



Strategic Plan 2023+

Updated: October 2025

Mission:

A professional association of current and future trusted advisors, dedicated to excellence in local government through capacity building, relationship building, and objective advice.

Vision:

Excellence in local government administration in Nova Scotia through the professionalism, capacity building and leadership of our members.

Priorities:

EXTERNAL:

Priority - Capacity Building:

Providing members with the most relevant personal, professional and leadership development opportunities and resources.

Initiatives:

- 1.1 Review of existing capacity building offerings to ensure they are up-to-date and relevant to the membership
- 1.2 Expand attendance at the annual AMANS Spring and Fall Conferences
- 1.3 Offer new training topics / opportunities (following reviews highlighted in 1.1)
- 1.4 Develop actions to make the Wellness Program offerings sustainable and relevant
- 1.5 Build and support the Equity Diversity Inclusion and Accessibility community of practice
- 1.6 Ensure Municipal Website Venture Program services to clients are sustainable and relevant
- 1.7 Investigate the delivery of a CAO Leadership Program in partnership with Dalhousie University
- 1.8 Investigate enhancements to the format of the CAO Roundtable
- 1.9 Investigate a Partnership Program

Priority - Relationship Building:

Creating opportunities for relationship building within and amongst our members. (Internal)

Initiatives:

- 2.1 Hold the annual AMANS Spring and Fall Conferences
- 2.2 Develop a membership strategy, including growth and onboarding of new administrators into the Association

Maintaining strong relationships with the Nova Scotia Federation of Municipalities (NSFM), the Government of Nova Scotia, and other affiliated organizations on behalf of our members. (External)

Initiatives:

- 2.3 NSFM: define the relationship and build on the strengths of the two associations working together
- 2.4 Outreach to other Municipal Government/related Organizations
- 2.5 Government of Nova Scotia: build on the relationship and partnerships between AMANS and the Department of Municipal Affairs, the Department of Emergency Management, Department of Justice, the Department of Communities, Culture, Tourism and Heritage, the Office of Equity and Anti-Racism, and other Departments on behalf of our members
- 2.6 Dalhousie University: develop and foster the relationship with Dalhousie for education and member development

Priority - Advisory:

Setting the conditions for member collaboration with an 'administrative lens' to be applied in discussions about policy issues affecting municipal units.

Initiatives:

- 3.1 Support municipalities and villages with developing and delivering equity and anti-racism plans, as well as updated accessibility plans by April 1, 2025
- 3.2 Engage AMANS Committees and Working Groups on issues impacting our members ensuring perspectives are provided through an administrative lens
- 3.3 Provide policy advice to NSFM and/or the Government of Nova Scotia through membership input by applying an administrative lens to discussions and decisions

INTERNAL:

Priority - Governance:

Review and recommendations on AMANS internal governance policies and processes.

Initiatives:

- 4.1 Support AMANS regional representatives to leverage possibilities for local opportunities
- 4.2 Review By-Laws and provide recommendations when necessary
- 4.3 Review and update AMANS internal policies and procedures

Priority - Organization:

Review and recommendations to ensure AMANS internal structures and resources are in place to best serve our members and our mission.

Initiatives:

- 5.1 Undertake an operational review, with recommendations and guidance on implementation
- 5.2 Capture operational processes for corporate knowledge
- 5.3 Align Strategic and Operational Plans with work plans of staff and the organization
- 5.4 Development of internal and external communication plans

AMANS Strategic Plan summary

Mission: A professional association of current and future trusted advisors, dedicated to excellence in local government through capacity building, relationship building, and objective advice.

Vision: Excellence in local government administration in Nova Scotia through the professionalism, capacity building and leadership of our members.

AMANS Priorities

Capacity
Building

Relationship
Building

Advisory

Governance

Organization

This refreshed Mission, Vision and Priorities gives direction to our Board of Directors, volunteers, and staff to ensure we align our programs and services to the strategic direction of the Association and what our members need us to be.

In this document the following gives context for the terms we use to describe the parts of our Strategic Plan:

Mission: defines what organization's business and how we do that business.

Vision: defines what the organization is working towards – where it aspires to go.

Priorities: defines the future desired results where the organizations directs its efforts.

Initiatives: define the specific and quantifiable statement of what we are to accomplish, and when it's to be accomplished.