

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY



STRATEGIC PLAN

DRIVING PROGRESS, INSPIRING CHANGE: 2025-2028
MAY 2025

CONTENTS

04

LAND
ACKNOWLEDGEMENT

05

LETTER FROM THE
PRESIDENT AND
GENERAL MANAGER

07

HISTORICAL
REFLECTION

08

HIGHLIGHTS OF AMS
PROGRAMS

09

WHY A STRATEGIC PLAN?

10

VISION, MANDATES AND
VALUES



CONTENTS



14

GOALS AND
ACCOUNTABILITY
MEASURES

16

REDEFINE TRANSITION
AND TRAINING FOR
STUDENT LEADERS

18

STRENGTHEN AMS
BRANDING AND
INCREASE AWARENESS

21

STRENGTHEN OUR
GOVERNING BODIES

25

REFOCUS AND
STRENGTHEN SUPPORTS
FOR AMS RATIFIED
CLUBS

28

REVIEW OF STRATEGIC
PLAN – ACCOUNTABILITY
AND RESPONSIBILITY

LAND ACKNOWLEDGEMENT

The Alma Mater Society (AMS) of Queen's University acknowledges that we live, work, and organize on the traditional lands of the Anishinaabe and Haudenosaunee peoples, in Katarokwi (colonially, Kingston). These lands have been home to Indigenous nations since time immemorial and are governed by treaties including the Crawford Purchase of 1783— an agreement upheld in good faith by Indigenous peoples but historically dishonoured by the British Crown and successive Canadian governments. As settlers and uninvited guests, we benefit from a system built on the displacement and dispossession of Indigenous peoples. We recognize that the legacy of settler colonialism is not a thing of the past—it is ongoing. The AMS, founded in 1858, has operated within structures that have perpetuated colonial violence and exclusion. As the oldest student government in Canada, this history is deeply intertwined with our institutional identity.

This land acknowledgment is not symbolic—it is a commitment to action. We recognize our responsibility to amplify Indigenous voices, to educate our over 20,000 members on the impacts of colonialism, and to support the self-determination of Indigenous peoples through material, sustained efforts.

The Dish With One Spoon Wampum Belt Covenant—a treaty rooted in the principles of sharing land and coexisting in peace—must serve as our moral compass. It reminds us that we are all accountable for maintaining the health of the land and our relationships with one another. This ethos will guide our work over the next two years and beyond. We honour the enduring presence, knowledge, and leadership of the First Peoples of this land. Their strength, resistance, and care for future generations must not only be acknowledged but actively supported. As we chart the strategic direction of the AMS, we commit to doing so in the spirit of justice, reciprocity, and reconciliation.



LETTER FROM THE PRESIDENT

Dear Members,

As the 155th President of the AMS I couldn't be more excited to introduce this Corporate Strategic Plan, which will serve as a roadmap to shape the corporation over the years to come. This document will guide future leaders of the AMS by setting direction, reinforcing expectations, and chartering a steady course forward.

The coming years promise to be remarkably transformative for the AMS, highlighted by the much-anticipated reopening of the John Deutsch University Centre (JDUC) as a key milestone. Situated at the heart of Queen's campus, this newly renovated space will once again serve as a hub for student life, reflecting a vision that the AMS worked tirelessly to realize over the last decade. After three years of construction, students will have access to a space designed to foster community and connection when they return in the Fall 2025. Despite the challenges currently faced by our campus community, the AMS will be more equipped than ever to support its members in the years ahead.

Taking stock of our strengths, weaknesses, opportunities and threats, we have identified critical areas of focus to be prioritized over the next three years. These areas of focus will be translated to goals to give direction to incoming teams. The AMS Board of Directors will be instrumental in holding future teams accountable to this plan, ensuring our long-term vision is kept on track. Bringing this plan to life will require dedication, adaptability, and consistent leadership. It won't be easy, but it will be worth it, as we strengthen the AMS with a unified path forward.

The plan emphasizes key goals to enhance student leadership. This will be accomplished by prioritizing the effectiveness of transition within roles, refining governance structures, and strengthening the AMS brand. These initiatives are designed to support the development of students within the ever-changing and transient nature of a student government. Improving the functions of Board will enhance accountability and empower them to guide the corporation effectively. Lastly, a review of AMS branding strategies will aim to better showcase the wide range of programs and services offered to members.

This plan is not intended to replace the annual operational plan created by the AMS Executive. Rather, it aims to bring a sense of consistency to the dynamic and ever-changing environment that defines the AMS experience. Each year, student leaders and their teams must invest sustained effort to ensure their initiatives align with the long-term vision outlined in this document. This plan will harness the creativity that defines the AMS experience, embracing the diverse perspectives and tireless efforts of our members, while guiding the organization toward a unified path forward.

In gratitude and service,

Owen Rocchi
AMS President 2024/2025

LETTER FROM THE GENERAL MANAGER

Dear Members,

This Strategic Plan serves as our compass, guiding the AMS through key decisions, goal-setting initiatives, and resource allocation. Rooted in our Vision, Mandates, and Values—it ensures continuity and purpose amid the annual transition of Executive and student leadership. With this document as our 'North Star,' we provide direction and focus while leveraging the strong foundation built over many decades.

Our strong foundation has been built upon years of resilience and hard work. Despite many challenges, we have thrived thanks to the unwavering commitment of our student leaders. These students pour their heart, mind, and energy into their roles ensuring the AMS continues to thrive. Likewise, our Permanent Staff work tirelessly behind the scenes to 'keep the lights on' and support our student leaders in navigating their demanding roles.

For too long, the absence of a cohesive organizational strategic direction has limited our ability to fully realize the potential of our collective efforts. This plan is the product of extensive consultation with current and past AMS Executives, their teams, members of the AMS Board, and the invaluable insights of our Permanent Staff. Permanent Staff bring essential historical context from their multi-year experience with the AMS, having witnessed the successes and challenges of numerous leadership teams and initiatives.

While we have much to be proud of, we recognize the need for a unifying direction. The Strategic Plan provides the guiding vision to help us focus our attention and resources on the critical areas required to fulfill our mandates and values. It is through this shared commitment that we can continue to build upon the legacy of the AMS, ensuring success not just for today but for generations to come.

Together, we can achieve great things,

Lyn Parry
AMS General Manager 2015 - 2025

HISTORICAL REFLECTION

The Alma Mater Society of Queen's University ("AMS") is the oldest student association in Canada, founded in 1858. It originated from the Dialectic Society, a debating association established in 1843, which later evolved into the AMS.

The AMS has come a long way!

Initially, the AMS focused on promoting students' rights, fostering academic and social interactions, and supporting the general interests of the university. Over time, it took on more responsibilities, including non-academic student discipline and student self-government. In 1873, the AMS founded the Queen's Journal, one of the oldest student newspapers in Canada, which addressed issues relevant to student life and continues to thrive today.

Throughout its history, the AMS has played a significant role in shaping the student experience at Queen's University. It has been involved in various initiatives, such as establishing the university's visual identity with the tricolour (blue, gold, and red), leading fundraising efforts for campus capital projects like Grant Hall, and more recently successfully prioritizing the redevelopment of the John Deutsch University Centre a hub for student life. Queen's reputation for offering an exceptional student life experience is why many students choose Queen's for their undergraduate studies. Our members agreed to pay 50% of the cost of the JDUC capital project through the establishment of a student fee, demonstrating their commitment to

future Queen's students and working in partnership with Queen's via this investment in student life.

Today the AMS offers an increasing and wide range of services and advocacy programs designed to enhance the student experience and support the diverse needs of its members. AMS is home to nine student services established to meet the wants and needs of students such as Common Ground CoffeeHouse, Society 58 (TriColour Outlet) and AMS Media Centre. We offer student services ranging from health and dental plans, gender affirming care, and travel coverage to universal bus passes and financial bursaries and aid. Our mental health and wellness and virtual health care programs have been developed to provide quick and easy access to meet the needs of our members today.

The AMS also provides several essential services that support our faculty societies and AMS ratified clubs in the planning and execution of academic, community and special interest events, conferences and camps, without which student life would not be as robust and diverse.

HIGHLIGHTS OF AMS PROGRAMS

AMS programs allow our members to engage in student life while prioritizing safety for themselves and all who participate

Event Review and Approval

The AMS has an event review and approval process in place to help student groups plan and organize events effectively. This process ensures that all events meet university policies and safety standards. By providing guidance and support during the planning stages, the AMS helps students navigate logistical challenges and obtain necessary approvals, making it easier to host successful events.

General Liability Insurance Program

The AMS offers a general liability insurance program that provides coverage for AMS ratified clubs, Faculty Societies and their clubs and committees. This insurance protects against potential risks and liabilities associated with hosting events and activities, ensuring that students can plan and execute their initiatives with confidence and peace of mind.

Safety and Security Services

The AMS prioritizes the safety and security of students during events and activities. They offer safety services such as Walkhome and StuCons Security Services. These services help create a secure environment for students to enjoy their events and campus activities without concerns about safety issues.



These programs and services collectively enable students to engage more fully in student life, participate in clubs, and organize a wide range of events, from community gatherings and special interest activities to large conventions. By providing the necessary support and resources, the AMS ensures that students can focus on creating meaningful and impactful experiences for themselves and their peers.

Today, the AMS continues to serve as a service, advocacy, and governing body for undergraduate students, providing a wide range of resources, services, and employment opportunities to enhance the student experience at Queen's University.

WHY A STRATEGIC PLAN?

The Alma Mater Society has a long-standing tradition of serving and representing the diverse student body.

As we look towards the future, it is imperative that we establish a clear and cohesive strategic direction to navigate the challenges and opportunities that lie ahead. Strategic Plan 2025-2028 is designed to provide this direction, ensuring continuity and stability in our mission and goals despite the annual turnover of 100% of our student leadership.

This plan is the result of extensive discussions and collaboration among the AMS Board of Directors, Executive, student leaders, and permanent staff. Past year's Brand Perception Surveys and historical financial data were reviewed and considered in our analysis along with executing a recent survey to understand our members' perception of the AMS. Recent events such as the COVID pandemic have heavily influenced changes in how we communicate and engage with each other which need to be considered and incorporated into our practices.

This Plan reflects our collective vision, mandates, and values, and sets forth a roadmap for the next three years. By aligning our efforts with this strategic framework, we aim to enhance our ability to advocate for student success, develop

transferable skills for our student employees, provide relevant services, and foster a supportive and inclusive community.

The Strategic Plan 2025-2028 is not intended to replace the detailed operational plans developed by individual departments and units within the AMS. Instead, it serves as a high-level corporate strategic plan that provides a unified vision and set of goals for the entire organization. Each department and unit will continue to develop and implement their own operational plans, tailored to their specific functions and responsibilities, while adhering to the broader strategic direction set forth in this document.

As we begin this journey, we understand the need for ongoing reflection and adaptation. Our strategic plan must be actively integrated into our decision-making process. To prevent it from becoming obsolete, we will review it annually to ensure it stays relevant and meets the evolving needs of our members and the Queen's community. We are dedicated to transparency, accountability, and innovation as we strive to achieve our long-term goals and fulfill our mandates.

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY



– Who we are, why we are here, and
what we value

VISION STATEMENT



To serve and represent the diversity of
students at Queen's University.

MANDATES

To advocate for the student success of AMS members at Queen's University and externally.

To develop transferable skills and learning through experiential, out-of-classroom opportunities.

To provide relevant services and programs of benefit to our members and the Queen's community.

To offer a framework for affiliated member societies to engage in dialogue on behalf of AMS members.

To facilitate the operations of member societies through organizational support.



AMS VALUES

Key values that will inform the direction and implementation of the strategic plan.

Inclusion

AMS prioritizes diversity and a commitment to maintain welcoming environments where our staff and student members can thrive

Transparency of operations and communications

AMS strives to build trust and accountability through open, timely communication leading to an understanding of how and why decisions are made

Accountability

AMS is accountable to its members, employees, our governing bodies and stakeholders by ensuring that all our decisions align with our values.

Innovation

AMS welcomes creativity and being open to new ideas and challenges to ensure the long-term sustainable success of the organization

Integrity and Respect

AMS acts with integrity and respect in the building of trust, a solid reputation, and strong, long-term relationships





OUR GOALS AND ACCOUNTABILITY MEASURES



Building on the insights from our SWOT analysis, it is imperative to identify and set clear goals that address our strengths, weaknesses, opportunities, and threats. Given the urgency of some challenges and the need for timely action, we prioritized goals that enhanced student leadership and strengthened the accountability to our members ensuring that our internal structures are robust and well-aligned to meet AMS Mandates. Additional considerations were that goals can be realistically achieved within the specific period of this Strategic Plan. This approach ensures that we create a structured roadmap that guides our efforts and aligns with our strategic values.

We have intentionally created this Strategic Plan to cover a relatively short period of time. This is so that we focus on a few goals and experience some success as we measure the impact of the implementation of these goals. Simultaneously we will be gathering more information, feedback and insights from our members, employees, and volunteers to ensure we remain responsive and proactive in meeting the evolving needs of our community.

REDEFINE TRANSITION AND TRAINING FOR STUDENT LEADERS



A new approach to leadership development is essential to address challenges and enhance our student employees' success. This approach must prioritize immediate needs while clearly distinguishing between transition and training processes. It also requires clear accountability for overseeing and executing these processes to ensure consistency and effectiveness. By focusing on actionable steps, tailored solutions, and assigned responsibilities, the organization can empower student leaders, meet its Mandate of providing experiential learning opportunities, and ensure operational excellence.



REDEFINE TRANSITION AND TRAINING FOR STUDENT LEADERS (CONT'D)

Separate Transition and Training

To ensure effectiveness and proper delivery, it is important to clearly distinguish between knowledge handover (transition content and processes) and training (skills-based requirements). Knowledge handover focuses on sharing critical information and processes to ensure continuity, while training emphasizes developing specific skills required for job performance or tasks. Both need tailored approaches to meet their unique objectives.

Focus on Immediate Needs and Streamline Training Resources

Refine training programs to address the most critical components required for student leaders' success, differentiating service-specific training from general organizational training.

Consolidate all general organizational training materials into a centralized, standardized, and easily accessible platform. Develop bite-sized, interactive, and visual

training modules that are searchable and accessible on-demand to support diverse learning styles. Leverage existing systems like Microsoft, Dayforce, and Citation Canada and available tools such as Scribe and potentially other AI resources. Introduce prerequisites for training modules to help students prioritize their learning needs and access the most relevant resources. Assign clear responsibility and accountability to ensure these systems and resources are being utilized thus demonstrating their value.

Evaluate progress

Develop and deliver to our Student Leadership surveys on a semi-annual routine to identify effectiveness of changes to transition and training programs, resources, and highlight any systemic issues or gaps they are experiencing.

STRENGTHEN AMS BRANDING AND INCREASE AWARENESS



Enhancing the AMS brand goes beyond simple communication strategies

it is fundamental to achieving the organization's mission and mandate. The success of the AMS hinges on ensuring that members understand what it stands for, what it offers, and how it enhances student life. By focusing strategically on branding, AMS can elevate awareness of its value and foster greater student engagement with their Society and our programs and services. A well-established and recognizable AMS brand will cultivate a sense of community and belonging, helping students feel more connected to the organization and its mission.

STRENGTHEN AMS BRANDING AND INCREASE AWARENESS (CONT'D)

Data-Driven Brand Improvement

Create annual brand awareness surveys and customer feedback forms and analyze the results to identify gaps in recognition, perception, and engagement. Implement focus groups and feedback sessions with different student demographics to ensure inclusivity and relevance in branding efforts.

Create an annual calendar to plan, update, and deliver recurring surveys, ensuring they are executed on schedule and minimize "survey fatigue" among AMS members. This calendar will also help to identify and allocate sufficient and timely internal resources to effectively support and manage the survey process.

Unify AMS Messaging and Communication

Reinforce AMS's tagline, "By Students, For Students," in verbal, written and digital communications, ensuring a consistent, recognizable voice across platforms. Incorporate the tagline into the AMS Brand Guides to ensure consistency in all communication materials, including official documents, digital banners, posters, social media bios, and merchandise, to ensure brand recognition.

Redesign AMS newsletter that highlights achievements, improvements, and milestones of commissions, services, and offices, highlighting the tangible benefits and opportunities the AMS provides to students, such as advocacy, student services, events, and leadership opportunities.

Incorporate the Commissions' digital presence

where applicable into AMS's primary channels to create a cohesive flow of information, enhancing the reach and visibility of government advocacy and programming efforts across the AMS.

Redesign and enhance the AMS website

based on insights gathered from survey results, ensuring it aligns with and showcases the ongoing progress of Branding efforts.

Increase AMS Presence at Events

such as hiring fairs, orientation week, Club-related events like Clubs Caucus, by setting up visually appealing materials to ensure the AMS brand is present and visually accessible. Provide co-branded AMS materials, merchandise, and giveaways for services, offices, and commissions to ensure visibility at events.

Create an annual key events calendar featuring dates for recurring signature events to keep the Marketing and Communications offices informed and prepared, ensuring they can effectively support and maintain AMS brand visibility at all events.

STRENGTHEN AMS BRANDING AND INCREASE AWARENESS (CONT'D)



Accountability and Measurement

To drive successful implementation, continuous evaluation, and accountability, a dedicated AMS Branding Committee will be formed. This committee will oversee, monitor and report on surveys and key events activities. By formalizing this committee, AMS ensures that branding remains a strategic, measurable priority, fostering consistency and accountability to strengthen its brand and increase awareness.

Committee Responsibilities

- To Ensure that AMS Board approved branding initiatives are reflected in surveys and key events activities where applicable
- Monitor the execution and progress of the AMS branding strategic goals established for surveys and key events, ensuring timelines and milestones are met
- Oversee the development, distribution, and analysis of surveys and feedback mechanisms to make informed recommendations and optimize branding strategies based on results
- Develop and communicate a plan to present findings and recommendations from each survey to relevant stakeholders.
- Provide guidance and training on AMS Branding Guides to services, commissions, and offices to ensure alignment with the AMS strategic plan and the maintenance of a consistent brand across all areas.

STRENGTHEN OUR GOVERNING BODIES



For AMS to fulfill its Mandate and uphold its responsibilities to its membership, it is essential to ensure that our governing bodies are well-equipped, transparent, and adaptable. Strengthening our governance structures is not just about improving operational efficiency; it is about building trust, fostering accountability, and creating an environment where leadership can thrive. By addressing the following focus areas, AMS can build a stronger, more accountable leadership structure and governance framework, ultimately enhancing its impact and operations. By addressing existing gaps, refining processes, and enhancing communication, we can empower our governing bodies to make informed decisions, support student leaders, and drive meaningful progress. This effort is fundamental to ensuring AMS continues to serve as a model of student advocacy and organizational excellence.

STRENGTHEN OUR GOVERNING BODIES (CONT'D)



Enhancing Accountability and Transparency

- Board and Assembly Relations: There is a need for improved communication between the Board and Assembly, with a clearer definition of their respective jurisdictions and responsibilities.
- Accountability Measures for the Board: Increasing transparency alongside introducing compliance mechanisms in Board policies to ensure timelines and responsibilities are met.

Strategic Focus with Long-Term Sustainability

Prioritizing the Board's attention on strategic matters is essential for enhancing organizational efficiency and achieving sustainable, impactful results. Executives should submit a detailed operational plan at the beginning of their term for Board and Assembly approval, fostering accountability and alignment with this Strategic Plan. Additionally, instituting limits on the frequency of departmental restructuring of personnel will allow for time to evaluate the effectiveness of department organizational structure, minimize disruptions, and bolster organizational stability.

STRENGTHEN OUR GOVERNING BODIES (CONT'D)

Strengthening Training, Transition, and Recruitment

- **Training and Onboarding:** The need for better onboarding processes for Board members is required, including clearer role definitions and effective training resources. Community board members, individuals from the business community who generously volunteer their time to support the AMS Board, are not being fully utilized. Defining clearer responsibilities for Community Board Members and strengthening their collaboration and relationship with student board members will better support students in their roles and decision-making, enhancing the Board's overall effectiveness and impact.
- **Transition Challenges:** Poor archiving of Board records creates obstacles for learning for incoming leaders. Revamping archival systems and defining roles more explicitly are crucial to facilitate smoother transitions. Developing a calendar that outlines key dates and activities for the Board and its committees will serve as a valuable resource for new leaders, offering clear guidance and structure as they transition into their roles and ensure they are well-informed and better equipped to fulfill their responsibilities effectively.
- **Recruitment and Engagement:** Creating and marketing clear job descriptions is essential to attracting stronger candidates who fully understand the scope of their roles and responsibilities. By outlining key expectations and skills required, the recruitment process can target individuals who are better equipped and motivated to excel in these roles. This approach ensures the right talent is drawn to the organization, leading to more effective engagement and decision-making.



STRENGTHEN OUR GOVERNING BODIES (CONT'D)



Improving Election Processes and Governance Structure

- **Elections Management:** Improved oversight, achieved through enhanced training and communication, is essential for Assembly, faculty society and executive elections. These efforts will foster greater transparency and build trust among members.
- **Governance Framework:** Strengthening the governance structure of the Board was deemed critical. Introducing guardrails for responsibilities and timelines, ensuring continuity through permanent staff or community board members, and creating repercussions for unmet milestones.
- **Role of Board Chair and Vice Chair:** The election process for these roles has not been effective. Roles should be more clearly defined, requiring candidates to outline their relevant experience and present a comprehensive proposal to the Board and then allowing members sufficient time to evaluate the candidates and make informed decisions.

REFOCUS AND STRENGTHEN SUPPORTS FOR AMS RATIFIED CLUBS



The club experience is truly a cornerstone of student life for many Queen's students. It serves as a platform for connection, growth, fostering opportunities for leadership, collaboration, and personal development, while enabling students to engage with their passions and build a vibrant sense of community. The AMS, through the Clubs Commission, is dedicated to enriching and supporting the club experience for students by providing access to limited resources such as space and grants, communicating relevant policies, and being an advocate for clubs to the AMS, the university, and external stakeholders. With more than 300 ratified clubs catering to the diverse interests of over 20,000 students, the commission has faced challenges in meeting club needs and delivering the timely support required for clubs to flourish. To ensure that clubs continue to be a vibrant and influential part of campus life, the AMS must strengthen its efforts to provide dependable and effective support through the Clubs Commission, enabling clubs to thrive and trust that their needs are prioritized.

REFOCUS AND STRENGTHEN SUPPORTS FOR AMS RATIFIED CLUBS (CONT'D)



Automation and Digital Transformation

The implementation of a helpdesk platform for the club experience will enhance efficiency, accountability, and continuity by creating a robust digital framework. Key features include:

- **Streamlined Ticketing System:** Automates the routing of club inquiries to the appropriate Clubs Commission portfolios based on the organizational restructure, reducing manual processes and improving response times.
- **Centralized Issue Tracking:** Maintains a record of club needs and support requests, enabling effective tracking, follow-ups, and long-term trend analysis.
- **Embedded Support and FAQ Resources:** Uses platform analytics and frequently asked questions to develop a knowledge base, decreasing repetitive or nonurgent emails and supporting club leaders efficiently.

Simplify recurring annual processes

By implementing clear timelines, standardized onboarding processes, streamlined leadership transitions, and integrating resources like the club hub, the AMS is building a more organized and dependable framework for clubs. This approach ensures clubs receive the support they need to thrive while reinforcing continuity and efficiency in their operations. It's all about laying the groundwork for a stronger and more sustainable club experience.

Reduce the administrative burden on clubs

Revise Club Policy to require only essential information required for the Clubs Commission to provide support and manage the club network, understanding a certain base level of compliance data is required.

REFOCUS AND STRENGTHEN SUPPORTS FOR AMS RATIFIED CLUBS (CONT'D)



Enhance the clarity and openness of Information

We aim to enhance transparency and communication by providing clear details on deadlines, programs and grants offered, and criteria for access. Our commitment is to deliver accessible, comprehensive information, on a timely basis, ensuring all stakeholders have the relevant information at the right time to make decisions for their clubs. In addition, we are committed to proactive communication by announcing annual deadlines upfront in September. This allows clubs to effectively plan their activities and align their efforts throughout the year. By establishing consistent timelines, we aim to support better organization and collaboration across all initiatives.

Provide regular opportunities for Clubs to provide feedback on their experience

Communicate regularly and effectively in those venues where Clubs can provide feedback on their experience, such as Clubs Caucus and AMS Assembly. Clubs' participation in these venues should be encouraged and solicited by the Clubs Commission. This will ensure that clubs have a strong voice in the future of their activities and there is ongoing dialogue between clubs and the Clubs Commission. Annual surveys will be distributed to all clubs to gather feedback on AMS's services, resources, and overall support. These insights will inform future strategies and prioritize importance to the clubs' network.

REVIEW OF STRATEGIC PLAN – ACCOUNTABILITY AND RESPONSIBILITY

Ownership of the Strategic Plan:

The General Manager is designated as the primary custodian to provide year-over-year consistency and ensure that all actions align with the Strategic Plan's objectives.

To strengthen the General Manager's role as the custodian of the Strategic Plan, the AMS Board of Directors role includes:

Oversight, Support and Collaboration: The Board to ensure the General Manager has the necessary resources, tools, and authority to implement the Strategic Plan effectively. Work closely with the General Manager during key transitions, such as leadership changes, budget planning, or plan updates, to maintain continuity and focus. This partnership helps ensure the Strategic Plan remains a living, actionable document, guiding the organization's vision and objectives seamlessly year after year.

Monitoring Progress: Oversee and administer a schedule of reporting, during AMS Board of Director regular meetings, on the implementation progress being made of the Strategic Plan initiatives.

- **Annual Review (Leadership Transition):** A comprehensive review during the transition of the Board (late April) which is to include outgoing Board members and incoming Board members to ensure continuity and understanding of the Strategic Plan.

Approval of Updates: Approve any amendments or updates to the Strategic Plan presented by the General Manager collaborating with Executives to ensure alignment with organizational priorities.

Engage External Stakeholders for Accountability

Share the Strategic Plan with external stakeholders and invite their feedback to align with the organization's Vision, Mandates, and Values.



MAY 2025