



CAMA Holds Quarterly Board Meeting in Montreal, Québec

The Board of Directors of the Canadian Association of Municipal Administrators (CAMA) held their quarterly meeting in Montreal, Québec on March 23rd, 2017. A special thanks to our host Jack Benzaquen, Directeur Général for the Ville de Dollard-des-Ormeaux.

The Board dealt with a number of issues, but what follows are the highlights of those discussions:

Review of Strategic Plan for the 2017-2018 Year

The Board approved a new Strategic Plan in March 2016 for the 2016-2021 period. An annual review of the goals, action plans, and performance measures, will be completed in September 2017 with the new Board. However the Board did review the Workplan which included an update on the annual activities, and the upcoming activities for 2017-2018. Over the next year, the Board will focus on the Communications Plan for the CAO Performance Evaluation Toolkit, continue working on the Provincial/Territorial Association Partnership with respect to a toolkit to recruit the next generation to municipal government, and will also carry on with the member campaign.

Nominating Committee

Don MacLellan, Past President and Chair of the Nominating Committee, submitted his report for consideration of the Board. There were four positions on the Board available for the 2017-2018 fiscal year and an election is required for three of the four vacant positions: 1) Member-At-Large 2) Alberta and 3) Yukon, Northwest Territories & Nunavut. Congratulations to Marc Landry who was acclaimed as the CAMA Board representative for New Brunswick.

More information on the voting instructions for the election being held May 1-5, 2017 will be circulated to you in the near future.

The Board also approved a recommendation from the Nominating Committee that a motion be forwarded to the 2017 Annual General Meeting for some changes to the definitions of "municipal administrator", "municipal administration", and "member in transition".

Honourary Life Member Awards

The Board will be announcing the winner for this prestigious award during the President's Dinner in Gatineau.

Annual Conferences

The Board reviewed the preparations for the 2017 Gatineau Conference. If you have not already registered please visit the CAMA [website](#).

Five individuals were also awarded with scholarships for the registration fee for the 2017 Annual Conference (for members from smaller municipalities, young professionals and members in communities North of the 60th).

Future Conferences

The CAMA Board discussed plans for future CAMA Conferences which include the 2018 Conference being held in Fredericton, NB (May 28-30, 2018) and Québec City in 2019 (May 27-29, 2019).

Thank you to those of you that took the time to complete the recent survey on the location of CAMA's Conference in relation to FCM's Conference. Based on the feedback received from the survey, it is clear that members are not specifically tied to having CAMA in the same location as FCM, however there is concern about the travel costs of having to attend both if they are in a totally different Province/location. This would be very difficult for the smaller municipalities with restricted budgets.

Subject to your feedback, it was felt that it was important to continue to host the CAMA Conference prior to FCM (in late May/early June) and based on the location (of FCM) the Board will discuss the options of hosting the CAMA Conference in the same place, in a municipality in close proximity to FCM in the same Province, or in the same region if FCM is held in the smaller Provinces (i.e. 2018: Fredericton and Halifax).

The 2020 FCM Conference will be held in Toronto and in Montreal in 2021. The Board will be discussing the CAMA Conference locations at future meetings.

Update on Communications/Marketing Plan

Communications Chair, Louis Coutinho updated the Board on the Committee's recent activities of the Communications/Marketing Plan. CAMA is just finishing the final year of our three year plan which included a membership campaign that was launched in June 2015 across the country using several communication tools including a testimonial video featuring our own members, and a Refer a Member Campaign encouraging direct reports with the option to sign up at a reduced rate of 50% off the first year.

Thank you for promoting CAMA to your colleagues and staff as it is estimated that 139 members joined CAMA as a direct result of the campaign. Over the next year, the Committee will continue to reach out to non-members and direct reports given that succession planning in the municipal administrator field is such an important issue. A sustainment strategy is also being developed to retain existing members and continue to attract new members.

CAMA was pleased to launch its new website in January 2017 and is also spending more time developing a LinkedIn page that will feature interesting articles that are relevant to the municipal profession. We encourage you to connect with your CAMA colleagues through our social media tools: [Twitter](#) and [Facebook](#).

Recruiting the Next Generation of Leaders

- **A Toolkit to Attract The Next Generation.** CAMA and our Provincial/Territorial Association partners (LGMA (British Columbia), AMCTO (Ontario), OMAA (Ontario), LGAA (Alberta), ARMAA (Alberta), and AMANB (New Brunswick) are continuing to work on the preparation of a toolkit that can be used to attract new employees to the local government profession as a great place to start to build a career with the main audience being the “soon to be post secondary graduates”. This toolkit will be launched at the 2017 Conference with the campaign theme being “Local Government. Making Life Happen. Every Day.”

Also, don't forget about the Insights West research ([executive summary](#)) that was conducted for this project. 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.

- **CAMA's Next Generation Project.** “[Cultivating Leadership: A Guide for the Next Generation in Local Government](#)” is a great resource to share with direct reports and managers throughout your organization. This document is designed in recognition of the importance of providing useful career advice to the next generation of local government leaders, and to provide an opportunity for our more experienced CAMA members to give back to the profession. It is our hope that it will help CAMA members at different stages of their career, students considering a career in local government, and potential future CAMA members.

CAO Performance Management and Evaluation Committee

The toolkit was in the Member's Section of the CAMA website for the past year and hopefully you had an opportunity to use this tool for your own annual review. Through the survey, you told us that this has been a great tool and we hope that you will continue to implement it in your own communities. We are excited to give back to our profession by making this toolkit available for free to member and non-member municipalities in June 2017. A formal Communications Plan has been developed to reach out to the elected officials over the next year. Presentations will be made at some of the Provincial/Territorial Elected Association Conferences; ads and articles will be placed in publications directing the audiences to the CAMA website to the toolkit, and a brochure will be included in the FCM delegate bags at this year's Conference. Watch for the official launch in Gatineau!

2017 CAMA Awards of Excellence Program

Chairman Jean-Marc Nadeau provided an update on this year's Awards of Excellence Program. The Awards Selection Committee received 59 submissions this year and was impressed with the quality of applications. The winners will be announced at the Awards of Excellence Luncheon being held at the Gatineau Conference on May 31st, 2017.

Long Service Awards

CAMA will once again be presenting its Long Service Awards to members at this year's Conference. This year there will be 75 members that will be receiving their recognition pins. Ten and fifteen year recipients will be receiving their pins in mid-April and those with more than twenty years of service will be presented their pins at the Long Services Awards Luncheon at the Gatineau Conference. Of particular note is the fact that we have five members that will be receiving their 40 year service pins this year.

The Long Service awards are a great way for our Association to acknowledge the commitment of our members to the profession. Congratulations!

Treasurer's Report

CAMA continues to be in a healthy financial position and a detailed review of the Association's finances will be presented at our Annual General Meeting in Gatineau by Treasurer Jeff Renaud.

ICMA

Marc Landry, CAMA External Relations Chair and Third International Vice-President of ICMA, provided an update on the activities of ICMA. Mark your calendars for the 2017 ICMA Conference being held in San Antonio, Texas October 22-25, 2017.

Member Services/National Office Update

Jennifer Goodine, Executive Director, updated the Board on various subjects. Of particular note were the following:

- The Executive Directors of the Provincial/Territorial Administrator Associations continue to meet quarterly to discuss areas of mutual interest across the country with the Annual meeting being held in conjunction with the CAMA Annual Conference in Gatineau.
- Congratulations to Catalina Blumenberg, a graduate students in Western University's Masters in Public Administration Local Government Program who will present her winning paper at the CAMA Conference in Gatineau. Public Sector Digest and CAMA partnered to launch a Paper Writing Competition in Municipal Management in order to introduce Canada's future leaders to the dynamic world of municipal governance. This provided graduate students across the country with the opportunity to explore complex issues in municipal administration. Catalina's paper *Diversifying Municipal Revenue in Canada Via a Federal Marijuana Tax Fund* can be [read here](#).
- CAMA is pleased to be a partner of the ICMA Coaching Program which provides key services to thrive in local government. See how these services can help you and your employees gain insights and explore best practices. Also, tap in to the new 1-1 Coaching and Talent Development resources to be a great coach and a winning player. Visit the CAMA [website](#) for more details.
- Thank you to CAMA members that participated in the international research program being carried out by the University of St. Andrews (UK) in partnership with ICMA and SOLACE. A number of Canadian senior managers were interviewed to explore how leaders use storytelling techniques as part of their everyday repertoire to

communicate to peers (such as other city managers, or senior colleagues), politicians, the public and with front-line staff.

- Good luck to three of CAMA's 2016 award winners (Town of Devon, City of Moncton, City of Surrey) who will be travelling to Tulsa on April 18th, 2017 to present their Canadian best practices at the Alliance for Innovation's TLG Conference.

The next meeting of the Board will be held in Gatineau on Sunday, May 28th, 2017 just prior to the Conference.

We look forward to seeing you in Gatineau at the Conference next month where I also look forward to presenting CAMA's Year-in-Review!

A handwritten signature in blue ink, reading "Marie-Hélène Lajoie". The signature is fluid and cursive, with a long, sweeping underline that extends to the left.

Marie-Hélène Lajoie
CAMA President