



CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

INFLUENTIAL. INSPIRING. GET INVOLVED.



2016-2021 STRATEGIC PLAN
EXECUTIVE SUMMARY



CAMA STRATEGIC PLAN 2016-2021

VISION

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

MISSION

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

OUR PURPOSE

Professional Development	Networking & Partnerships	Member Engagement & Support	Resilient Leadership
Provide members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.	Create strong, strategic relationships. CAMA is well recognized as the national “Go To” experts in Municipal Administration	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.	Intentional about ensuring success of the profession. Foster a professional, respectful relationship between municipal administrators and Councils.

EMERGING TRENDS

- Economic activity and responsibilities of each level of government are changing. The lines have been blurred between the various levels in terms of service provision, and that has been problematic. 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. 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. CAMA will remain relevant to the younger generation, as well as our smaller and remote municipalities, to provide the tools necessary to share their experiences, connect more often, and be resilient leaders.
- Positive image of municipal administrator profession with elected officials. 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 to provide the tools necessary to improve relationships between municipal administrators and elected officials.

CAMA MEMBERS VALUE

Accountability and Professional Integrity	Collaboration	Transparency and Honesty	Innovation and Excellence	Diversity and Inclusivity
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OUR GOALS/ACTIVITIES

Professional Development	Networking & Partnerships	Member Engagement & Support	Resilient Leadership
<p>To enhance innovative opportunities and professional development to increase CAMA members knowledge transfer and experience sharing around good local government management values and practices.</p>	<p>To build strong relationships with key stakeholders. Initiate, strengthen and leverage relationships with international, national and local organizations to create excellence in municipal government.</p> <p>To enhance and promote one consistent identity/profile to obtain the respect of our stakeholders</p>	<p>To support members in making connections and building beneficial professional relationships</p> <p>To be the national membership of choice for local government professionals across Canada</p>	<p>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.</p> <p>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.</p>

ACTIVITIES COMPLETED IN 2016-2017

Strategic Plan Activity	Results
<ul style="list-style-type: none"> Continue regular ongoing meetings and build relationships with the Provincial/Territorial Association in identifying relevant actions. 	<ul style="list-style-type: none"> CAMA chairs quarterly Conference Calls with the Executive Directors of the Provincial/Territorial Associations and shares best practices.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> In March 2016, CAMA provided a Position Paper and a series of administrative recommendations as input on Federal Funding Programs for Municipal Infrastructure.
<ul style="list-style-type: none"> Create an assistance program to make the Annual Conference accessible to smaller and remote communities. 	<ul style="list-style-type: none"> In recognition of the importance of promoting professional development opportunities for members, CAMA established the CAMA Scholarship Program in 2016. Through this Program, CAMA provides up to six scholarships for the registration fee for the Annual Conference (two to young professionals pursuing a career in local government; two to members working in municipalities located north of the 60th parallel; and two to members from smaller municipalities).
<ul style="list-style-type: none"> Consider adding a position on the Board to a "Northern representative". 	<ul style="list-style-type: none"> The position for Northwest Territories, Yukon Territory and Nunavut was filled at the 2017 Annual General Meeting.
<ul style="list-style-type: none"> Produce some promotional materials focusing on the rewards of being involved in local government. Support the next generation. Continue to implement the work plan and partnership with the Provincial and Territorial Associations on "Recruiting the Next Generation of Municipal Leaders." Continue to work with Provincial/Territorial Association Partnership on 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". 	<ul style="list-style-type: none"> CAMA was pleased to launch the "Making Life Happen" toolkit to attract the next generation of leaders to local government in January 2018. The "Making Life Happen" program was created in partnership, with a mandate of raising awareness of local government with a specific focus encouraging younger Canadians to consider a municipal career. This campaign also included a bilingual website. Under the Resource Section of the CAMA Member's Section you will find all of the promotional materials that are print ready and are provided to you in separate English and French documents along with instructions. This initiative has been a Canada wide Association effort with six of our Provincial Association partners: Ontario Municipal Administrators Association, Local Government Administrators of Alberta, Association of Municipal Administrators of New Brunswick, Alberta Rural Municipal Administrators Association, Local Government Managers Association of British Columbia, and the Association of Municipal Managers, Clerks and Treasurers of Ontario. The key messages of "Making Life Happen" were built on qualitative and quantitative research. You can view the executive summary of the Insights West research. The full report can be found in the Member's Section of the CAMA website. This report has some interesting insights which you may wish to pass along to your Human Resources Department's when recruiting your own employees.

Strategic Plan Activity	Results
<ul style="list-style-type: none"> 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 the more experienced CAMA members with the opportunity to give back to the profession and establish stronger relationships with the next generation. 	<ul style="list-style-type: none"> The document entitled “Cultivating Leadership: A Guide For the Next Generation in Local Government” was launched to the membership in July 2016 along with some videos of the participants.
<ul style="list-style-type: none"> Build a CAO Performance Evaluation Toolkit. 	<ul style="list-style-type: none"> The Performance Evaluation Toolkit was publicly launched at the 2017 Conference and the Communications Plan will be implemented for the 2017 to 2018 period.

OUR 2017-2018 WORKPLAN

Professional Development	Networking & Partnerships	Member Engagement & Support	Resilient Leadership
<ol style="list-style-type: none"> 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). Host an Annual Conference for large and small municipalities with national renowned quality speakers and best practices. Continue to employ feedback mechanisms from the membership/delegates. Identify emerging industry trends with affiliate associations and other organizations. 	<ol style="list-style-type: none"> Continue to have good relations with the CEO of FCM. Continue to partner with the Provincial/Territorial Associations to work on topics of mutual interest. Continue to explore other member services (in addition to its core services) to assist its membership in the local government profession. Establish working relationships with federal senior staff. Engage the Provincial Territorial Associations for joint sessions when the Board meets in their region. 	<ol style="list-style-type: none"> Continue to develop and implement the Membership Development Campaign Hold information sessions at provincial conferences or meetings. Board members will 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. Promote the benefits of CAMA to large municipalities in Canada that are not currently members. 	<ol style="list-style-type: none"> Continue the award presentations at the Council meeting (with media in attendance) of the winning community of the Awards of Excellence. Continue to educate/underline key pillars to help CAMA members be more resilient. Prepare a Communications Plan to launch the CAO Performance Evaluation Toolkit to CAMA members and elected officials. Explore the possibility of developing a Mentorship Program that could be used by students, aspiring CAO's, existing CAO's and CAO's in transition.

	<ul style="list-style-type: none">6. Create partnerships with universities for research development on municipal issues (when required).7. 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.	<ul style="list-style-type: none">5. Explore the possibility of CAMA having an Associate/Student Membership category.	<ul style="list-style-type: none">5. Promote CAMA's CAO Employment Contract.6. Develop a Political Acumen Toolkit that will support CAOs, direct report and the next generation of leaders that are already in local government jobs.
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