



## **PRESIDENT'S REPORT CAMA 2011-2012**

I am pleased to present my annual report to the membership of CAMA. This year has been one of progressive growth for our organization while serving the needs of our members. Looking back over the twelve months since I took over the post of CAMA President, your Board has adopted a new Strategic Plan for the next five years, initiated a number of programs, refined some existing services and continued to look at ways to leverage the value of CAMA with other compatible organizations.

As President of CAMA, I have had the opportunity to work with a dedicated and committed group of individuals that constitute your Board who have continued to provide their time and energy in carrying out their mandate and focus on our strategic initiatives, along with their professional roles as municipal administrators.

I would like to take this opportunity to thank Board members Don MacLellan, Robert Hughes, Ron Shaw and Marie-Hélène Lajoie for taking the lead on developing a new Strategic Plan for our organization for 2011-2016. It is my pleasure to provide you with an update of this plan, our goals and objectives and some key accomplishments for 2011-2012.

### **The Strategic Plan**

As part of the strategic planning process, 78 CAMA members responded to a Needs and Preferences Survey in October 2011. The primary objective of this survey was to assess your needs and preferences in a broad range of questions in order to improve the services provided by CAMA, and to ensure that the action plan for this five year Strategic Plan was in line with the desires of the membership. Thank you to those who completed the survey and provided us with some excellent feedback and ideas that were added to our plan.

Our new Strategic Plan focuses on four strategic themes: Professional Development, Networking, Advocacy and Governance. Our activities in all of the strategic areas move us toward our vision of being *“recognized nationally and internationally as the premiere Canadian organization representing municipal administrators”* with our mission being *“to champion excellence in municipal administration through professional development, networking and advocacy.”*

### **Professional Development**

Over the next five years, we want to ensure that the Annual Conference will remain the premiere national professional development opportunity; best practices will be identified and promoted through discussion papers and other resources; our profession will be promoted to external organizations (i.e. schools, municipal intern programs, the media); and webinars and other educational opportunities will be provided.

### Annual Conference

The Board once again took responsibility of the program theme and the selection of speakers. The Annual Conference remains the most important professional development opportunity for us. It is very important that you fill out the evaluation forms that will be sent to you electronically following the Conference, which not only gives us feedback on this conference, but also gives you a chance to tell us what you would like to see in future conferences. New this year are breakout sessions focusing on both large and small municipalities on Tuesday afternoon, and a Women's Social on Tuesday evening.

We have a large number of first time members with us here in Saskatoon. Last night, the Board hosted a reception for them and I would encourage all members to make them feel welcome. The strength of our Association continues to be the networking opportunities that are provided for our members.

The FCM Conference will take place in Vancouver in 2013, and Mrs. Gail Stephens (City Manager) and the City of Victoria staff are excited to host the CAMA Conference. The 2014 Conference will be held in Niagara Falls while 2015 we will be in Jasper.

### Municipal Interns

I am pleased to report that we have a number of municipal interns with us here in Saskatoon and we were able to provide them with a reduced rate so they could see firsthand some of the issues of local government. A special welcome to Mr. Eamon O'Flynn who is participating on the "Canada's Next Generation of CAO's" Panel Session on Wednesday. Eamon's contribution to the municipal sector has been the completion of a graduate thesis on the municipal Chief Administrative Officer position – the largest study of the position in the Canadian context. CAMA members were fortunate to contribute to this document.

We will be following up with the provincial associations that have Intern Programs to determine how CAMA can assist.

### Journal of Municipal Management

In the future, we will be identifying best practices and issues of interest to municipal administrators and providing a "Journal of Municipal Management" for our members. Currently all award submissions for the past four years can be found in a best practices database in the Members Section. Members can do their own searches and look for items that interest them. Each year we will continue to add to the database and build an inventory of leading practices.

### Webinars

Under the leadership of Mr. Keith Arns, Professional Development Chair, the Board was pleased to partner with the Local Government Municipal Administrators of British Columbia (LGMA BC) to offer a webinar service to CAMA members and their staff. The Fall series was launched on September 28<sup>th</sup>, 2011 and was a success with 118 participants with fifty percent of those attendees being from across Canada (through CAMA) and the other fifty percent from British Columbia. The Winter Series will run from February 21<sup>st</sup> to June 6<sup>th</sup>, 2012. The cost to participant in each webinar is \$150.00 plus HST and I

would encourage you to circulate this information to your staff. The webinar team is also excited about exploring ways in which we can continue to offer webinars to our francophone members, the First Nations communities, and the provincial associations.

### **Networking**

Establishing and promoting the benefits of more formal relationships with international, national and provincial associations continues to be a high priority for the Board. Also, the launch of our Social Media Tools in December 2011 is a great step towards providing our members with another way to communicate through our Blog, Facebook and Twitter accounts. A special thank you to Ms. Alycia Morehouse, our Social Media Specialist, for undertaking this project and for continuing to keep us up to date on municipal government and CAMA initiatives on a regular basis. If you are not already following CAMA please visit the website ([www.camacam.ca](http://www.camacam.ca)) and get signed up today. Ms. Morehouse will also be at the Conference live-tweeting sessions, and uploading conference photos of awards on the CAMA YouTube Channel and Facebook.

### **Awards of Excellence**

CAMA continues to present the CAMA Awards of Excellence each year. This year's Program was led by Mr. Don MacLellan, 2012 Awards Chairman, wherein eight successful municipalities (of the forty-three nominations received) will be honoured at the Awards Luncheon being held on May 30<sup>th</sup>, 2012 2011 at the Saskatoon Conference. New this year will be a promotional video representing the winning municipalities.

Press releases will be circulated to the local media of the winning municipality and a Board member will also attend Council meetings to make the award presentation to the Mayor and the Council of the winning municipality along with showing the video presentation. This not only recognizes our members' accomplishments but it markets CAMA on a national basis.

### **FCM**

I, along with Mr. Kelly Daniels, External Relations Chair, and Ms. Jennifer Goodine, Executive Director, had the pleasure of meeting with Brock Carlton, CEO of FCM last November 2011 while in Ottawa. In our meeting we discussed many topics of mutual interest. These included discussions on how CAMA might assist with policy development on national issues, working together on FCM program development and implementation, advocacy with the federal government on mutual programs and involvement in each other's Conferences.

Through our Memorandum of Understanding for International Programs, CAMA continues to work with FCM on recruiting municipalities for International Projects with the most recent project being in the Caribbean wherein they are seeking development specialists as they are implementing a six-year, \$23.2-million project to stimulate sustainable local economic development in the Caribbean Region. The Caribbean Local Economic Development Program (CARILED) will support nearly fifty local governments and agencies in their local economic development initiatives targeting more than 500 micro, small and medium-sized enterprises. We are pleased to once again welcome Ms. Jennifer Donnelly, FCM International Coordinator to the Saskatoon Conference.

In terms of policy development, CAMA has been invited by FCM to sit on a number of committees to assist with programs and policy development. For example, Past President Mr. Jacques Des Ormeaux continues to sit as a member of the FCM/RAC Committee and the Advisory Board for the First Canadian Infrastructure Report Card. Patrick Moyle (Board member for Ontario) also continues to attend meetings of FCM's Rights-Of-Way (ROW) Panel of Advisors. As well, FCM established a reference group of City Managers that they can call on from time to time for information, perspectives or participation in FCM initiatives. The following CAMA members and CAO's are part of this Committee: Penny Ballem (Vancouver), Joe Pennachetti (Toronto), Glen Davies (Regina), Kelly Daniels (Capital Regional District), Robert Hughes (Town of Stratford) and Jacques Des Ormeaux (Bromont).

Ms. Shannon Watt, Manager of Policy Operations of the Federation of Canadian Municipalities, attended the March 2012 Board meeting and made a presentation on FCM's Long Term Infrastructure Plan. FCM launched their Long-Term Infrastructure Plan review at their November 2011 Board meeting and they are working with the federal government to facilitate some direct consultations with their Board members, hosting forum meetings, and consultations at their Annual Conference. CAMA will also be consulting our members in Saskatoon with respect to this initiative.

### Infrastructure Canada

CAMA was pleased to receive a presentation at our March 2012 Board meeting from Mr. Taki Sarantakis, Assistant Deputy Minister of Infrastructure Canada, with respect to the Three Phase approach that his Ministry is taking to develop the broad principles and future directions for public infrastructure in Canada, and also to discuss ways that both organizations could work together to develop the best possible programs and policies to meet the needs of community's (large and small) across Canada.

Mr. Bill Holtby, retired CAMA member, is CAMA's representative on the Steering Committee for Phase II of Infrastructure Canada's consultations on infrastructure in which five to seven meetings will be held in Ottawa over the next six months. A special thank you to Mr. Paul Stapleton, retired CAMA member, for attending the first meeting in Mr. Holtby's absence. CAMA has hired Mr. Holtby to prepare CAMA's Position Paper on the Long Term Infrastructure Plan to be presented to the Federation of Canadian Municipalities and Infrastructure Canada by the end of August 2012.

A special thank you to Mr. Kelly Daniels, External Relations/International Chair for his never ending support on this portfolio.

### External Organizations

Other organizations have asked for representation from CAMA on their Committees. ICMA has been working in Mexico for almost twenty years (over fifteen years with an office in the area). Since then, they have been able to provide technical assistance to local governments and promote professional government whenever they have an opportunity. One of the Wards in Mexico City was sponsoring a conference on the topic of City Manager (October 27-28, 2011) and this was the first time that the issue was discussed in a public forum in Mexico City. Mr. Kelly Daniels, CAMA External Relations/International Chair, was pleased to have had the opportunity to participate on this panel session with Chief Administrative Officers from Tennessee, Costa Rica and San Juan.

CAMA also received correspondence from Mr. Luc Bourdon, Director General of Rail Safety of Transport Canada with respect to Railway-Roadway Grade Crossings Regulations and Standards, which have both been revised to address owners concerns from previous consultations to provide a safer crossing environment for pedestrians and motor vehicles and improve rail safety across the country. This organization invited CAMA to participate in a consultation process to obtain comments on the draft Railway-Roadway Grade Crossings Policy prior to publishing the Regulations in the *Canada Gazette*, Part I. The consultations began on January 30<sup>th</sup>, 2012 and were conducted in two phases: 1) A sixty-day online consultation process, where comments can be submitted through a written submission and complete a registration form to confirm attendance on the second phase and 2) A series of targeted consultation meetings with grade crossing owners across Canada. We are pleased to be represented by Mr. Doug Lagore, City Manager of the City of Spruce Grove and Mr. Mark Brown, CAO from the Town of Qualicum Beach.

### Provincial Associations

The Provincial Municipal Association Presidents and/or Executive Directors will be holding their Interprovincial meeting once again at the CAMA Conference.

The trial membership offer (consisting of a 50% discount for one year for new members that are not currently CAMA members) has now been implemented by twelve provincial associations (AMCTO, AMANB, LGMA BC, SLGM, LGAA, MMAA, AMANS, LGANT, UMAAS, ADGMQ, OMAA and ARMA) and has generated a total of 110 new members which has allowed our membership to grow to almost 500 members compared to 250 five years ago. The Board will continue to offer this partnership to those provincial associations that have not yet offered it to their membership. A special thanks to Board Member, Mr. Jean Savard for his leadership this past year as our Membership Chair.

### National Associations

Mr. Ron Shaw, CAMA First Vice-President attended the Aboriginal Finance Officers Association of Canada (AFOA) Conference which was held in February 2012 in Saskatoon. Ms. Jennifer Goodine and Mr. Kelly Daniels were also pleased to meet with Mr. Terry Goodtrack, the new President and CEO of AFOA along with Ms. Paulette Tremblay, Professional Development Coordinator in January 2012 to discuss the possibility of a joint Peer Mentoring Program between CAMA and AFOA along with other initiatives that would benefit both Associations. We are pleased to welcome Mr. Terry Goodtrack, and Ms. Paulette Tremblay to Saskatoon.

### International Associations

CAMA continues to be an active partner with a number of International Associations. We are the largest ICMA affiliate member organization with almost 50% of all international members of ICMA. We also have working agreements with SOLGM (New Zealand) and LGMA (Australia) and SOLACE (UK). A special welcome to our international guests, Shane and Adele Silcox from Australia.

I had the honour and privilege to represent CAMA this year at a number of international events. I attended the ICMA Conference in Milwaukee City in September 2011 where we hosted the Canadian Dinner with approximately thirty CAMA members in attendance along with delegates attending the Conference from New Zealand, Australia, Slovakia and Poland including International ICMA Vice-

Presidents Mr. Peter Agh (Slovakia), Ms. Noelene Duff (Australia) and Mr. David Johnstone (Canada); the ICMA International Meeting held in Tokyo, Japan in April 2012; the SOLACE Conference held in October 2011 in Edinburgh, Scotland; and, the SOLGM Conference in Rotorua, New Zealand in November 2011. Having the opportunity to participate in these international forums has provided CAMA with stronger relationships with our affiliates and a broader knowledge of local governance throughout the world.

Congratulations to Mr. David Johnstone, CAMA member and City Manager for the City of Candiac, Québec on his appointment as ICMA's International Vice-President. We had the privilege of having Mr. Johnstone in attendance at our November 2011 meeting held in Gatineau, QC to provide a brief update on the activities of ICMA including the 2012 Annual Conference being held in Phoenix, Arizona (October 7-10, 2012).

It also gives me great pleasure to congratulate Mr. Simon Farbrother, CAMA Past President and City Manager for the City of Edmonton who was selected as ICMA's President Elect and will take office at the October 2012 Conference and become ICMA President at the 2013 Conference. Thank you to Simon who has represented CAMA's interest for a number of years as an International Vice-President of ICMA.

### **Advocacy**

CAMA will continue to advocate with the federal government on local government issues and review legislative provisions governing municipal administration across the country. At the May 27<sup>th</sup>, 2012 meeting, the Board will be doing some additional work on creating our vision and identifying possible partners to assist in moving the objectives of the new Strategic Plan forward.

### **Governance**

CAMA continues to enjoy financial stability (Treasurer Robert Hughes will present his report on the details) and is growing both in terms of members and services. A large part of our financial success can be attributed to the hard work of Ms. Rose Fernandes, who looks after the Conference Tradeshow, sponsorships and partnerships for CAMA.

CAMA approved a Five Year Financial Plan based on the new Strategic Plan for the 2011-2016 period. This plan includes some background information on the history of CAMA's finances since 1988, assumptions for future years, each strategic objective of the Strategic Plan along with an approximate cost for each project. This plan will be revisited on an annual basis.

### **Member Services**

Under the leadership of Mr. Patrick Moyle, Chair of Member Services the following initiatives and new services were implemented this year:

### Long Service Awards for CAMA Members

The Long Service Recognition Awards Program was launched in September 2011 to recognize and celebrate CAMA members' dedication to public service and municipal management. These awards are based on the number of years of full-time, paid employment in municipal government in a management capacity (a Chief Administrative Officer or reporting directly to a Chief Administrative Officer). Service does not have to be consecutive or with the same municipality. They are granted at ten years and given in five year increments. The recognition pins for ten and fifteen years of service were mailed to the recipients in April 2012 along with correspondence to their Mayors/Council Heads. The presentations for twenty years of service or more will be made at a Special Awards Luncheon on May 29<sup>th</sup>, 2012 at the Annual Conference in Saskatoon with correspondence to follow to Mayors/Council Heads. For those recipients unable to attend this event, their recognition pins/congratulatory letters will be mailed out in June 2012.

Due to the fact that 2012 is the first year of this program, CAMA members that are currently in between service recognition years were awarded the pin of the previous year. I am extremely pleased to announce that 244 CAMA members are recipients of the 2012 Long Services Awards Program: Ten Years of Service: 55; Fifteen Years of Service: 41; Twenty Years of Service: 61; Twenty-Five Years of Service: 46; Thirty Years of Service: 28; and Thirty-Five Years of Service: 13

I am thrilled that sixteen members will receive the "Distinguished Service Award" which is presented to CAMA members that have been in the position of Chief Administrative Officer/City Manager for twenty-five years or more and who have been a member of CAMA for at least ten years, which will be presented at the Annual Conference. A special thanks to Board Member, Mr. Ron Shaw for his work on this project.

### Retired Members

CAMA is pleased to once again offer a special conference rate to our retired members. CAMA continues to offer the "Senior Advisors Program" that is free of charge. Being the CAO in a Canadian municipality can be very lonely at times, especially when you are facing a difficult interpersonal relationship or ethical dilemma. A number of distinguished former CAO's are available to assist members experiencing professional difficulties. This service is one-on-one and is private and confidential.

### JobScene Broadcast

Our partnership with CivicInfo BC continues for all job postings. When you post with the CAMA Jobscene your job is also placed on CivicJob.ca, a Canada wide municipal job board with a public audience. Civicjobs is also an ideal place to advertise your middle management and entry level positions and unlimited packages are available for \$5,000.00/year with partial proceeds being returned to CAMA to enhance member services.

## Municipal Information Network

CAMA is pleased to partner with the Municipal Information Network to offer members a **15% discount** on their annual rates (which are based on population) for CAMA members (which also provides access to the site to all employees in their organization). In addition to a complete daily review of the municipal scene, The Municipal Information Network offers access to an extensive database of articles and information including a daily e-newsletter; press releases and council clippings; all major daily papers and news sources from coast to coast are scanned on a daily basis; and, over four hundred online local papers and news sources are scanned once a week. Member organizations can also post an unlimited amount of career opportunities in their Municipal Job Centre.

If you are already a member of The Municipal Information Network, the 15% reduction will be applied to your next renewal period. This offer applies to both The Municipal Information Network ([www.municipalinfonet.com](http://www.municipalinfonet.com)) and the French version Le Réseau d'information Municipal [www.rimq.qc.ca](http://www.rimq.qc.ca)

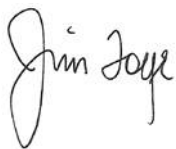
### **In Closing**

The Strategic Plan will be revisited each year to determine if the strategic objectives are still in line with the membership needs and preferences. We will continue to do satisfaction surveys and report back to you on a regular basis. Stay in touch with your fellow municipal administrators, provincial and territorial organizations and CAMA board representatives; let them know about local challenges and solutions.

It has been a very rewarding experience to be your President and I thank you for this honour. It has truly been a pleasure for me to have served on the Board these last six years.

I would like to thank the Board of Directors for their unwavering support and for making my job extremely easy this year. I would also like to acknowledge, Bill Holtby, representative for Alberta and Northwest Territories who retired from the Board in October 2011, and Jacques Des Ormeaux, Past President, who will be retiring from the Board – we will miss his wise advice and good humour. As well, a special thank you to Chris MacPherson, Past President and the continued support from the City of Fredericton to always make CAMA the best organization that it can be.

I would like to extend my sincerest best wishes to the new Board and I look forward to implementing our new Strategic Plan and many great things for the future of our organization.



Jim Toyé  
CAMA President