



## **PRESIDENT'S REPORT CAMA 2012-2013**

It is a pleasure to present my annual report to the membership of CAMA. I am very proud of the work of our Board of Directors and staff this past year. Accordingly, I have made a point to highlight their impressive work in this report. Let me say that it has been an honour and a privilege to serve as your President. It has been one of the highlights of my career.

CAMA has been very active over the past twelve months with our focus being on continuing the work of implementing our Strategic Plan. I would like to take this opportunity to thank Board members Jean Savard and Marie-Hélène Lajoie for their roles as Co-Chairs of the Strategic Planning Committee.

We have let our Strategic Plan guide us in our work this past year and will continue to do so in the future. I will highlight some of our major achievements for the 2012-2013 year. Our Strategic Plan focuses on four pillars: Professional Development, Networking, Advocacy and Governance.

### **PROFESSIONAL DEVELOPMENT**

#### Annual Conference

Our Annual Conference continues to be the single most important professional development initiative we deliver. The Board spends a great deal of its time devoted to this event. A special thanks to Mr. Kelly Daniels, former Board representative for the British Columbia and Yukon who was the Conference Program Chair until his retirement from the Capital Regional District in January 2013. This Committee considered the comments from our members from the previous year's Conference and emerging issues in the municipal field as they decided on this year's theme "Leadership Excellence".

Our Annual Conference is a fantastic networking opportunity. CAMA is the only national Association dedicated to municipal administrators. It's little wonder our Association has doubled in size in the past five years. Our members come to our Annual Conference to learn and to network. Make sure you make some connections while you are here.

I would like to thank last year's Conference organizers in Saskatoon for hosting a wonderful event under the leadership of our Past President, Mr. Jim Toye. Once again, the Annual Conference delivered high marks from our delegates and a surplus for our Association.

I am also pleased that we are here in Victoria with City Manager, Ms. Gail Stephens leading the program locally. This year marks the first year we have held our Conference in a separate location from FCM (although we are still very close). We look forward to your feedback as to whether you feel that this change is a positive one. The number of delegates at this year's Conference has exceeded our expectations and I know everyone will have a wonderful time here in this beautiful City.

This year's Casual Night Out will allow delegates to have the opportunity to dine around and choose where they would like to eat which will allow for a better networking opportunity and to enjoy more of what Victoria has to offer. We are also pleased to provide you with a Mobile App wherein the program and any information can be downloaded to your device at any time. For the first time, we will host a Young Professionals Reception – we have a number of young people entering our profession and we feel it's important we help them connect with their peers.

Looking ahead, our 2014 Conference will be held at the Sheraton on the Falls in Niagara Falls, the Fairmont Jasper Park Lodge in 2015, and the Delta Winnipeg/Convention Centre in 2016. The City of Gatineau has been chosen as the location for the 2017 Conference which will coincide with the 150th Anniversary of Canadian Confederation. The Board has also made a decision to add an additional half day of professional development to the Conference on the Thursday morning beginning in 2015 (which will accommodate those delegates staying for FCM).

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, but also gives you a chance to tell us what you would like to see in future conferences.

### Webinars

Under the leadership of Patrick Moyle, Professional Development Chair (retired Board member for Ontario), CAMA continues to partner with the Local Government Municipal Administrators of British Columbia (LGMA BC) to offer a webinar service to CAMA members and their staff. We are pleased to see the trend in participation rates rise as more of our members across the country take part. The Board will be focused on promoting and marketing this service to members and the provincial associations in the coming year. Be sure to attend the session at this year's Conference led by Ms. Tracey Lorensen, who is one of our webinar presenters. Staff from LGMA BC and Ms. Jan Enns (our other webinar presenter) will also have a booth at the Conference promoting this professional development opportunity. The format has also been changed wherein the webinars are now only held for two hours on one afternoon as opposed to two afternoons (with the same content being offered).

### Innovations Committee

The Board has struck an Innovations Committee consisting of Board members Glen Davies, Don MacLellan and Marc Landry to brainstorm on non-dues revenue ideas for CAMA. This Committee will assess CAMA's existing programs and initiatives and explore other opportunities for future ventures.

## CAMA Mentorship Program

A number of retired CAO's have agreed to volunteer their time to CAMA so current members can have access to a private and confidential service available to them should difficult situations arise. We have stressful jobs and, as we all know, it can be lonely at the top. The Board recognizes the great potential this service can have for our members and will be working to promote its availability in the coming year. Please seriously consider having an experienced mentor available to you.

## **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.

CAMA continues to provide social media tools to our members through Twitter and Facebook. Thank you to Ms. Alycia Morehouse, our Social Media Specialist, 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, uploading photos and populating the Conference mobile app. Follow the conversations happening in Victoria through #CAMA2013.

## AFOA

I was pleased to attend the Aboriginal Finance Officers Association of Canada (AFOA) Conference which was held in February 2013 in Toronto. CAMA sponsored a session at this event which highlighted a very successful partnership between The District of Lake Country and the Okanagan Indian Band. A special thanks to Mr. Mark Koch, Director of Planning and Development for the District of Lake Country, and Mr. Robert Corman, Director of Economic Development of the Okanagan Indian Band, for being in attendance to tell their story. This is the second year I have had the pleasure of representing CAMA at AFOA. Both times I have come home very impressed with their programs, the training they provide their members, and their dedication to professional public service.

CAMA has signed an Affiliate Agreement with AFOA committing to work together to further the objectives of the two organizations. Specifically, both organizations are committed to the development of a professional public service to serve the communities their members represent. We have been developing a program to promote formal professional relationships between senior administrative staff in First Nation governments and local and regional governments across Canada. We have much we can learn from each other. We are working towards submitting a joint funding request to the federal government on this initiative and are encouraged with our efforts to date. We are pleased to welcome Mr. Terry Goodtrack, CEO and President of AFOA to Victoria.

A very special thank you to retired Board member and External Relations Chair, Mr. Kelly Daniels, for his never ending support and continued work on this file.

## FCM

CAMA and FCM continue to work together in a number of areas, most importantly on the topic of advocacy and how CAMA might assist with policy development on national issues. However, we also discuss how we can promote each other's services and help each other be successful. A session at this year's Conference will include Mayors talking about the CAO/Mayor relationship with one of the Mayors being FCM's Second Vice-President. Meetings will continue with Mr. Brock Carlton, CEO in the future on how we might work together on issues of mutual interest.

In response to a request from FCM's Policy Department, samples of capital plans for small, medium and large municipalities were sent to them to provide the federal government with examples of municipal capital budgets.

Also, through our Memorandum of Understanding for International Programs, CAMA continues to work with FCM on recruiting municipalities for International Projects.

We are pleased to welcome Mr. Adam Thompson, FCM Policy Advisor, to the Victoria Conference.

## International Associations

CAMA continues to foster strong partnerships with a number of our sister associations. Each year upwards of one hundred CAMA members attend the annual ICMA (International City/County Management Association) Conference. Last year's Conference was in Phoenix and we had a great turnout for the Annual Canadian Dinner (hosted and organized by CAMA).

The 2013 Conference will be held in Boston in September 2013 and plans are already being made for our Annual Canadian Dinner – it will be extra special this year as a former CAMA President Mr. Simon Farbrother assumes the role of ICMA President – we are very proud of Simon.

We were very pleased to welcome Mr. David Johnstone, Third International ICMA Vice-President, to our November 2012 Board meeting held in Gatineau to provide an update on ICMA initiatives. The CAMA National Office is also working with Mr. Gary Bielawski, a member of the ICMA International Committee and the ICMA Senior Adviser-Range Rider Program Coordinator, to discover areas of potential collaboration and knowledge sharing opportunities.

The Board is pleased to offer a \$500.00 scholarship to CAMA members who are applying for the ICMA Leadership Program for 2015 (with the deadline for applications being July 15<sup>th</sup>, 2013). Only three Canadians have graduated from this program over the past eight years – with two being CAMA members: Mr. Marc Landry, CAO for the Town of Beaumont (and Board member for Alberta and the Northwest Territories) and Mr. Tim Anderson, CAO for the City of Waterloo.

I had the honour and privilege to represent CAMA this year at a number of international events. I attended the ICMA Conference in Phoenix in October 2012; the ICMA International Committee Board meeting held in Copenhagen, Denmark in May 2013; and the LGMA Conference held in Hobart, Tasmania where I was honoured to be a panellist with my other international colleagues during a session entitled "The Value of a CEO". I presented on the Canadian model of the Chief Administrative Officer and the elected officials.

These strong relationships between our associations have been fostered over many years and continue to be an integral part of our International affiliation agreements.

We are pleased to welcome Dr. Shayne and Adele Silcox from Australia, Mr. Simon Farbrother, Incoming President of ICMA, and Mr. David Johnstone, ICMA Third-Vice-President to Victoria. They represent important CAMA partners.

### Provincial/Territorial Associations

The Provincial Municipal Association Presidents and/or Executive Directors continue to hold their Interprovincial meeting at the CAMA Conference. This meeting is a great way to get updated on issues of importance to our partners. CAMA is an active part of this meeting and we encourage all our members to support their provincial/territorial associations.

I was pleased to attend the AMCTO Annual General Meeting and Conference in Ottawa in June 2012 and a special thank you to Mr. Marc Landry for representing CAMA at the LGANT Conference held in Yellowknife in October 2012.

## **ADVOCACY**

### Position Papers

A Sub-Committee consisting of myself and CAMA Board members Marie-Hélène Lajoie, Patrick Moyle, Robert Hughes, Jim Toye, and Kelly Daniels worked closely with FCM on the preparation of a Position Paper on the new Long Term Infrastructure Canada Program being proposed by the federal government. I had the opportunity to present this paper to Mr. Taki Sarantakis, Deputy Minister of Infrastructure, in September 2012 which was well received. We intend on continuing this advocacy role on issues important to our members. I am pleased that we were able to do this in concert with FCM – it was a concrete example of how our two organizations can work together to achieve a mutual goal. You will hear more about the success of municipal advocacy with the federal government from Adam Thompson of FCM at the conference.

### Communications Plan

Following a rigorous RFP process, the CAMA Board hired M5 Communications, a marketing communications firm, to develop an External Communications Strategy for CAMA. The objective of this strategy is to help promote the profession of municipal administration to the Canadian public. Effective and efficient communication is key to fulfilling CAMA's strategic objectives. We wish to broaden our image, improve our brand recognition and enhance the credibility and influence of our organization in the eyes of our target audiences. M5 Communications will also be CAMA's Agency of Record that we can call on when required. A special thank you to Robert Hughes for Chairing this Sub-Committee along with Board members Marie-Hélène Lajoie, Jim Toye, Glen Davies and Keith Arns.

## Diversity

CAMA is a strong supporter of diversity in the workplace especially at the CAO level. We are pleased that more women are taking these senior roles and that those from visible minorities are also showing interest in local government administration. Our Conference has recognized the importance of diversity of the profession with a session dedicated to how talented women CAO's are taking on the challenge and how their specific types of leadership are building efficient and effective organizations. As noted earlier in my report, we will have a young professional's reception, our annual first timer's reception, along with our women's social. CAMA is striving to welcome a more diverse CAMA membership and wish to support all our members in their careers.

## **MEMBER SERVICES**

Under the leadership of Ms. Marie-Hélène Lajoie, Chair of Member Services the following initiatives and new services were implemented this year:

### Awards of Excellence Program

This year's Awards Program was led by Mr. Keith Arns, 2013 Awards Chairman, wherein eight successful municipalities will be honoured at the Awards Luncheon being held on May 29<sup>th</sup>, 2013 at the Victoria Conference which is sponsored by The Ravenhill Group Inc. This year we had a record fifty-two submissions, all of which highlighted the excellence in municipal administration across this country. 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.

Currently all award submissions for the past five 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.

### Long Service Awards

This will be the second year CAMA will be presenting Long Service Recognition Awards. It's our way of highlighting and celebrating the dedication of our members to the profession of municipal management. I am extremely pleased to announce that sixty-nine (69) CAMA members are recipients of this year's program. The recognition pins for ten and fifteen years of service were mailed to the recipients in April 2013 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 28<sup>th</sup>, 2013 at the Annual Conference in Victoria 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 2013.

## Diamond Jubilee Medals

As many of you know, over fifty CAMA members received The Queen Elizabeth II Diamond Jubilee Medal, for their outstanding contributions to the municipal civil service and their communities.

Nominations were submitted by the CAMA Board of Directors for members that have been a Chief Administrative Officer (CAO) for twenty-five years or more; those that have completed thirty and thirty-five years of municipal service in a management capacity (as a CAO or reporting to a CAO); Honourary Life Members; and Past Presidents.

This commemorative medal was created to mark the 2012 celebrations of the 60<sup>th</sup> anniversary of Her Majesty Queen Elizabeth II's accession to the Throne as Queen of Canada. The Queen Elizabeth II Diamond Jubilee Medal is a tangible way for Canada to honour Her Majesty for her service to this country.

Congratulations to all Diamond Jubilee recipients for their tremendous contributions that they have made to local government. Each one of you is to be commended for your leadership. Once again, this was a way for CAMA to highlight the important work local government managers provide to communities.

## 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.

## **GOVERNANCE**

### Financial Stability

I will leave most of the details to our Treasurer, Don MacLellan to outline in his report, but I would like to say how impressed I am with the financial stewardship this Association has demonstrated over the years. We have gone from annual deficits to a position of sustainable financial strength. We must continue our vigilance in being prudent financial managers as we move forward. We all know that the situation can change quickly if we let our guard down. I can say that the organization is in a financially strong position and I have no doubt that will continue. This past year the Board approved a five year financial plan that ensures we follow a number of principles to protect the organization's financial position and will continue to be reviewed on an annual basis.

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.

As well, thank you to Kelly Daniels, who was our Treasurer from June 2012 until his retirement from the Board in January 2013.

## Election Process

This year the Board wanted to review our annual election process. As many of you know, more of our members are showing interest in being on our Board – I see this as a very positive trend. However, our processes have not been reviewed for some time and the Board wanted to make sure whatever we did improved transparency and openness. As part of the review, the membership was given an opportunity to provide its concerns to us earlier this year.

As a result, under the leadership of our Past President, Jim Toye, we are proposing a new process for you to consider. The Board believes this new process will improve our elections and allow all of our member's equal opportunity to run for a Board position and to vote for the member of their choice.

As part of this Annual meeting, you will be asked to consider changes that Immediate Past President Jim Toye will outline a bit later.

## Oversight and Accountability

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.

## **In Closing**

It has been a busy and productive year for the Board, and it has passed all too quickly. I have thoroughly enjoyed my time as President and I want to thank you for this honour. It has been a pleasure to have served on the Board these past five years. A heartfelt thanks to the Board for designating the Canadian Mental Health Association as CAMA's official charity of record – an organization that is very near and dear to my heart.

I thank the members of the Board for their hard work and for their unwavering support to the Association and its strategic objectives. I also thank our staff for their work. While we provide overall direction and guidance, they are the ones who carry out the work of our Association's business day in and day out efficiently and effectively. They also provide great guidance to the Board. A special thanks to our Executive Director, Jennifer Goodine. I have learned so much from her example. It is rare to meet someone that exhibits such a high standard of work, ethics and loyalty. I am truly indebted.

I would also like to acknowledge, Kelly Daniels, representative for British Columbia and Yukon and Patrick Moyle, representative for Ontario, both who retired from the Board in January 2013, and Jim Toye, Past President who will be retiring from the Board – I will miss your friendship. As well, a special thank you to Chris MacPherson, Past President and the continued support from the City of Fredericton, home of our National Office. Your continued support contributes so much to our Association and administrative excellence in local government in Canada.



I want to wish the new Board and the incoming President, Mr. Jean Savard all the best as they continue to make this organization even better. Ladies and Gentlemen, we have a great Association, I want to thank you for letting me be part of it.

A handwritten signature in black ink, appearing to be 'R. Shaw', with a long horizontal stroke extending to the right.

Ronald R. Shaw  
CAMA President