



PROVINCIAL-TERRITORIAL OFFICIALS COMMITTEE ON LOCAL GOVERNMENT

STRATEGIC PLAN
2020–2025

INTRODUCTION

Local governments in Canada deliver a broad spectrum of services including economic development, land-use planning, recreation, water and waste management, tourism, protective services and more. As such, they play an important role in every province and territory. There is a need to continue intergovernmental collaboration by promoting a constructive dialogue between provincial and territorial governments, and with relevant partners and organizations as well as with the federal government, to increase effective oversight and provide support to local government sustainability.

-Provincial and Territorial Ministers Responsible for Local Government
Collaboration Agreement,
June 2019

OUR PURPOSE

MISSION

We work collaboratively across all provinces and territories to advance local government affairs through research, shared expertise and knowledge, a common voice, and innovative best practices.

VISION

Be the leading national source for strategic, objective, and relevant knowledge and advice for local government.

VALUES

Agility – We monitor emerging issues in the local government sector and offer timely and proactive guidance, tools and resources.

Integrity – We are committed to organizational and professional excellence through our objective and client focused approach.

Capacity – We enable effective decision-making and high performance in the local government sector by providing quality information, policies and resources.

Collaboration – We are committed to hearing views from all jurisdictions, sharing our work and best practices, and reaching decisions based on consensus.



The PTOC Board of Directors has determined three strategic directions for the period 2020–2025:

SUPPORT NETWORK

GOAL: We provide meaningful support, share information, and offer value added learning opportunities.



Current Actions	Actions by 2023
<ul style="list-style-type: none"> • Approve and implement the Collaboration Agreement and a strategic plan to guide the work of the organization. • Develop training and administrative packages on roles, responsibilities and priorities for new and existing Board Members, Deputy Ministers and Ministers. • Evaluate existing methods for sharing research results with members and identify opportunities for enhancement. • Ensure that media coverage of key local government issues is shared with our members and clients. 	<ul style="list-style-type: none"> • Offer a regular webinar series to increase opportunities for shared learning and explore additional tools to increase support to provincial and territorial ministries. • Enhance ease of use for the Muniscope online portal as a repository for information sharing. • Offer greater support, tools and resources for succession planning and role transition for Board Members. • Survey Ministers Responsible for Local Government, officials, and clients annually on services, and also after each annual meeting to identify opportunities to enhance effectiveness and track our success.
	Actions by 2025
	<ul style="list-style-type: none"> • Establish a collection of online webinars. • In anticipation of strategic plan renewal, evaluate goals, actions and outcomes within the “support network” strategic direction and offer recommendations for future work.



Local governments understand their communities best and can ensure the local views of their residents are reflected when building places where people can work, live, play and thrive.

Local government is the level of government that is closest to Canadians. It is where the basic needs of people are met through services like roads, trails, water, fire and police. It is where quality of life for Canadians is enhanced each and every day through services like community planning, recreation and economic development.

PROACTIVE SOLUTIONS

GOAL: We identify and explore emerging and ongoing issues facing Canadian communities in order to support and create strategies, synergies and solutions.

Current Actions	Actions by 2023
<ul style="list-style-type: none"> Proactively recommend annual priority areas and deliverables for consideration and approval by Ministers and Deputy Ministers using analysis of current issues and events in the local government sector. Assign working groups or similar task-based arrangements to meaningfully advance issues and provide recommendations to the Board of Directors. Identify relevant best practices and implement tools as required to study the issues identified by Ministers as priorities. Publish papers, toolkits, or other resources that correspond with approved priority issues each year. Conduct an environmental scan to identify emerging issues and develop a rolling five-year road map for research priorities. Identify keynote speakers of interest for annual Ministers' meetings that highlight potential solutions to priorities and emerging issues. 	<ul style="list-style-type: none"> Create a business plan for Muniscope/PTOC that includes recommendations on long-term funding approaches to deliver its mandate. Build capacity for enhanced research and solution development around emerging local issues and priority areas. Promote and share unique or innovative solutions to emerging local issues across jurisdictions. Implement the roadmap for research priorities. Explore innovative new solutions to tackle policy issues, such as "innovation labs" and "innovation hackathons" that leverage talent within PTOC, participating ministries and/or stakeholder organizations.
	<p style="text-align: center;">Actions by 2025</p> <ul style="list-style-type: none"> In anticipation of strategic plan renewal, evaluate goals, actions and outcomes within the "proactive solutions" strategic direction and offer recommendations for future work.



LEADERSHIP AND OUTREACH

GOAL: We are the go-to connector for local government issues across provincial and territorial ministries and develop partnerships with stakeholders around areas of common interest.

Current Actions	Actions by 2023
<ul style="list-style-type: none"> • Develop a stronger identity for PTOC with a renewed vision, mission, and values as defined in a strategic plan. • Identify local, provincial/territorial and national-level stakeholder groups that advance local government affairs. • Identify stakeholder groups with mandates that correspond with approved priority areas on an annual basis. • Develop a stakeholder map and outreach strategy to collectively advance local government affairs and priority areas approved by Ministers. 	<ul style="list-style-type: none"> • Develop a clear new brand that leverages the vision, mission and principles of the organization and compels potential stakeholder groups to engage with PTOC. • Develop a communications strategy that provides guidance on the tools, activities and messaging to help position PTOC as a leader on issues of importance to local government. • Continue to develop enhanced relationships with other F/P/T tables at the administrative level, presenting a local government lens where policy issues intersect at the local level. • Outreach to federal departments at the administrative level where portfolios contain a clear local component.
	<p style="text-align: center;">Actions by 2025</p> <ul style="list-style-type: none"> • Explore new partnerships or lines of business that offer potential revenue generation opportunities and strengthen the ongoing sustainability of the organization. • Implement the outreach and communications strategy. • In anticipation of strategic plan renewal, evaluate goals, actions and outcomes within the “outreach” strategic direction and offer recommendations for future work.

CONCLUSION

The Provincial and Territorial Ministers Responsible for Local Government and the Provincial-Territorial Officials Committee on Local Government (PTOC) are committed to supporting the work of local governments across Canada. With representation from every province and territory, we provide a pan-Canadian perspective on local issues and offer an important lens to provincial, territorial and federal policy makers whose programs and initiatives intersect on the ground at the local level. Through our valuable pan-Canadian network and extensive research library, we collaborate to understand challenges in local government and work together to offer the best possible solutions.

PROVINCIAL-TERRITORIAL OFFICIALS COMMITTEE ON LOCAL GOVERNMENT STRATEGIC PLAN, 2020-2025

Success Measures

SUPPORT NETWORK

GOAL: We provide meaningful support, share information, and offer value added learning opportunities.

- All Board Members have high engagement with PTOC and face-to-face meetings are well attended.
- Tools and resources offered by PTOC are used in policy making at the provincial and territorial level. This will be measured through a review of the access to the tools with web traffic/access analysis and an annual survey of jurisdictions.
- Ministerial meetings are viewed as successful, worthwhile conferences by Ministers Responsible for Local Government as captured in the annual survey.
- The online portal, news clippings and webinar series are well utilized and meet client expectations. This is measured through web traffic and the annual survey.

PROACTIVE SOLUTIONS

GOAL: We identify, explore and share emerging and ongoing issues facing Canadian communities in order to support and create strategies, synergies and solutions.

- PTOC has created an enhanced research and development component to study priority and emerging issues in local government.
- PTOC has gained increased credibility through release of best practices and related resources, and as the host organization for conferences or meetings devoted to emerging issues in local government.
- PTOC role in advancing priority local issues at a national level is clearly demonstrated.
- PTOC has produced research that meets the need and expectations of P/T officials (as measured by the annual survey).

LEADERSHIP AND OUTREACH

GOAL: We are the go-to connector for local government issues across provincial and territorial ministries and develop partnerships with stakeholders around areas of common interest.

- All Board Members are able to clearly articulate the role and benefit of PTOC.
- PTOC has a clear understanding of its partners and stakeholders, and these organizations consistently come to PTOC for input, ideas, collaboration and assistance.
- PTOC has created and enhanced relationships with stakeholder organizations at the administrative level.
- New partnerships have been developed to promote knowledge sharing across organizations and associations.
- There is greater awareness of PTOC within provincial and territorial governments as indicated in the annual survey.
- PTOC is perceived as a leader on local government issues among provincial and territorial ministries and by the federal government. (Measured via tools such as the annual survey)
- PTOC has advanced knowledge of common local issues across a range of federal, provincial and territorial ministries.



Provincial and Territorial Officials Committee on Local Government

789 Don Mills Road, Suite 704
Toronto, Ontario, M3C 1T5

muniscope.ca

