like to thank all those past and present who've taken us to this point in the MMA's journey. I believe it shows how much our association has matured that we can dedicate time and energy to maintain this document which will ensure the MMA stays a sustainable and relevant organization in the future.

**ADRIENNE BESTLAND**

MMA Executive Director

# About the MMA

The Manitoba Municipal Administrators (MMA) is a not-for-profit professional association created by The Manitoba Municipal Administrators Association Inc. Act, an act of the Manitoba Government. Since 1931, the MMA has existed to provide support, education, and continuing professional development to its members. The MMA is also the voice of municipal administration in Manitoba, advocating for members and promoting effective municipal administration.

By building the skills and capacities of our over 350 members, MMA supports the delivery of effective and affordable municipal services which are the backbone of the Manitoba economy and the foundation on which safe, vibrant, and prosperous communities are built. We believe citizens are best served by dedicated, knowledgeable, skilled, and professional municipal civil servants.



## OUR VISION

We see a Manitoba of thriving communities, built on a foundation of strong, collaborative, and professional administrative leadership.



## OUR PILLARS

- Membership
- Advocacy
- Professionalism
- Partnerships



## OUR MISSION

### OUR PURPOSE IS TO:

- promote Municipal Administration as a career,
- increase the professional growth of our members, and
- be the voice on issues affecting Municipal Administration.



## OUR FOUNDATION

- Organisational Sustainability



# Our Five-Year Plan

More than ever, citizens and higher-orders of government are expecting more from municipal governments. The scope of services they are expected to deliver continues to expand. There is escalating levels of scrutiny and the expectations around quality and speed of service continues to increase. There is more technology and constantly changing legislation, regulations, and standards.

With all this change, it is easy for our association to focus on the immediate. However, short-term plans and stop-gap measures leave us responding to our environment, instead of charting a long-term course and helping to shape the change we see.

Our five-year strategic plan will help the MMA to achieve a healthy balance between continuing to nimbly respond to the immediate needs of our members, but to also prioritize the long-term activities that will help us prepare our members for the changes of the future and to help shape that future.

Our strategic plan was developed through a series of workshops and discussions by the Executive Council. It is informed and shaped by the insight and vision of the elected directors who represent our members province-wide.

Our new mission and vision now recognizes the critical role our members plan in the health and success of our communities and our province. Within this inspiring context, our plan sets out four strategic pillars that will guide our work over the life of the plan, and it sets these pillars on the foundation of a sustainable organisation.

The MMA will use this plan as our true north. It will guide our priorities, investments, and the work that we do. Each year the Executive Council will use the strategy to inform our project and initiative selection and the setting of our budget. We will also use this plan as a measuring stick, allowing us to track and report our results.

## KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are critical metrics that demonstrate progress toward an intended result. They provide objective and quantifiable evidence of improvement.

We have identified KPIs as part of this plan to help the association stay focused on our strategic and operational objectives. We will use them to support decision making and to stay focused on what matters to our members.

We will use our KPIs to report our progress and to be accountable to our members.

# Our Plan in Summary

## VISION



We see a Manitoba of thriving communities, built on a foundation of strong, collaborative, and professional administrative leadership.

## MISSION



### OUR PURPOSE IS TO:

- promote Municipal Administration as a career,
- increase the professional growth of our members, and
- be the voice on issues affecting Municipal Administration.

## STRATEGIC PILLARS



### MEMBERSHIP

1. Encourage an inclusive, diverse, and equitable membership
2. Nurture a peer network that all members can lean upon
3. Deliver resources and exclusive opportunities that provide exceptional value to members
4. Grow and maintain a strong member base

### ADVOCACY

1. Be the voice for municipal administration and the trusted source for insight into municipal administrative and operational matters
2. Extol the value of professional municipal administration to elected officials, the public, and other stakeholders
3. Develop relationships that help project the voice of our members
4. Be a valued and trusted resource for input on legislation, regulation, and government practices

### PROFESSIONALISM

1. Establish and maintain high standards for ethical conduct and professionalism of members
2. Provide a highly acclaimed, professional accreditation exclusive to the MMA
3. Facilitate high-quality, needs-based, accessible, and timely professional development that meets the needs of members at all stages of their career
4. Ensure MMA is recognized as a professional and competent association

### PARTNERSHIPS

1. Strengthen our relationships with the province, government agencies, the Association of Manitoba Municipalities, and other stakeholders
2. Establish relationships with non-traditional partners to increase resources for, and services to, members
3. Enter into formal partnership agreements with other municipal administrator associations to provide additional resources, training, and advocacy opportunities for members

## FOUNDATION



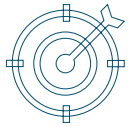
### ORGANISATION

1. Establish and maintain a strong organizational governance and policy framework
2. Ensure financial sustainability to deliver on our mission and strategic objectives
3. Foster an active and engaged membership
4. Develop and maintain the human and corporate resources required for a successful professional association



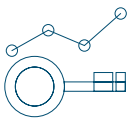
# MEMBERSHIP

Our members are at the heart of everything we do. We both depend upon and serve municipal administrators. To be effective as a member-based association, we must sustain a healthy, diverse, and engaged membership.



## OBJECTIVES:

- Encourage an inclusive, diverse, and equitable membership
  - Nurture a peer network that all members can lean upon
  - Deliver resources and exclusive opportunities that provide exceptional value to members
  - Grow and maintain a strong member base
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## KEY PERFORMANCE INDICATORS

- Number of municipalities that have at least 1 member
  - Percent of CAOs that are members
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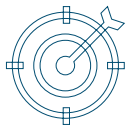


## OTHER MEASURES

- Member rating of perceived membership value (member survey)
- Demographic profile of membership
- Number of members who've experienced an accessibility barrier to attending/participating in MMA events/training (member survey)

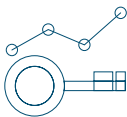
# ADVOCACY

As municipal civil servants, our members provide expert and unbiased advice and valuable insight into the public policy that governs our society. As an association we promote the interests of municipal professionals, and we ensure they have an opportunity to use their knowledge and expertise to build a stronger Manitoba.



## OBJECTIVES:

- Be the voice for municipal administration and the trusted source for insight into municipal administrative and operational matters
- Extol the value of professional municipal administration to elected officials, the public, and other stakeholders
- Develop relationships that help project the voice of our members
- Be a valued and trusted resource for input on legislation, regulation, and government practices



## KEY PERFORMANCE INDICATORS

- Number of times MMA input is adopted or creates material change in legislation, regulation, or practices
- Number of times MMA were engaged by the news media
- Rating of advocacy by members (member survey)
- Public awareness of MMA (public survey)
- Public impressions of municipal administrators (public survey)

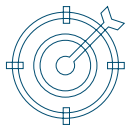


## OTHER MEASURES

- Number of times MMA were asked to provide input into legislation, regulation, or practices
- Number of times MMA provided input into legislation, regulation, or practices
- Number of articles in the Municipal Leader
- Number of formal meetings with Ministers and deputy ministers

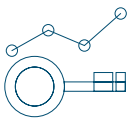
# PROFESSIONALISM

Building the skills, capacity, and efficacy of municipal professionals is a core function of our association. As trusted professionals, our members hold themselves accountable to the highest standards of ethical conduct. We provide the tools, resources, and supports necessary for members to invest in themselves and to reinforce the confidence placed in us by our stakeholders.



## OBJECTIVES:

- Establish and maintain high standards for ethical conduct and professionalism of members
  - Provide a highly acclaimed, professional accreditation exclusive to the MMA
  - Facilitate high-quality, needs-based, accessible, and timely professional development that meets the needs of members at all stages of their career
  - Ensure MMA is recognized as a professional and competent association
- 



## KEY PERFORMANCE INDICATORS

- Percent of members with CMMA designation
  - Percent of CAOs with CMMA designation
  - Member rating of association competency (member survey)
  - Percent of members in “good standing”
  - Median number of “professional development points achieved per member
- 



## OTHER MEASURES

- Percent of members with other professional designations other than CMMA
- Percent of members with post-secondary degrees/diploma/certificates
- Elected official rating of their administration’s competency (AMM Member Survey)
- Number of “professional development points” achieved by members
- Percent of “professional development points” achieved by members through MMA organised activities/events
- Number of training hours host/delivered by MMA

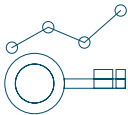
# PARTNERSHIPS

Our members know the value of working cooperatively for the mutual benefit of stakeholders. By establishing, expanding, and maintaining strong, values-based relationships, MMA brings together and connects professionals, leveraging their expertise and passion to build the capacity of our members and make progress towards achieving our vision.



## OBJECTIVES:

- Strengthen our relationships with the province, government agencies, the Association of Manitoba Municipalities, and other stakeholders
- Establish relationships with non-traditional partners to increase resources for, and services to, members
- Enter into formal partnership agreements with other municipal administrator associations to provide additional resources, training, and advocacy opportunities for members



## KEY PERFORMANCE INDICATORS

- Number of presentations / webinars delivered by partners for members
- Number of members attending training and events delivered by partners

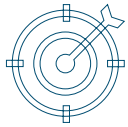


## OTHER MEASURES

- Number written partnership agreements with stakeholders
- Number of joint meetings, projects, and communications
- Number of members from other associations attending MMA events/training

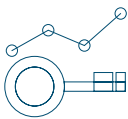
# ORGANISATIONAL SUSTAINABILITY

Our strategic pillars must be built upon a solid and resilient foundation. Having enough of the right people and financial resources, and maintaining a durable corporate structure is instrumental to delivering our mission. A healthy and strong MMA is one that meets the needs of our members today, without compromising our ability to meet the needs of future members.



## OBJECTIVES:

- Establish and maintain a strong organizational governance and policy framework
  - Ensure financial sustainability to deliver on our mission and strategic objectives
  - Foster an active and engaged membership
  - Develop and maintain the human and corporate resources required for a successful professional association
- 



## KEY PERFORMANCE INDICATORS

- Number of memberships
  - Revenue per member
  - Expenses per member
  - Staff hours per member
  - Percent of revenues from member fees
- 



## OTHER MEASURES

- Number of Board elections vs acclamations
- Number of non-board members serving on MMA committees and working groups

# Implementation

While the pillars, foundation and key objectives of our strategy will remain stable over the five years of this plan, the specific projects and initiatives we undertake will evolve and develop dynamically in response to the changing operational environment and with the priorities expressed by our members.

We will establish a rolling, multi-year tactical plan which will be updated as necessary. The tactical plan will inform our annual business planning process and will serve as the foundation for our annual budget.

We will implement new processes to collect the data necessary to measure our KPIs. As these new processes are implemented, we will report on our KPIs to our members annually. As we establish baselines for these measures, MMA will establish targets for our KPIs providing even more focus and a more refined understanding of our desired outcomes.

While our strategic plan is intended to stay consistent, MMA may need to make changes to align with significant changes to the municipal landscape. When that happens, we will report those changes to our members to keep them informed. In 2025, the Executive Council will begin the process of renewing and updating this plan for the next five-year period.





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