

OMAA stands at a defining moment. Municipal executives are navigating a landscape marked by accelerating complexity, rising public expectations, and challenges that reach far beyond technical skill. In this environment, the province needs leaders who embody courage, clarity, and a deep commitment to service - and it needs an institution capable of elevating those leaders with vision and purpose.

This Strategic Plan marks OMAA's transition from a trusted peer network to a more visible, authoritative force in public sector leadership.

Five interconnected themes emerged from this strategic work:

- **Identity and Market Positioning** – OMAA must claim its place as the apex institution for municipal executive leadership in Ontario.
- **Leadership Development as a Core Value** – Members require not only knowledge but resilience, judgement, and adaptive capacity.
- **Navigating Complexity and Managing Trust** – The future demands leaders who can anchor stability while guiding transformation.
- **Membership and Community** – The Association must widen its circle while preserving the trust that makes it exceptional.
- **Advocacy and Influence** – OMAA must become a recognized, indispensable voice within the provincial leadership landscape.

Every strong organization is guided by a vision that rises above day-to-day pressures and speaks to the deeper purpose of its work. For OMAA, this Vision emerged from a profound recognition: that the challenges facing Ontario's communities require leaders who can combine courage with clarity, steadiness with imagination, and service with unwavering integrity.

Vision

OMAA stands as the summit of integrity and influence in public service leadership - empowering executives to embody courage, inspire trust, and drive transformation so that Ontario's communities thrive under leaders worthy of the challenges of our time.

If the Vision defines the horizon OMAA is moving toward, the Mission defines how the Association will walk that path. It expresses the character of OMAA's work: how it supports leaders, how it strengthens the profession, and how it contributes to the wellbeing of communities across Ontario.

Mission

Grounded in courage, anchored in service, and powered by community, OMAA stands as the driving force of public sector leadership in Ontario—empowering executives through bold programming, focused collaboration, and transformative learning that builds purpose, resilience, and enduring impact across the communities they serve.

The plan contains six strategic objectives - each bold, each actionable, and each reflective of OMAA's evolving identity. These objectives commit the Association to:

Strategic Objectives and Goals

1. Set Standards for Leadership in Ontario's Broader Public Sector

- a) Rebrand OMAA to reflect its leadership authority
- b) Publish an OMAA Leadership Standard Framework
- c) Establish Annual Benchmarks and Recognition Awards
- d) Convene Roundtables with Provincial and Sector Leaders

2. Diversify and Expand Membership

- a) Explore and evaluate new membership categories beyond the traditional CAO base
- b) Launch outreach initiatives to attract members from underrepresented regions and demographics, including ABC's and the larger MUSH sector
- c) Establish mentorship and integration programs for new members

3. Develop World-Class Leadership Development Programs

- a) Design flagship retreats and masterclasses rooted in global best practices
- b) Introduce professional and peer-coaching circles as well as confidential leadership forums
- c) Forge partnerships that elevate program credibility and reach

4. Establish a Credentialing Program

- a) Explore and evaluate a phased credentialing curriculum grounded in OMAA's identity and leadership framework
- b) Secure recognition from provincial and educational partners to establish legitimacy
- c) Build a robust outreach strategy to position the credential as the premier standard

5. Enhance Advocacy and Influence

- a) Establish a government and sector-relations strategy rooted in principled contribution
- b) Create formal processes for ongoing dialogue and rapid response
- c) Develop high-visibility thought leadership that elevates OMAA's presence

6. Build Internal Capacity

- a) Invest in staffing, digital tools, event infrastructure, and administrative systems
- b) Build sustainable funding models to resource long-term growth
- c) Develop internal performance measures to assess progress and impact

Every organization reaches a moment when it must decide not only what it stands for, but what it is prepared to become. This Strategic Plan reflects the courage of an Association willing to look inward with honesty, outward with clarity, and forward with conviction. It is the product of leaders who understand both the weight of their responsibility and the extraordinary potential of their collective voice.