



## 2000s – BUILDING A MODERN-DAY CAMA – PART 2 2005 to 2009

The decade that catapulted us into the 21<sup>st</sup> century was a big one for the Canadian Association of Municipal Administrators. It was one with a renewed sense of purpose and a desire to build a stronger more resilient organization. There were so many changes in fact, that we decided to feature this part of CAMA's history in two parts – 2000 to 2004, and 2005 to 2009. Here is the second part of that story.

The year 2005 was a turning point for CAMA and launched a new trajectory that would pave the way for an exciting new future for the Association. In the years leading up to this time, CAMA's management was looked after by a third party, headquartered in Ottawa. Challenges had begun to percolate, including financial strain and lack of quality service delivery.

At the 2005 Annual Conference in St. John's, NL, outgoing President Brian Hamblin said in his report,

***“I am optimistic CAMA has turned the corner with an improved structure so the focus next year can be less on internal administrative issues and more on external initiatives.”***

***“Municipalities are higher on the national agenda than at any time during my career. At the same time as funding needs are being recognized and, in some cases, addressed. The challenges are very real. With the higher visibility of municipal issues there is a corresponding duty on municipal administrators to continue to deliver excellence in municipal management. CAMA has a role to play as a national association to enhance the recognition and the value of our profession.”***

The revised CAMA website had been live for a year, and thanks to new digital communication tools including Jobscene Broadcast and the email newsletter streamlined information to members and opened the Association up to reaching new audiences to build membership and grow the network of potential sponsors. With that in mind, the Sponsorship sub-committee developed new guidelines to improve the approach taken to attract sponsors.

The Board of the day (see image below), led by incoming President Marc Laroche from Gatineau, Quebec, with the assistance of former President Paul Stapleton of Fredericton, NB, began to explore options for reorganizing the structure of CAMA's management. The goal was to build a self-sustaining Association, with its own administrative staff to help run the portfolio of programs and services.

Following the 2005 Conference, the City of Fredericton Mayor and Council and then-CAO Paul Stapleton, graciously approved the transition of administration of CAMA to Fredericton, on a fee-for-service basis. The contract with the Willow Group ended on September 30, 2005, and Jennifer Goodine took over the administrative tasks associated with the Association. At this time, her role was part time, and a contracted Executive Director managed the organization.

Without a doubt, the willingness of the Board, along with the City of Fredericton leadership team, breathed new life into the Association. For the last sixteen years, CAMA's membership, reputation and impact has grown exponentially.

**2005-2006  
CAMA  
BOARD OF DIRECTORS**



## Board of Directors

The CAMA Board of Directors was led by the following five Presidents between 2005-2009:

2005 Brian Hamblin, Regina, Saskatchewan  
2006 Mark Laroche, Gatineau, Quebec  
2007 Simon Farbrother, Waterloo, Ontario  
2008 Barry Carroll, Sackville, New Brunswick  
2009 Owen Tobert, Calgary, Alberta

Brian Hamblin and the 2005-2006 Board were at the centre of transitioning CAMA to the new model headquartered in Fredericton.

Subsequent Boards championed a number of other initiatives in the following years, which built a more accountable, transparent and relevant professional Association.

At the end of 2005, a new National Code of Conduct and Statement of Values was authored. These documents have changed over the years, but the original efforts formed the basis for the work that the Association would do over the next several years.

## Communications

It was during this time in CAMA's history that communication with the membership really started to expand. A new look CAMA e-Brief was launched in 2007, sent out bi-weekly, on opposite weeks from JobScene Broadcast.

Following a significant branding and communications plan project, the current logo was launched, along with the tagline *Administrative Excellence*.

The three diamonds represent Canada from the Pacific, to the Arctic and the Atlantic Coasts, while the maple leaf is one of Canada's most recognizable symbols.



Work on a modernized website would be ongoing with several key updates being made from 2005-2009. A full refresh began in 2008, and went live in September 2009, hosted by CivicInfo BC. The members section and membership database were added in November 2009. CivicInfo BC also started work on the Awards database during this time.

## Conferences

In the graphic below, you can see the locations of our conferences for the entire decade, with numbers indicating the year that they took place. In the latter half of the decade, conferences were held in Newfoundland and Labrador, Quebec (2), Alberta and British Columbia.



From 2005-2009, CAMA had two of its best conference years ever. Both Calgary (2007) and Quebec City (2008) would generate significant revenue for the Association, both in attendance and sponsorship. It was also during these years that Rose Fernandes would start with CAMA, managing sponsorships and tradeshow exhibitors. Ms. Fernandes continues in this role today, fostering and maintaining excellent relationships with CAMA partners.

In 2008, a new conference planning model was introduced, as not all host cities have the capacity to assist with planning and coordination of a multi-day conference, or to provide volunteer resources. This model would evolve into CAMA providing its own conference staff, that is self-sufficient, regardless of conference location.

## Membership

Between 2005 and 2009, CAMA's membership grew by 55%.

In the first two years (2005-2007) there were 150 new members alone, and by the end of 2009, the Association had 414 total active members.

In 2006, a review of the membership fee schedule was completed, after almost 15 years of an income-based structure. The Board voted to transition to a population-based membership fee structure, which remains in place today.

## Highlights

Here are some more highlights from 2005-2009:

- Many updates to the CAMA Constitution and Bylaws were made during these years, including ensuring that all Provinces and Territories have board representation.
- In 2007, the Board launched a Mentorship Pilot Project, involving eight retired members.
- There was a strategic planning session in 2007, which resulted in a new CAMA Vision Statement:

***“The Canadian Association of Municipal Administrators (CAMA) is a nationally recognized, professional, objective and credible organization that provides guidance and recommendations on local government administration, management and policy.”***

- A new Mission Statement was also adopted in 2007:

***“CAMA strives to preserve and advance excellence in municipal management through professional development, advocacy and relationship building and networking, both within Canada and with International partners.”***

- In 2009, the CAMA Literacy Project concluded after 17 successful years.