



CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

INFLUENTIAL. INSPIRING. GET INVOLVED.



2016-2021 STRATEGIC PLAN

BACKGROUND

CAMA's 2016-2021 Strategic Plan builds on the previous 2007 and 2011 strategic planning work. CAMA recently adopted the following Strategic Planning Policy to guide the organization:

POLICY STATEMENT

CAMA will establish an ongoing strategic planning process by which it translates its mission, vision and values into actionable and measurable goals, strategies, initiatives, and programs. The plan will provide direction for both long and short-term decision-making by the Board of Directors and staff to fulfill the mission of the organization and make choices on behalf of the membership.

PLANNING CYCLE

1. **Five Year Plan.** Every five years, the CAMA Board of Directors will engage in a comprehensive, data-driven assessment and adoption of a Strategic Plan. Data gathering may include input from an environmental scan, including national trends in municipal government; barriers, obstacles and challenges; and input from the membership. A strategy will be developed along with performance measures. This is typically a two day exercise with feedback being received from the membership at the Annual Conference.
2. **Annual Plan Review.** Every year, CAMA will review the Strategic Plan goals, action plans, and performance measures, and modify them to meet the Association's current needs and any changing conditions. The Annual Review is typically completed at the September Board meeting.
3. **Continuous monitoring.** The Executive Director will continuously monitor the Strategic Plan as well as CAMA's actual performance in achieving its strategic goals. A change in actual performance may prompt a revision to the Strategic Plan at any time.
4. **Communications.** The Executive Director will be responsible for communicating the Strategic Plan to the membership.
5. **Financial Plan.** The Strategic Plan will drive the Financial Plan.

ROLE OF THE BOARD

The Board of Directors will play an active role in the Strategic Planning process. The Board will:

1. Adopt a policy committing the organization to a mission-driven strategic planning process.
2. Participate in Five Year Strategic Planning and an Annual Plan Review process.
3. Formally approve the Five Year Plan and the updated Annual Plan.
4. Appoint a Strategic Planning Committee that will carry out the strategic planning responsibilities.
5. Allow time at every Board meeting to review the progress on the implementation of the Strategic Plan. The Executive Director will provide the Board with a concise progress report on the goals and measures of the plan.
6. Monitor progress toward achieving strategic goals and require corrective actions and adjustments as necessary to changing conditions.

The foundation of the 2016-2021 Strategic Plan was developed at a workshop held on September 17-18, 2015 attended by the CAMA Board and staff and led by a professional facilitator. During this planning session, the Board used a proven strategic planning technique, called ToP (Technology of Participation). ToP enables groups to systematically and quickly address key issues and results in a focused plan and also enables a group to think strategically. It is highly participatory and builds consensus. It assumes that everyone has a piece of the puzzle and every person involved can make a valuable contribution.

The ToP facilitated strategic planning approach consists of several steps.

- Development of a Practical Shared Vision
- Identification of Underlying Obstacles
- Development of Strategies and Strategic Directions
- Action Planning



The Board reflected on the current vision and a review of the past five years, the results of the 2015 Members Needs and Preferences Survey which assisted in improving services provided by CAMA and also ensured that the action plan for the future was in line with the desires of our membership. The Board reviewed:

- ✓ Our successes, struggles, and obstacles;
- ✓ What has changed since the last plan was developed;
- ✓ What will change over the next five years;
- ✓ What will continue to work well; and
- ✓ What we need to do differently.

As a result of this exercise the Board is pleased to present a new Five Year Vision for CAMA consisting of pillars, goals, strategic objectives and actions to be achieved.

PRESIDENT'S MESSAGE



Dear CAMA Colleagues,

I am pleased to share with you the Canadian Association of Municipal Administrator's new Strategic Plan, ahead to 2021.

Over the last year, we have been engaged in a rigorous effort to develop a new plan for our organization. Through member surveys and Board focus groups, we have sought to gather information about the issues that are important to you, and the trends that we see affecting the future of the municipal administrator profession, municipal government and the Association. We tried to respond to the important issues and trends that are shaping our environment.

CAMA's previous Strategic Plans and goals have led to such important initiatives as the CAO Performance Toolkit, the Membership Development Campaign and a partnership with the Provincial and Territorial Associations to recruit the next generation of municipal leaders. It's our expectation that this new plan will also provide us with a blueprint for a stronger Association over the next five years.

We look forward to sharing many exciting initiatives with you that will continue to improve local government!

Sincerely,

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

Don MacLellan
CAMA President

CAMA VISION

“The Canadian Association of Municipal Administrators (CAMA) is recognized as the premiere national Canadian organization representing municipal administrators”.

CAMA MISSION

“To champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy.”

CAMA VALUES

CAMA members value:

- Accountability and Professional Integrity.
- Collaboration.
- Transparency and Honesty.
- Innovation and Excellence.
- Diversity and Inclusivity.

DEFINITION OF “MUNICIPAL ADMINISTRATOR”

Throughout the Plan there are several references to “municipal administrator”. As per CAMA’s By-law “municipal administrator” means:

- a. A City Manager, Town Manager, Chief Administrative Officer, Commissioner or such position which acts in the chief or head administrative capacity for a Canadian municipality; or
- b. A senior management position in the administration of a Canadian municipality which reports directly to a person as described in (a).

EMERGING TRENDS

Considerable research and a survey of the membership was undertaken to guide the development of the Strategic Plan. From that information, it was determined that a number of trends are emerging that could impact local government over the next five years.

The following trends will provoke a period of innovation and transformation that will make local government an even more exciting environment in which to work, and more responsive than ever to the needs of its citizens. Over the next five years, municipal senior management and elected officials should therefore expect to operate in a context of radical, ongoing, and accelerating change, which will require strong leadership. On the other hand, it is a unique opportunity to attract and retain talented people, committed to the mission of local government and ready to embrace a change.

Economic activity and responsibilities of each level of government are changing.

Local governments generally provide service to properties and people, provincial governments provide services to people, while the Federal Government provides funding and programs of national importance. Over the years, the lines have been blurred between the various levels in terms of service provision, and that has been problematic. The Provinces do not have the financial capacity to fulfill their own mandates but are expected to help municipalities with their funding requirements. CAMA will continue its positive relationship with the Federation of Canadian Municipalities and the federal bureaucrats on program design and delivery.

Generational differences in local government. There is a demographic shift happening in CAMA's membership which will likely result in different expectations. Given the impending retirement of a significant number of municipal administrators, municipalities have an opportunity to promote the positive rewards of having a career in local government. The Association, through its membership, will mentor new and experienced municipal administrators and support the next generation of leadership.

Ever changing technology. Given that CAMA members are located across the country, technology is transforming how we live and interact. In order for CAMA to remain relevant, especially to the younger generation, the Association will need to invest more in technological solutions to ensure that our members are always connected. As well, CAMA has a number of smaller and remote municipalities and will therefore endeavour to provide the tools for members to share their experiences to improve local government, be resilient leaders and to virtually connect more often.

Positive Image of the Municipal Administrator Profession with Elected Officials. The municipal administrator career is diverse and challenging. The distinction between the elected officials' role and the administrator role is important in creating a healthy relationship in a political environment. CAMA will undertake to create a number of initiatives to promote the importance of the Professional Municipal Administrator in order to recruit from different professions, and to provide the tools necessary to improve relationships between municipal administrators and elected officials.

STRATEGIC PILLARS



CAMA has identified the following pillars for our Strategic Plan for the period 2016-2021 that will continue to be the focus for the Association's future programs:

Professional Development

- Provide members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.

Networking and Partnerships

- Create strong, strategic relationships.
- CAMA is well recognized as the national "Go To" experts in Municipal Administration

Member Engagement and Support

- Deliver networking opportunities to engage and connect members.
- Increase the membership by attracting, maintaining and engaging members from large, small, and remote municipalities with an emphasis on balance and diversity.

Resilient Leadership

- Intentional about ensuring success of the profession.
- Foster a professional, respectful relationship between municipal administrators and Councils.

Objectives, activities and performance metrics have been identified for these pillars which are expected to be completed by 2021.

STRATEGIC THEME #1 - MEMBERSHIP CAMPAIGN



MEMBER ENGAGEMENT AND SUPPORT



"CAMA offers opportunities to share knowledge and experiences with colleagues, which benefits everyone working north of Canada's 60th parallel"

Jeff Renaud
City of Elliot Lake, Ontario

Goal: To be the national membership of choice for local government professionals across Canada.

Strategic Objective: Increase the membership by attracting, maintaining and engaging members from large, small, and remote municipalities with an emphasis on balance and diversity.

Strategies:

1. **Focus on engaging the francophone communities and making CAMA more accessible to the smaller, rural and remote communities by assessing their needs.**

Priority Actions:

- 1.1 Create an assistance program to make the Annual Conference accessible to smaller remote communities.
- 1.2 Research and develop plans to meet the needs of francophone communities and small and remote municipalities.
- 1.3 Consider adding a "Northern" representative to the Board for Yukon, Northwest Territories, and Nunavut. The representatives for the following Provinces would be changed to: British Columbia, Alberta, and Saskatchewan and Manitoba.

2. Targeted membership development.

Priority Actions:

- 2.1 Continue to develop and implement the Membership Development Campaign involving members and non-members through various strategies.
- 2.2 Produce some promotional materials focusing on the rewards of being involved in local government.
- 2.3 Develop a communication plan for Board members to reach out to future members regionally.
- 2.4 Hold a meet and greet for potential members in each Board member's area.

Performance Measures/Success indicators:



- Increase of attendance at the Annual Conference by smaller and remote municipalities.
- Increase of non-member awareness of CAMA.
- Increase the total membership numbers by 20% (100 more members) in 24 months from the date the Membership Campaign begins, and to continue the growth trend to double the current membership to 1,000 by 2020.

STRATEGIC THEME #2 - INNOVATIVE PROFESSIONAL DEVELOPMENT



PROFESSIONAL DEVELOPMENT

"The CAMA conference is 2.5 days jam-packed with excellent educational and networking opportunities. It's the best way to broaden your professional horizons."

Gord Howie

Retired Member, British Columbia



Goal: To enhance innovative opportunities and professional development to increase CAMA members knowledge transfer and experience sharing around good local government management values and practices.

Strategic Objective: Provide members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.

Strategies:

1. **Provide more effective channels for members to promote and share best practices.**

Priority Action:

- 1.1 Develop a platform for sharing best practices by preparing an action plan which identifies ways to evaluate and disseminate best practices, trends and solutions to share with members and future members (i.e. "Leading Edge" version of the e-brief newsletter). The membership, exhibitors and perhaps academia can assist with this plan.

2. **Offer recognized tools which support the municipal profession.**

Priority Action:

- 2.1 Engage the membership at the Annual Conference to share their experience on tools that improve local government and the municipal profession (i.e. Lean Six Sigma, Asset Management practices).

3. Make the Annual Conference the premiere national professional development opportunity.

Priority Actions:

- 3.1 Host an Annual Conference for large and small municipalities with national renowned quality speakers and best practices.
- 3.2 Continue to employ feedback mechanisms from the membership/delegates.

4. Assist members in staying ahead of trends and challenges to be resilient leaders.

Priority Action

- 4.1 Identify emerging industry trends with affiliate associations and other organizations.

Performance Measures/Success indicators:



- High satisfaction of best practices shared through a library or other technology.
- 50% of the membership attending the Annual Conference with 80% Excellent/Very Good evaluation feedback.
- 100% cost recovery on the Annual Conference.

STRATEGIC THEME #3 – SUCCESS OF THE PROFESSION



RESILIENT LEADERSHIP



Goal: To ensure CAMA is providing new and existing municipal administrators with information, and a network, that assists them in their role, encourages the next generation of leaders and, promotes the importance of the Professional Municipal Administrator.

Strategic Objective: Intentional about ensuring success of the profession.

Strategies:

1. Grow the profession through mentoring.

Priority Actions:

- 1.1 Profile members and positive stories.
 - 1.1.1 Profile members and do a brief feature in the e-brief newsletter.
 - 1.1.2 Provide the tools to the Board member to reach out to the CAMA members in their area on a regular basis with positive information on member services, local government trends, etc.
- 1.2 Develop a Mentorship Program that is easily accessible to new and experienced members.

New Members

- 1.2.1 Provide information on the CAMA website asking members to contact their Board representative if they require assistance or their Provincial/Territorial Association.
- 1.2.2 Once the CAMA Board member is alerted to a new member in their region they will begin to quarterback a new mentorship initiative/outreach and offer to be available to chat or to help connect them with other members, if and when they have particular topics they wish to discuss.

- 1.2.3 Ensure the new member receives a copy of the Code of Conduct.
- 1.2.4 Ensure the new member has received or is aware of, the CAO Performance Evaluation Toolkit and is particularly aware of the basic documents from which the CAO draws his/her authority and the key competencies that help a CAO be successful.
- 1.2.5 Ensure the new member is aware of any information that CAMA has (at the time) that emphasizes what constitutes a healthy Municipal Administrator-Council Relationship.

Existing and Experienced Members

- 1.2.6 Advise members that the Regional Board member is a key contact if they are looking for mentorship advice and may be able to identify other experienced CAMA members who would be good sounding boards regarding mentorship issues and specific challenges a particular member may be struggling with in his/her community.

2. Support the next generation.

Priority Action:

- 2.1 Continue to implement the work plan and partnership with the Provincial and Territorial Associations on "Recruiting the Next Generation of Municipal Leaders."
- 2.2 Produce a "Question and Answer Pilot Project" which will provide information to the next generation of CAMA members that will benefit them in their careers. This will provide more experienced CAMA members with the opportunity to give back to the profession and establish stronger relationships with the next generation.

3. Promote and grow the profession.

Priority Actions:

- 3.1 Continue the award presentations at the Council meeting (with media in attendance) of the winning community of the Awards of Excellence.
- 3.2 Identify positive stories about members in the news who receive recognition from their communities for their role. Publish these in e-brief, on the CAMA website and through social media.

4. Recruitment from various professions.

Priority Action:

- 4.1 Encourage individuals from various professions to consider joining the municipal sector because of the importance of the role.

Performance Measures/Success indicators:



- Development of a Mentorship Program.
- # of new and experienced members that have utilized the Mentorship Program.
- # of positive news stories in the media and local government or a CAMA member.

STRATEGIC THEME #4 – EXPERTS IN MUNICIPAL ADMINISTRATION



NETWORKING & PARTNERSHIPS



Goal: To enhance and promote one consistent identity/profile to obtain the respect of our stakeholders.

Strategic Objective: CAMA is well recognized as the national "Go To" experts in Municipal Administration.

Strategies:

1. CAMA has an iconic brand with a powerful slogan for municipal administration.

Priority Actions:

- 1.1 Review the current brand and slogan to ensure that it is aligned with local government business.
- 1.2 Encourage CAMA members to practice and live by the Vision, Mission and Value Statements.
- 1.3 Update the current CAMA website.

2. CAMA is seen by the media and others as the "go to" in municipal administration.

Priority Actions:

- 2.1 Continue to have good relations with the Chief Executive Officer of the Federation of Canadian Municipalities.
- 2.2 Continue to partner with the Provincial/Territorial Associations to work on topics of mutual interest.
- 2.3 Provide CAMA promotional items to promote the organization.
- 2.4 Compile success stories, policies, papers developed by CAMA and catalogue them for easy access.

3. Provide additional member services to improve the brand.

Priority Actions:

- 3.1 CAMA will continue to explore other member services (in addition to its core services) to assist its membership in the local government profession.

Performance Measures/Success indicators:



- Stakeholders are aware of CAMA and rate our standing, identity and communications at 80%.
- CAMA's successes are highlighted in media releases.
- Successes with policy development are distributed.
- Readily available resources for municipal administrators and members.
- CAMA is listening to its members.

STRATEGIC THEME #5 - NETWORKING



MEMBER ENGAGEMENT & SUPPORT



"CAMA's peer network is the best in the country. It's a great place to exchange ideas and bring new ideas back home."

Louis Coutinho
Town of Windsor, Nova Scotia

Goal: To support members in making connections and building beneficial professional relationships.

Strategic Objective: Deliver networking opportunities to engage and connect members.

Strategies:

1. **Provide face to face and/or virtual networking opportunities (connecting members with technology) outside the Annual Conference.**

Priority Actions:

- 1.1 Develop more on-line tools for members to connect more often (virtual meetings, chats, webinars, and one question surveys).
 - 1.1.1 Host virtual training sessions.
 - 1.1.2 Add chats, webinars, sharing of information on line. Explore the idea of having a forum where members could have access to information provided by CAMA (i.e. the CAO Performance Evaluation Toolkit).
 - 1.1.3 Find and implement new ways to connect members.
2. **Provide local networking opportunities (i.e at a central location).**

Priority Actions:

- 2.1 Create a Mini-Conference by Region (or virtual) on relative topics (i.e. roundtables, A Day in the Life of a Municipal Administrator) and invite CAMA members to share their experiences.
- 2.2 Hold information sessions at Provincial/Territorial Conferences or meetings.
- 2.3 Board members contact their local Provincial/Territorial Associations to attend their Board meetings one to two times per year and provide an update on CAMA and report back to the CAMA Board on their activities.

Performance Measures/Success indicators:



- 80% Excellent/Very Good evaluation feedback on networking events.

STRATEGIC THEME #6 - MUNICIPAL ADMINISTRATOR AND COUNCIL RELATIONSHIP



RESILIENT LEADERSHIP



"Working together, we will create stronger communities across the country."

Robert Hughes
Town of Stratford, PEI

Goal: To ensure CAMA is reminding/educating members of the key components of a professional, respectful relationship between municipal administrators and Councils and how to attempt to deal with specific situations that members are encountering that undermine that healthy relationship. Help members be resilient and maintain a healthy understanding of the municipal administrator role versus the Council role.

Strategic Objective: Foster a professional, respectful relationship between municipal administrators and Councils.

Strategies:

1. Implement a strategy for public education of what constitutes "Professional Municipal Administration".

Priority Actions:

- 1.1 Develop a White Paper or Opinion Editorial for multiple outlets on "The Profession". A writer could be hired to create a best practices piece about the importance of the Professional Municipal Administrator and also highlight the distinction between the political role and the administrator role. Testimonials could be highlighted from successful municipal administrators and elected officials on "How to Build a Successful Relationship."
- 1.2 Upon completion of the White Paper on "The Profession", CAMA Board members can attempt to have local media carry the story and use the paper for background for a series of articles.
- 1.3 Continue with the work plan with the Provincial/Territorial Association partnership with the following goal: *"To foster awareness of the roles and responsibilities of municipal/local government, increasing the understanding of the value of professional management. Create common messaging that will be effective across Canada".*

2. The Performance Evaluation Toolkit improves the relationship between CAOs and elected officials.

Priority Actions:

- 2.1 Build a CAO Performance Evaluation Toolkit.
- 2.2 Prepare a Communications Plan to launch the CAO Performance Evaluation Toolkit to CAMA members and elected officials. This plan should remind members of the importance of the CAO Performance Evaluation Toolkit and the value of CAOs understanding where their authority comes from, the key competencies important to the CAO role and the importance of agreeing on annual expectations and measurable goals.
- 2.3 Explore the development of relevant member and non-member toolkits (i.e. New CAO Toolkit, New Council Orientation Toolkit).

3. Make our members more resilient.

Priority Actions:

- 3.1 CAMA will continue to educate/underline the following key pillars to help CAMA members be more resilient:
 - ✓ Understand their role.
 - ✓ Understand where their authority comes from.
 - ✓ Understand what a healthy municipal administrator/Council relationship looks like.
 - ✓ Understand how to promote a healthy CAO Performance Evaluation discussion with Council.
 - ✓ Understand the Municipal Administrator Code of Conduct.
 - ✓ Understand the key competencies that improve the opportunity for success in the municipal administrator role.
- 3.2 Create Ted Talk style webinars on different municipal administrator toolkit topics, endorsed by CAMA.

Performance Measures/Success indicators:



- % of satisfaction levels of the CAO Performance Evaluation Toolkit.

STRATEGIC THEME #7 – STRATEGIC RELATIONSHIPS



NETWORKING & PARTNERSHIPS



"The benefits of membership are tremendous, there is always a new perspective on the challenges we all face."

Janice Baker
City of Mississauga, Ontario

Goal: To build strong relationships with key stakeholders. Initiate, strengthen and leverage relationships with international, national and local organizations to create excellence in municipal government.

Strategic Objective: Create strong, strategic relationships.

Strategies:

1. **Enhance communications and dialogue with the Federation of Canadian Municipalities (FCM) to develop synergies in areas of mutual interest.**

Priority Actions:

- 1.1 Establish a strategy with FCM to provide an administrative review of proposed policy decisions.
- 1.2 Work with FCM to offer presentations at their Annual Conference (i.e. Municipal Administrator and Council Relationship).

2. **Create opportunities to develop a strong relationship with the federal government.**

Priority Actions:

- 2.1 Prepare a document for the federal government similar to, and in alignment, with FCM's "Cities and Communities: Partners in Canada's Development" from CAMA's perspective.
- 2.2 Establish working relationships with federal senior staff.

3. Increase leadership and partnerships with the Provincial and Territorial Associations.

Priority Actions:

- 3.1 Continue regular ongoing meetings and build relationships with Provincial and Territorial Associations in identifying relevant actions (i.e. joint membership formal accord).
- 3.2 Engage the Provincial/Territorial Associations for joint sessions when the Board meets in their region.
- 3.3 Work with the Provincial/Territorial Elected Official Associations to develop the Municipal Administrator and Council Relations piece.

4. Create opportunities for partnerships with other organizations.

Priority Actions:

- 4.1 Create partnerships with universities for research development on municipal issues.
- 4.2 Maintain and expand relationships with International Affiliates (i.e. ICMA, SOLGM, LGMA, SOLACE and the Alliance for Innovation) in areas of member interest and extend invitations to Annual Conference.

Performance Measures/Success indicators:



- Submission of the “Report on Proposed Federal Funding Programs for Municipal Infrastructure” to both the Federal Senior Staff and FCM.
- Number of initiatives/discussions/meetings with FCM.
- Number of initiatives/discussions/meetings with Senior Federal Staff.
- Number of joint initiatives with Provincial/Territorial Associations.
- Number of initiatives with other organizations.

CONCLUSION

This document reveals the future vision for CAMA and the goals we must achieve to realize it.

OUR VISION

“The Canadian Association of Municipal Administrators (CAMA) is recognized as the premiere national Canadian organization representing municipal administrators”.

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|-----------------|--|
| <u>Goal #1:</u> | To be the national membership of choice for local government professionals across Canada. |
| <u>Goal #2:</u> | To enhance innovative opportunities and professional development to increase CAMA members knowledge transfer and experience sharing around good local government management values and practices. |
| <u>Goal #3:</u> | To ensure CAMA is providing new and existing municipal administrators with information, and a network, that assists them in their role, encourages the next generation of leaders and, promotes the importance of the Professional Municipal Administrator. |
| <u>Goal #4:</u> | To enhance and promote one consistent identity/profile to obtain the respect of our stakeholders. |
| <u>Goal #5:</u> | To support members in making connections and building beneficial professional relationships. |
| <u>Goal #6:</u> | To ensure CAMA is reminding/educating members of the key components of a professional, respectful relationship between municipal administrators and Councils and how to attempt to deal with specific situations that members are encountering that undermine that healthy relationship. Help members be resilient and maintain a healthy understanding of the municipal administrator role versus the Council role. |
| <u>Goal #7:</u> | To build strong relationships with key stakeholders. Initiate, strengthen and leverage relationships with international, national and local organizations to create excellence in municipal government. |

This Strategic Plan expresses the Board's continued commitment to provide the best possible stewardship for municipal government and our members. Each year, CAMA will review the goals, action plans and performance measures and modify them to meet the Association's current needs and any changing conditions.

CAMA has a proven track record of carrying out its plans and achieving results. For this reason, we believe that this Strategic Plan, along with sufficient resources, will help us to achieve the results our members need and deserve.

None of this can be achieved without your support. Please feel free to put your ideas and suggestions forward to your Board representative and respond to our future member surveys. If you feel there is anything you can do to help us achieve our goals, don't hesitate to step forward.

Thank you for your continued support. We will keep you updated on our results on a regular basis.

STRATEGIC PLANNING IMPLEMENTATION TEAM

Jack Rudolph, Chair/Representative for British Columbia and Yukon
Don MacLellan, President/Representative for New Brunswick
Jeff Renaud, Director-At-Large
Jack Benzaquen, Representative for Québec
Rodney Cumby, Representative for Newfoundland & Labrador
Louis Coutinho, Representative for Nova Scotia & Prince Edward Island

