



PRESIDENT'S REPORT CAMA 2013-2014

The Canadian Association of Municipal Administrators (CAMA) is a non-profit organization dedicated to championing excellence in municipal administration through professional development, networking and advocacy.

It is the Vision of CAMA to be recognized nationally and internationally as the premiere Canadian organization representing municipal administrators.

I am pleased to present our Annual Report to the membership of CAMA. CAMA is governed by an eleven member Board of Directors. It has been a tremendous year working with such a great team that continue to provide their time and energy to our Association along with their professional roles as municipal administrators. Accordingly, I have made a point to highlight their impressive work in this report and would like to take this opportunity to introduce them to you.



Jean Savard
President
Québec



Robert Hughes
1st Vice-President
Nova Scotia & PEI



Don MacLellan
2nd Vice-President
New Brunswick



Ronald Shaw
Past President



Marie-Hélène Lajoie
Treasurer
Director-At-Large



Keith Arns
Director
Newfoundland
& Labrador



Marc Landry
Director
Alberta & NWT



Glen Davies
Director
Manitoba, Nunavut
& Saskatchewan



Janice Baker
Director
Ontario



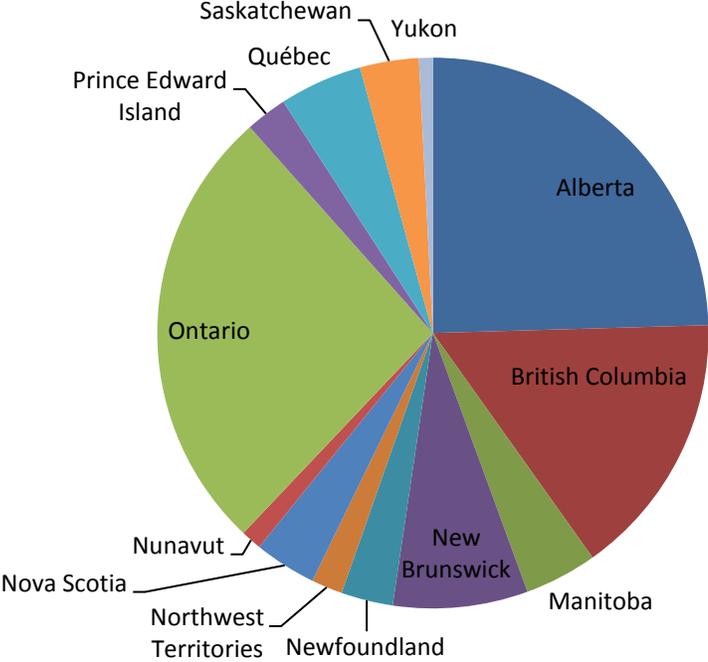
Mark Brown
Director
British Columbia
& Yukon



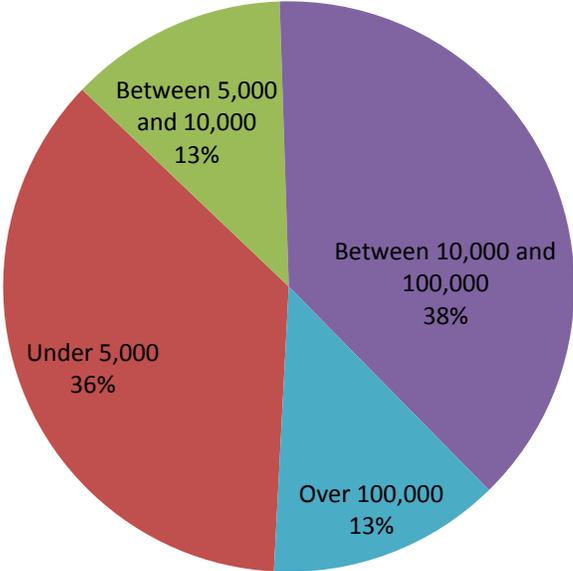
Jeff Renaud
Director
Director-At-Large

CAMA currently has 500 members from across Canada with the breakdown by province and population being outlined below:

CAMA Membership by Province



CAMA Membership by Population



CAMA has been very active over the past twelve months with our focus being to continue the work of implementing our Five Year Strategic Plan. Our plan is reviewed each year to ensure that our strategic objectives are still in line with the desires of our members. A special thanks to Robert Hughes, Chair and Board members Don MacLellan and Jeff Renaud for their leadership on the Strategic Planning Committee.

It is my pleasure to provide you with an update of this plan, our goals and objectives, and some key accomplishments for the 2013-2014 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 and is a fantastic networking opportunity. The Board spends a great deal of its time devoted to the programming of this event. A special thanks to Janice Baker who was this year's Conference Program Chair along with Committee members Mark Brown, Marc Landry, and Don MacLellan. 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 "Cultivating A Positive Culture".

I would like to thank last year's Conference organizers in Victoria for hosting a wonderful event under the leadership of our Past President, Ron Shaw. Once again, the Annual Conference delivered high marks from our delegates and an almost break even budget.

I am also pleased to be in Niagara Falls with City Manager, Ken Todd leading the program locally. The number of delegates at this year's Conference has exceeded our expectations and I know everyone will have a wonderful time in this vibrant City.

This year, we were pleased to offer a discounted registration fee for members attending the Conference for the first time. We have a large number of first time attendees with us here in Niagara Falls and we were pleased to host a reception for them on Monday evening. I would encourage all delegates to make them feel welcome. The strength of our Association continues to be the networking opportunities that are provided to our members. Make sure you make some connections while you are here.

The Mobile App will be offered once again wherein the program and any up to the minute information can be downloaded to your device at any time.

Looking ahead, our 2015 Conference will be held at the Fairmont Jasper Park Lodge (with FCM being hosted in Edmonton). The City of Winnipeg will host our event at the Delta Winnipeg/Convention Centre in 2016, and 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 are in the initial stages of hiring a firm to complete an Economic Impact Analysis of the Annual Conference. This study will be made available to host municipalities to outline the direct and indirect economic impact of this event along with the economic activity generated locally, regionally and provincially, along with the social and other non-financial benefits of hosting the Conference.

It is very important that you complete 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 at future conferences.

Webinars

Under the leadership of Marie-Hélène Lajoie, Professional Development Chair, CAMA continues to partner with the Local Government Municipal Administrators of British Columbia (LGMA BC) to provide a very successful series of webinars twice a year on a variety of strategic topics. These webinars can be attended by CAMA members and your staff. The Board will be focused on promoting and marketing this service to members and the provincial associations in the coming year.

NETWORKING

Social Media Tools

CAMA continues to provide social media tools to our members through Twitter and Facebook. Thank you to 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) 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 Niagara Falls through #CAMA2014.

Establishing and promoting the benefits of more formal relationships with international, national and provincial and territorial associations continues to be a high priority for the Board. Following are some of the organizations that we continue to have partnerships with:

AFOA

Keith Arns, External Relations Chair, Jennifer Goodine, Executive Director, and I had the pleasure of meeting with Terry Goodtrack, CEO and President of AFOA last December 2013 while in Ottawa. Unfortunately, AFOA and CAMA's submission to AANDC to develop a Mentorship Program (to promote formal professional relationships between senior administrative staff in First Nation governments and local and regional governments across Canada) was not successful.

However, we are pleased to promote a similar program launched by FCM “First Nations-Municipal CEDI/National Program” in October 2013. This is a three year joint initiative between FCM, ANNDCC and CANDO. There are seven projects available for communities to develop best practices and knowledge tools with their First Nation Bands. Politicians, CAO’s and staff will all be involved in these projects. The ideal peer mentorship program would be a Mayor and First Nations Chief and a CAO and a Band Administrator depending on the needs of that municipality. For information about becoming a volunteer peer mentor, please visit the FCM website <https://www.fcm.ca/home/programs/community-economic-development-initiative/be-a-volunteer-peer-mentor.htm>

Robert Hughes was pleased to attend the AFOA Conference which was held in February 2014 in Halifax. He was very impressed with their programs, the training and the opportunities that they provided for the younger generation.

CAMA and AFOA will continue to work together to further the objectives of the two organizations.

We are pleased to welcome Terry Goodtrack, President and CEO and Gerald Whitford, Vice-Chair, to Niagara Falls.

Municipal Finance Officers Association of Ontario

CAMA has recently been sharing best practices with the Municipal Finance Officers Association of Ontario (MFOA). This organization represents individuals who are responsible for handling the financial affairs of municipalities and who are key advisors to Councils on matters of finance policy.

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. We also discuss how we can promote each other’s services and help each other be successful. Through our Memorandum of Understanding for International Programs, CAMA continues to work with FCM on recruiting municipalities for International Projects.

In July 2013, four CAMA members (Jeff Renaud, Marc Landry, Tina Tapley and Andre Morin) were pleased to participate in a meeting with Infrastructure Canada and FCM with respect to the Gas Tax Fund. In December 2013, Board members Jeff Renaud, Marc Landry and Glen Davies were invited by FCM to participate in a meeting with Wayne Wouters, Clerk of the Privy Council. We also had the opportunity at our December 2013 Board meeting to meet with Louis Lévesque, Deputy Minister of Transport Canada.

CAMA delegates have also been provided with complimentary access (with your Conference name badge) to FCM’s Tradeshow being held on Friday, May 30th, 2014 from 1:00 p.m. to 3:00 p.m. at the Scotiabank Convention Centre in Niagara Falls. Please take advantage of this opportunity if you are still in the area.

Meetings will continue with Brock Carlton, FCM CEO in the future on how we might work together on issues of mutual interest.

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 Boston and we had a great turnout for the Annual Canadian Dinner (hosted and organized by CAMA) along with having the opportunity to attend the Presidency Ceremony for Simon Farbrother, CAMA Past President and City Manager for the City of Edmonton. We are very proud of you Simon!

We were pleased to welcome David Johnstone, Third International ICMA Vice-President, to our December 2013 Board meeting held in Gatineau to provide an update on ICMA initiatives. Thank you David for representing CAMA's interest for the past three years.

The CAMA National Office continues to work 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.

Once again, the Board is pleased to offer a \$500.00 scholarship to CAMA members who are applying for the ICMA Leadership Program for 2016 (with the deadline for applications being July 16th, 2014). Only three Canadians have graduated from this program over the past eight years – with two being CAMA members: Marc Landry, CAO for the Town of Beaumont (and Board member for Alberta and the Northwest Territories) and Tim Anderson, CAO for the City of Waterloo.

CAMA is very excited to help ICMA celebrate their 100th birthday. This celebration will culminate at ICMA's Annual Conference being held in Charlotte/Mecklenburg County, North Carolina. They will also be celebrating their leadership role in the development of the professional local government management profession. Thanks to Marc Landry for being a member of the ICMA 100th Anniversary Committee.

CAMA and ICMA launched a membership campaign to encourage more CAMA members to join this Association at a special discounted rate of \$135.00 US. A special desk will be set up at the 2014 Conference so be sure to stop by and pick up some brochures and application forms to become a member of this great Association. Currently 152 CAMA members are also ICMA members.

I had the honour and privilege to represent CAMA this year at a number of international events. I attended the ICMA Conference in Boston in September 2013; the 2013 SOLGM Annual Summit & Industry Networking in Wellington, New Zealand from November 3-5, 2013; and the ICMA International Committee Board meeting held in Yangzhou, China, May 11-15, 2014.

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 Kim Ryley, former SOLACE President; Barbara McKerrow, Vice President of SOLGM; Andrew Wardlaw, National Director of LGMA; and Simon Farbrother, President of ICMA, to Niagara Falls. They represent important CAMA partners.

Provincial/Territorial Associations

The Provincial and Territorial Municipal Association Presidents and/or Executive Directors continue to hold their 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.

A special thank you to the following Board members for representing CAMA over the past year at their provincial/territorial events;

- Ron Shaw who attended the AMCTO Annual General Meeting and Conference in the Town of Blue Mountains, ON in June 2013.
- Robert Hughes who provided greetings at the AMANS Conference held in Baddeck, NS from October 8-11, 2013.
- Marc Landry who made a presentation about CAMA at the LGAA Conference on March 6th, 2014 in Red Deer, AB.
- Mark Brown who attended the BC CAO Forum that took place from February 19-21, 2014 in Vancouver, BC at which time he provided greetings on behalf of CAMA.

A Conference Call was also held between Paul Gudaitis, the Executive Director of the Association of Yukon Communities, Mr. Jeff Renaud and Ms. Goodine in January 2014 to discuss ways in which we can work closer together.

The Board was very pleased to hold one of our quarterly meetings in the City of Yellowknife, Northwest Territories from September 11-14, 2013. We would like to acknowledge the wonderful hospitality of our hosts, Grant Hood (President) and Regina Pfeifer (Executive Director) of The Local Government Administrators of the Northwest Territories (LGANT), and Deputy Mayor Cory Vanthuyne and Dennis Kefalas (Chief Administrative Officer) of the City of Yellowknife.

ADVOCACY

Communications Plan

We commissioned a report, via a proposal call, from M5 Communications to develop an External Communications Plan for CAMA. The Plan was reviewed and accepted by the Board at the December 2013 meeting. We have since engaged the services of Patricia Donnelly to assist in the management of the Plan and solicited proposals for the implementation of the Plan.

CAMA has engaged Ginger Design, a local communications firm in Fredericton, to implement the External Communications Plan. The first phase of this plan will focus on recruiting non-members through a variety of communication tools (i.e. a local member toolkit, a CAMA promotional video), growing the next generation of leaders (including the direct reports of the Chief Administrative

Officers/City Manager), along with a possible redesign of the CAMA website. We will also be exploring ways in which we can partner with the provincial and territorial associations.

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. Again this year, we will host receptions for the young professionals, our first time delegates, 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 Marc Landry, Chair of Member Services, the following initiatives and new services were implemented this year:

Innovations Committee

The Board 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 has assessed CAMA's existing programs and as a result has engaged a firm (Multiview) to sell advertising on our website. This initiative has proved very successful and is adding new revenue to our Association.

CAO Performance Management and Evaluation

The Board of Directors recognizes that CAMA can play an important role in developing policy and research papers on issues of interest to our members. Therefore, a Committee was struck to prepare a research or "white" paper on the issue of CAO Performance Management and Evaluation. The goal of the paper will be to create a document that will support CAO's in discussion with their Mayors and Councils, to facilitate the performance management process, and provide guidance and advice on best practices in the area of executive performance management and evaluation.

The Committee members are Janice Baker (Chair), Don MacLellan, Robert Hughes, Donald Hrynyk, and Jason Gariepy. We expect the work to be completed in twelve to eighteen months.

Awards of Excellence Program

This year's Awards Program, led by Glen Davies, 2014 Awards Chairman, is pleased to announce that eight successful municipalities will be honoured at the Awards Luncheon being held on May 28th, 2014 at the Niagara Falls Conference which is sponsored by The Ravenhill Group Inc. This year we received forty-seven 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 six 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 third 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 thirty-nine (39) 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 2014 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 27th, 2014 at the Annual Conference in Niagara Falls 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 2014.

Of particular mention is the fact that two members will receive the Special Distinguished CAO Award (Keith Robicheau and Hilda Price) and two members will also receive their 40 year pin (Hilda Price and Dwight Stanford).

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, Marie-Hélène Lajoie, to outline in her report, but I would like to say how impressed I am with the financial stewardship this Association continues to demonstrate over the years. 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 updated our 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 Rose Fernandes, who looks after the Conference Tradeshow, sponsorships and partnerships for CAMA, and our Executive Director, Jennifer Goodine who watches the CAMA "purse" very closely.

Election Process

At the 2013 Annual General Meeting, a new e-voting process was approved for the election of the 2014 Board of Directors. This new process allows all of our member's equal opportunity to run for a Board position and to vote for the member of their choice.

As a result, the CAMA Board has adopted procedures that guide the National Office staff in implementing and monitoring this new process for prospective CAMA Board members. During our recent election process for the 2014-2015 CAMA Board Directors, there was one position available for British Columbia and Yukon and one position for Québec. We had one nomination in each of these two areas. Given there was only one nomination in each area, there was no need to have a formal election process (e-voting). Thus, by acclamation, we are pleased to welcome Jake Rudolph as our new representative for British Columbia and Yukon, and Jack Benzaquen as our new representative for Québec. Both of these gentlemen will take on their new roles as Board members after today's CAMA Annual General Meeting (May 28th, 2014). Ron Shaw, Past President and Chair of the Nominating Committee will also be announcing the Slate of Officers (including the Executive) later this morning.

I would also like to acknowledge, Mark Brown, representative for British Columbia and Yukon, who will be retiring from the Board this year. Thank you for your hard work in moving our Association forward.

CAMA's Non-Profit Status

CAMA is a federally incorporated not-for-profit association. Organizations such as ours could lose their incorporation status unless the necessary steps outlined in the Industry Canada Act are put into place by the October 17th, 2014 deadline. Steps have been taken to ensure that CAMA's Constitution and Bylaws are compliant with these new standards.

As part of this Annual meeting, the new Articles of Continuance and By-laws will be presented to you by Jane Blakely (CAMA member).

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 very rewarding experience to be your President and I want to thank you for this honour. It has been a pleasure to have served on the Board these past eight years.

The Board consists of administrators from small, medium and large municipalities and I am very proud that every member respects each other's opinion, which contributes to an effective team. I would like to thank the members of the Board for their hard work and for their unwavering support to the Association and its strategic objectives. Also, thank you to our staff for their dedication to always move the projects forward.

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 dedication contributes so much to our Association and making it the best organization that it can be.

I would like to extend my sincerest best wishes to the new Board and incoming President, Robert Hughes, as they continue to make this organization even better.

To say it has been a pleasure being part of this great organization would be an extraordinary understatement. To CAMA members, thank you for having made this organization so strong through your support and participation in our programs.

Great times are ahead of us and I believe the Association is favourably positioned to continue to be a national and international leader in the municipal field.

A handwritten signature in black ink, appearing to read 'J. Savard', with a stylized flourish at the end.

Jean Savard
CAMA President