



Advancing Local Government Excellence Together

STRATEGIC PLAN 2027-2030

Association of Municipal Managers,
Clerks and Treasurers of Ontario



Port Hope, Ontario, Canada

Contents

A Message from the President and Executive Director	4
Overview of the Strategic Planning Process	6
Shaping the Plan Together	8
Building from a Place of Trust and Momentum	10
AMCTO's Path Forward: At a Glance	12
Vision, Mission & Principles	12
Strategic Pillars	16
Professional Growth	18
Policy & Advocacy	20
Network & Community	22
Membership	24
Delivering on Our Strategy and Tracking Our Progress	26

A Message from the President and Executive Director

The Association of Municipal Managers, Clerks and Treasurers of Ontario is pleased to present its Strategic Plan for 2027–2030, a forward-looking roadmap to support AMCTO’s leadership in advancing excellence, expertise, and professionalism across Ontario’s municipal sector.

Since 1938, AMCTO has been a trusted and respected voice in local government and a leading source of education, accreditation, and professional development for Ontario’s municipal professionals.

Building on this strong foundation and legacy, the Strategic Plan sharpens AMCTO’s focus on the areas where the Association can deliver the greatest value and where support for municipal professionals is needed most. At a time of significant change and growing complexity for local government, it sets a clear direction for how we will continue to support, connect, and champion the people who make local government work.

Our roadmap is anchored in four interconnected pillars that reflect our priorities and future direction. At the foundation of the Plan is a commitment to membership, recognizing that members are at the centre of everything the Association does and are essential to building a strong, connected, and future-ready municipal sector.

01

Professional Growth

Leading professional excellence through continuous learning, education, and accreditation programs that meet the ever-changing needs of municipal leaders and the local governments they serve.

02

Policy & Advocacy

Elevating AMCTO’s role as a trusted voice and thought leader on issues affecting municipal government and advancing public dialogue and practical policy solutions for the sector.

03

Network & Community

Fostering meaningful connections and knowledge-sharing across Ontario’s municipal sector.

04

Membership

Enhancing the member experience while growing the Association’s capacity, reach, and long-term sustainability to ensure it can continue to effectively support municipal professionals across Ontario.

This Strategic Plan reflects the voices, experiences, and expertise of the people AMCTO exists to serve. We extend our sincere thanks to AMCTO members, the Board of Directors, Zone Chairs, partners, and staff who contributed their time and perspectives throughout this process. Your input helped shape a Plan that is ambitious, practical, and grounded in the realities of the municipal sector.

As President and Executive Director, we are proud to put forward a Plan that positions AMCTO for continued leadership in the years ahead. Together, we look forward to advancing this work and continuing to support the municipal professionals who help Ontario communities succeed every day.

Sincerely,

Kyle Pratt, MPA, CMM III, CHRL, CMO, Dipl.M.A.
President, AMCTO

David Arbuckle, MPA
Executive Director, AMCTO

Overview of the Strategic Planning Process

The Path to the Plan

November 2025

Project Initiation

Established a shared understanding of the approach to developing the Strategic Plan, including an organizational rebranding discovery phase.

01

02

December 2025 - February 2026

Discovery and Research

Facilitated research and engagement activities to create a strong evidence base to inform our future direction.

March – April 2026

Strategy Development

Translated inputs into the core elements of the Strategic Plan, ensuring the Plan reflects both member needs and broader municipal sector realities.

03

04

April – May 2026

Implementation Planning

Identified tactics and success measures to transform the strategy into action and support reporting on progress to members and the Board of Directors.

June 2026

Plan Finalization and Approval

Board approved the Strategic Plan to guide the organization over the next four years.

05

06

September 2026

Official Launch of 2027-2030 Strategic Plan

Release of approved Plan through web, social media and fall Zone presentations.



Shaping the Plan Together

Consultation was central to the development of this Plan and directly informed the goals and actions articulated throughout the document.

The 2027–2030 Strategic Plan is the result of extensive sector research and comprehensive engagement conducted over several months with the AMCTO Board of Directors, Zone Chairs, management team, staff, members, non-members, government partners, and other municipal stakeholders.

The process was intentionally designed to ensure the Plan reflects both the evolving realities facing local governments and the needs of the professionals AMCTO exists to support.

Input was gathered through a broad range of consultation and research activities, including:



Board and management interviews



Member and non-member survey



Board-Staff Steering Committee workshops



Government stakeholder interviews



Board and Zone Chair strategic planning session



Environmental scan and sector research



Staff and management workshops



Brand review and assessment



Spring Zone meetings



Building from a Place of Trust and Momentum

AMCTO enters this next chapter from a position of strength and sector-wide credibility.

Across Ontario’s municipal landscape, the Association is recognized as a trusted leader in professional education, accreditation, governance expertise, elections training, legislative interpretation, and professional standards. With more than 2,200 members working in municipalities across the province – and thousands more who participate in AMCTO programs, events, and professional development opportunities each year – AMCTO is Ontario’s largest association of local government professionals and leads the way in advancing excellence in municipal administration.

At the same time, Ontario’s municipal sector is becoming increasingly complex and demanding. Municipal professionals are navigating rapid legislative and policy change, rising public expectations, workforce pressures, constrained resources, and increasing levels of incivility and harassment. By the same token, their responsibilities continue to expand. Today’s municipal leaders are expected not only to provide technical expertise, but also to serve as strategic advisors, problem-solvers, risk managers, and trusted keepers of good local government.

In this environment, AMCTO’s role has never been more important. Municipal professionals are increasingly looking for practical guidance, dynamic education and training opportunities, timely resources, and strong professional networks to help them navigate emerging challenges and fulfill their responsibilities with confidence and integrity. Looking ahead, the Association must ensure it has the agility, adaptability, and internal organizational capacity required to respond to sector trends and deliver the supports, programming, and leadership municipal professionals need to help them meet the moment.

The realities of today’s municipal sector call on AMCTO to be bigger, bolder, and more visible. Building on its trusted reputation and expertise, the Association can play a stronger role in public dialogue and education about the importance of local government and the value of careers in municipal public service. Elevating our public presence and profile can also strengthen advocacy efforts, deepening ongoing engagement with governments and sector partners and helping advance the policy priorities that matter to municipal professionals.

Significant opportunities also exist for strategic growth. Members remain at the centre of our work, and this Plan identifies new pathways to enhance engagement, the member experience, and demonstrate value across all stages of a member’s career journey, from student through to retirement. We can also build on our longstanding strengths and organizational foundation to welcome emerging communities of municipal professionals and broaden our reach across the sector. By continuing to evolve while preserving our legacy, AMCTO can remain a home for traditional professional cohorts (clerks, treasurers, municipal managers), while fostering new networks and areas of practice that drive continued professional excellence in local government.

Over the next four years, we are well positioned to expand our education and professional development programs, grow our policy, research, and advocacy work, and create more opportunities for knowledge-sharing and connection. Delivering on these ambitions, however, will require sustained focus and organizational capacity.

This Plan is grounded in impact. Successful implementation will depend on thoughtful prioritization and strong partnerships within, across, and beyond the municipal sector. In some areas, AMCTO will lead directly, while in others progress will rely on external expertise and collaboration. These strategic partnerships will expand the practical limits of what AMCTO as a single organization can do, while enhancing and reinforcing our role as a steward of professional excellence in local government.



Ayr, Ontario, Canada

AMCTO's Path Forward: At a Glance

VISION

AMCTO is the leading force driving excellence and expertise in the municipal sector.

MISSION

AMCTO delivers professional growth, networks, advocacy, and leadership to support and strengthen the knowledge, skills, and capabilities of municipal professionals now and into the future.

PRINCIPLES

- ✓ Service Excellence
- ✓ Sector Engagement
- ✓ Accountability & Transparency
- ✓ Accessibility & Inclusion
- ✓ Organizational Sustainability

Strategic Pillars & Goals

01

Professional Growth

- 1. Position AMCTO as the leading authority on professional excellence in municipal administration.
- 2. Invest in programming that meets the evolving needs of municipal leaders.

02

Policy & Advocacy

- 1. Elevate and grow our policy expertise and leadership.
- 2. Be the trusted voice of municipal professionals in Ontario.

03

Network & Community

- 1. Bring municipal professionals together to share, learn, and grow.
- 2. Champion the value of local government and public service, building connections in and beyond the municipal sector.

04

Membership

- 1. Advance strategic growth opportunities that build from our core strengths and capabilities.
- 2. Enhance how we tell our story and grow our presence.
- 3. Continue to evolve operations and offerings to be responsive to member needs.



VISION

What we want to achieve

AMCTO is the leading force driving excellence and expertise in the municipal sector.

MISSION

What we do

AMCTO delivers professional growth, networks, advocacy, and leadership to support and strengthen the knowledge, skills, and capabilities of municipal professionals now and into the future.

PRINCIPLES

The values that guide us

These five principles, together with AMCTO's Code of Ethics, shape how we lead, act, and make decisions.



Service Excellence

Deliver high-quality programs and services to members and customers.



Sector Engagement

Conduct continuous engagement and collaboration with our members, customers, and stakeholders to ensure responsiveness to sector priorities and expertise.



Accountability & Transparency

Commit to ethical, transparent, and effective governance to foster member trust and accountability among AMCTO leadership.



Accessibility & Inclusion

Bring a lens of accessibility and inclusion to everything we do to eliminate barriers to participation at all levels of the Association.



Organizational Sustainability

Ensure the resilience of the organization as a member-driven Association.



Thunder Bay, Ontario, Canada

Strategic Pillars

AMCTO’s 2027–2030 Strategic Plan is organized around four strategic pillars.

Three pillars reflect our core areas of focus: supporting the professional growth of municipal professionals at all stages of their careers, advancing municipal policy priorities and advocacy with government and in the broader public sphere, and fostering a connected community of practice across the sector.

The fourth pillar – our membership – serves as the foundation that enables and sustains all other areas of work, ensuring the Association has the capacity, tools, and systems required to deliver on its mandate.

It also focuses on delivering tangible benefits for members and meeting their professional needs, while growing and diversifying membership to bring in a broader range of municipal practitioners and perspectives. In doing so, it contributes to lasting impact across the municipal sector in pursuit of stronger, more effective local government.



01 Professional Growth

Professional growth remains at the core of AMCTO, anchored in a commitment to excellence and expertise in municipal governance and administration. By continually advancing our approach to education, professional development, and training, AMCTO will continue to lead in delivering responsive, accessible learning that empowers municipal professionals to succeed in their roles and effectively navigate emerging challenges at every stage of their careers.

Position AMCTO as the leading authority on professional excellence in municipal administration.

1. Build capacity and partnerships to enhance programming in our core areas of expertise, including municipal management, leadership, governance, and finance.
2. Review accreditation programs to ensure strong marketplace positioning and alignment with the evolving expectations and competencies for municipal roles.
3. Consider opportunities to strengthen AMCTO corporate training offerings, including among broader public sector organizations.

Invest in programming that meets the evolving needs of municipal leaders.

1. Deliver timely learning opportunities on emerging and priority issues to support municipal professionals in navigating and responding to sector trends.
2. Explore the feasibility of implementing on-demand learning to support flexible, accessible, and scalable delivery that meets learners where they are at.





02 Policy & Advocacy

AMCTO remains an essential advocate for municipal professionals and we will strengthen our presence and visibility across the sector, with government stakeholders, and in the public sphere. By growing our capacity for research and policy development and exploring new platforms to share our messages and content, AMCTO will foster greater dialogue and support action on critical municipal priorities and issues.

Elevate and grow our policy expertise and leadership.

1. Enhance our research and data capabilities to generate thought leadership that can help inform policy development and decision-making.
2. Collaborate with academic and research institutions to expand sector reach and provide practical learnings and tools for municipal professionals.

Be the trusted voice of municipal professionals in Ontario.

1. Explore creative opportunities and platforms to facilitate and amplify public and sector-wide conversations on local government issues, building awareness of and momentum for the sector.
2. Develop a refreshed advocacy approach to strengthen our influence and advance progress on key policy priorities.





03 Network & Community

AMCTO is recognized for fostering a vibrant community of practice among municipal professionals, bringing members together to share knowledge and build valuable professional and personal connections. As we look forward, there is an opportunity to reimagine how members connect and engage through new formats, platforms, and experiences, while enhancing our approach to partnerships with the goal of elevating and celebrating the impact of local government and public service.

Bring municipal professionals together to share, learn, and grow.

1. Strengthen Zone collaboration to ensure high-quality networking and learning opportunities for members aligned to AMCTO standards.
2. Identify new approaches and tools to build both real-time and sustained connections among members, fostering a community committed to professional excellence.

Champion the value of local government and public service, building connections in and beyond the municipal sector.

1. Continue to engage with secondary schools, post-secondary institutions, and other education partners to improve public understanding of local government and the career opportunities within it.
2. Work with other municipal and professional associations to support a unified approach to addressing municipal workforce development challenges.





04 Membership

AMCTO serves a broad range of stakeholders across the municipal sector, with members at the core of our identity and long-term sustainability. Building on this foundation, we can leverage our reputation, core service offerings, and organizational infrastructure to continually drive value for members, while also expanding our reach to new audiences and partners. At the same time, we will build the capacity needed to deliver on our ambitions, putting in place the systems and supports required to operate at greater scale.

Advance strategic growth opportunities that build from our core strengths and capabilities.

1. Support emerging communities of practice, leveraging our capacity, reputation, and foundational municipal programs to help their success.
2. Pursue strategic partnerships across sectors and industries to enhance the breadth and quality of our service offerings and deliver benefit for members.

Continue to evolve operations and offerings to be responsive to member needs.

1. Deepen understanding of member and customer segments to guide decision-making and inform how resources are allocated.
2. Review our membership model and consider options to improve accessibility and affordability.
3. Develop a sponsorship strategy to support revenue diversification and enhance the member experience.

Enhance how we tell our story and grow our presence.

1. Develop a diversified social media strategy to build awareness of our work and impact.
2. Adopt a proactive approach to media relations to increase our visibility as a recognized authority on local government.
3. Conduct a brand refresh to modernize key elements, reflecting AMCTO's evolving role and value proposition, while honouring our legacy.
4. Mobilize members as ambassadors and storytellers to promote membership and celebrate AMCTO successes.

Delivering on Our Strategy and Tracking Our Progress

This Strategic Plan sets a clear direction for AMCTO over the next four years. To bring it to life, we will develop a detailed action plan that outlines how the goals and initiatives identified across the four pillars will be operationalized annually. This action plan will translate strategic priorities into concrete activities, timelines, and accountabilities, ensuring a coordinated and disciplined approach to delivery. In doing so, it will support the identification of capacity needs and required resources, helping to determine where additional investment, capabilities, or partnerships are needed to successfully implement the strategy and achieve progress toward our vision for the future.

Progress will be supported by a defined set of success measures to assess the Association's performance against the Plan's goals. These measures will enable ongoing monitoring and continuous improvement and ensure AMCTO remains nimble and able to adapt quickly to changing circumstances and meet the needs of

municipal professionals as they evolve in step with the sector. Regular updates on progress and outcomes will be reported to the Board of Directors to ensure transparency and overall alignment with our strategic direction.

We will actively share our progress and achievements with members and broader audiences, showcasing AMCTO's leadership and shining a spotlight on the municipal public service. Through compelling storytelling, we will raise the profile of local government, inspiring pride in the essential role municipal professionals play in shaping communities across Ontario.



St. Catharines, Ontario, Canada



The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) represents excellence in local government, management, and leadership. Since 1938, AMCTO has provided education, accreditation, leadership, and management expertise for Ontario municipal professionals. With 2,200+ members working in municipalities across the province, AMCTO is Ontario's largest association of local government professionals and the premier organization for professional development in the sector.



5090 Explorer Drive, Suite 510
Mississauga, ON L4W 4T9



905-602-4292



www.amcto.com