

# THE OMAA STRATEGIC PLAN 2021 TO 2026



*This latest update of the OMAA Strategic Plan was prepared by the OMAA Board to reflect both the short and long term aspirations of the association and mindful of these guiding sentiments; be the voice for, to and from CAOs | promote executive leadership | be specific to the role of the CAO in Ontario | creating a professional community | to support/nourish members | fellowship not just networking | building on the advantageous small size | focus on Intergovernmental Relations vs Advocacy | a new emphasis on Mental Wellness | Putting the best of the best together | OMAA is confidential/safe place to gather | be the "Go To" Association for the CAO perspective*

## FOUNDATION

OMAA is a professional association which exists to serve and support Ontario CAO and Aspiring CAO members.

These are unique and challenging positions - requiring member services that reflect the distinctive circumstances of municipal executives. OMAA offers these services in a friendly and business like manner, thereby creating an environment of professional development and fellowship for members joined in cause.

## PURPOSE STATEMENT

**OMAA supports CAOs in their professional management role and contribution to municipal good governance**

## GOALS

To be a voice for Ontario CAOs by;

**Being a champion for the CAO leadership position**

**Raising awareness of the significance of the CAO professional management role**

**Supporting all career phases for Ontario CAOs**

**Cultivating growth opportunities for the next generation of CAOs**

**Providing CAO perspectives for the purposes of municipal good governance**

# THE OMAA STRATEGIC PLAN - OBJECTIVES AND ACTIONS

In order to;

- adhere to the OMAA Purpose Statement
- meet the intent of Association Goals
- utilize the methods by which OMAA can deliver for its members

These Objectives/Actions have been identified

## Quality Professional Development Events

Incorporate within future event planning, a manageable schedule of online events to augment professional development and networking services for members

Create specialized professional development to focus on;  
- Ontario CAO content  
- executive leadership development within the public sector

Explore requirements and establish the terms for providing OMAA Members with education credits related to participation in OMAA professional development events

## Member services aligned with all stages of a CAO career

Prepare membership promotional materials, emphasizing the value of OMAA for CAOs and Aspiring CAOs, highlighting the OMAA value proposition and intentions to support all stages of the CAO career

Develop mental health support resources at an Executive level for OMAA members

Explore ways by which smaller member focus groups could be established

Link with technical staff associations to assist with career development towards the role of the CAO (guidance on making the transition and establishing supportive relationships)

## Augmented Member services catering to specific membership circumstances

Develop Workshop Content and special events/networking opportunities geared towards the needs of first time CAOs and Associate-A members

Develop a member outreach program to encourage  
- CAOs to offer OMAA membership to their Aspiring CAOs  
- Large Urban CAOs and Aspiring CAOs to be more active in the Association

Promote the value of mentorship programs and assist Associate-A's in establishing supportive relationships

## Ensuring the Association is financially sustainable, operationally efficient and has a viable future

Undertake an Association operational review to determine an advantageous structure to evolve to that includes an assessment of required staffing resources and options for outsourcing services  
- in conjunction with the Executive Director succession plan

Develop a compatible technology strategy for the association that would include:  
- transitioning to a full Association Management System (AMS)  
- updating the website to align with the AMS  
- incorporate Google Analytics to track engagement

Develop enhanced electronic tools that would facilitate enhanced participation in OMAA for geographically distant CAOs

## Positive Relationships and Intergovernmental Relations

Create an opportunity for the Board to discuss, define and clearly state OMAA's intergovernmental vs advocacy intentions

Increase the awareness and importance of the CAO role by creating a marketing materials for use by the Association and its members

Develop a program whereby OMAA leads an initiative to promote clarity within the Municipal Act regarding a description for the role of the CAO and how this role contributes to municipal good governance in Ontario

Continue good relations with other Associations and look for opportunities to align and partner on meaningful initiatives that will provide value for OMAA Members

## Exploratory/ Bylaw Impacts

Create an opportunity for the Board to clearly more clearly define membership categories and related governance changes.

Create an opportunity for the Board to explore higher level Association issues such as the name of the organization and any related strategy that would assist Members with the ambiguity of the title Chief Administrative Officer

Create an opportunity for the Board to discuss the issue of CAO compensation and determine a role (if any) for OMAA

Begin exploratory discussions regarding the development of a CAO designation/certification and the appropriate resources that would be required to support