



**LOCAL AUTHORITY SERVICES LIMITED**

**S T R A T E G I C   V I S I O N**

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## **Background**

Local Authority Services Limited (LAS) was established in 1992 by the Association of Municipalities of Ontario (AMO). LAS works with Ontario's municipalities, their agencies, boards, commissions, and Ontario's broader public sector (where appropriate), to help these organizations reduce their expenditures and increase revenues. These objectives are achieved through a variety of programs and services that leverage economies-of-scale and cooperative procurement efforts.

## **Governance**

Corporate priorities are set by the LAS Board of Directors. Priorities can be recommended through the Board, staff, advisory committees, or through LAS' shareholder, AMO. In all cases priorities are subject to the governance and administration structure of LAS.

## **Vision**

LAS is a strategic and self-sustaining organization that is a preferred program and service provider for Ontario municipalities, and where appropriate, the broader Ontario public sector.

## **Mandate**

LAS leads in the design, development, and provision, of progressive shared products and services that address the needs of Ontario municipalities, and where feasible and appropriate, the broader public sector.

LAS seeks to deliver progressive programs and services that help our target audience retain their position as strong, accountable, and efficient, and which are seen by members as being for the greater public good.

## **Goal and Objectives**

LAS' goal is to provide competitively-priced and sustainable business services to Ontario municipalities and the broader public sector, with a focus towards assisting AMO member municipalities.

LAS seeks to provide programs and services that enhance municipal staff capacity by allowing municipalities to do more with existing resources. LAS also seeks to provide a regular financial return to AMO, as its sole shareholder.

LAS offers some programs and services that are not intended to generate material net revenue to the organization, but are of demonstrable value to Ontario municipalities. These programs help municipalities entrench their position as an accountable and mature order of government.

Following are LAS' overall objectives for the continued growth of its business:

- Products and services that are desired and competitive

- A high satisfaction rating from its customers
- Regular return on shareholder funds
- A leader in the municipal business community
- A leading employer
- A leader in sustainability practices

### **Core Values**

LAS endeavours to demonstrate the following core values throughout all aspects of its business relationships, both with clients and business partners:

- **Professionalism** - knowledgeable staff who take pride in their work
- **Reputation** - strong, positive reputation through reliability and consistency
- **Trust** - trusting relationships through honesty and integrity
- **Transparency** - transparent and understandable program and services
- **Accountability** - being accountable for all decisions made
- **Communication** - effective, and timely communication with members
- **Responsiveness** - establishing networks to listen and respond to members
- **Sustainability** – LAS operates in a financial and environmentally sustainable manner and seeks to work with partners that demonstrate sustainability values
- **Innovation** - being innovative in the creation of new programs and services

### **Strategies**

LAS is committed to the following strategies by which its goals and objectives are to be achieved:

#### ***Leadership***

- LAS is innovative, creative and passionate about its work; staff thrive on taking on big challenges that are beneficial to members
- LAS demonstrates good ethical governance practices
- LAS establishes contracts with reputable partners that demonstrate good ethical governance practices

#### ***Target Market***

- Our core market is Ontario municipalities and the broader Ontario public sector
- LAS recognizes that its customers are cost sensitive and diverse in terms of needs and capacities
- LAS seeks to be aligned with municipal achievements that are fundamental to their success:
  - ✓ Ontario's municipalities are viable and vibrant
  - ✓ Ontario's diverse municipalities are respected and empowered
  - ✓ Ontario's municipalities are safe, healthy, and caring
  - ✓ Ontario's municipalities are environmental stewards, and
  - ✓ Ontario's municipalities are well governed.

***Customer Service***

- LAS operates with a strong customer service orientation
- LAS is member focused, and recognizes that its customers have diverse needs
- LAS provides competitively-priced products and services that offer enhanced value for money
- LAS leads in delivering products and services that meet the specific and evolving needs of Ontario municipalities and the broader public sector
- LAS leverages technology to enhance the way its members do business
- LAS markets and communicates product and service offerings to existing and potential customers within the target market
- LAS provides regular information, training, and education opportunities

***Product and Service Mix***

- The products and services offered by LAS enable a municipality's operations to function more efficiently, and help them meet provincial legislative requirements
- LAS provides innovative products aimed at enhancing municipal staff capacity
- The main areas of the current product and service mix are:
  - ✓ Energy Management
  - ✓ Investment Management
  - ✓ Commodity and Service Procurement
  - ✓ Municipal Administration Services

***Product and Service Growth***

- LAS continuously seeks to improve products and services for its customers
- LAS leverages customer comments to improve existing programs and services
- LAS extends the reach of its current product and service offerings to new customers
- LAS undertakes research and development activities to explore program improvements and new services

***Outreach and Education***

- LAS offers information to members both in person and via technology
- LAS maintains a resource-rich website and regularly develops information and resource materials for customers
- LAS provides education opportunities to clients to increase awareness of how innovative thinking can advance service improvement and other policy objectives at the municipal level
- LAS seeks to communicate best management practices to clients related specifically to our program offerings

***Financial Practices***

- LAS recovers costs through margins, and earns profits to establish research and development funds for new business practices and opportunities
- LAS declares reasonable dividends to AMO, as the sole shareholder of LAS

***Environmental Sustainability***

- LAS realizes the environment is a key foundation of the economy, and that sustainable decisions factor into this reality
- LAS programs promote resource efficiency and provide meaningful savings to taxpayers as well as improvements in the health of local communities

***Human Resources***

- LAS incorporates preferred employer practices

***LAS – AMO Relationship***

- LAS is a wholly-owned subsidiary of AMO
- LAS is continuously aligned with the overall strategic direction of AMO
- Between LAS and AMO, and within LAS as an organization, there is a special relationship linking advocacy and business efforts.
- LAS incorporates best practices and efficiencies
- LAS and AMO work together to create added value through synergies inherent in the LAS – AMO relationship.

***LAS - Member Relationship***

- LAS is member focused and members place trust and confidence in LAS
- Through programs and services LAS empowers municipalities to be compliant with regulations
- LAS supports strong and effective municipal government
- LAS members are involved; they contribute to LAS' overall strategic objectives through advisory and user committees.
- LAS encourages all members to be active members

***Risk Management***

- LAS conducts business with a focus toward the needs and concerns of members
- All LAS programs are professionally managed and program partners are selected only after a rigorous consideration process involving risk assessment
- LAS ensures oversight of programs and program partners through due diligence, oversight committees, and ongoing risk management strategies
- LAS utilizes independent, third party oversight for programs and services
- LAS ensures that all business counterparties are professional and financially credible