



## UPDATE FROM THE CAMA BOARD OF DIRECTORS

The Board of Directors of the Canadian Association of Municipal Administrators (CAMA) has been meeting virtually since March 2020 and their last Zoom meeting was held on July 26<sup>th</sup>, 2021.

### DETAILS OF BOARD MEETING

The Board discussed several topics, but what follows are the highlights of those discussions:

#### Presentation on CAO/Council Relationship

The Board considered a presentation from CAMA member, Ann Mitchell (CAO for the County of Lethbridge, AB) who recently completed her thesis on the CAO/Council Relationship. One of her quotes is "The CAO/Council relationship in local government is critical to the overall sustainability of the organization and the community it services". If you would like a copy of Ann's thesis or to discuss this topic further please e-mail her at [amitchell@lethcounty.ca](mailto:amitchell@lethcounty.ca)

#### Future Conferences

As you are aware, we had to cancel our 2020 Deerhurst Conference and our 2021 Mont Tremblant Conference due to the pandemic. After two years of virtual opportunities and webinars, the Board made the decision that our next Conference scheduled for May 30 to June 1, 2022 in Regina will be held in-person. Staff are currently working with the Conference and hotel facilities to confirm the details of hotel room blocks which will be released in January 2022. The Conference Committee will begin their planning in September 2021 so please send us any ideas on topics that you would like to hear about.

#### Future Conference Dates and Locations

CAMA had financial commitments and contractual obligations to the Deerhurst Resort (cancelled 2020 Conference) and the Fairmont Mont Tremblant (cancelled 2021 Conference) so we have re-booked these locations for future events. Please mark the dates and locations in your calendars:

YEAR	DATES	LOCATION	HOTEL
2022	May 30 - June 1	Regina, SK	To be confirmed.
2023	May 28 - 31 (Please note that CAMA will <b>follow</b> FCM this year)	Huntsville, ON	Deerhurst Resort
2024	June 2 - 5	To be confirmed.	To be confirmed.
2025	May 25-28	Mont Tremblant, QC	Fairmont Mont Tremblant

We look forward to continuing to host the Long Service Award Recognition Luncheon, the CAMA Awards of Excellence Luncheon and the Annual General Meeting at the Conference once again as opposed to the virtual events that were held these past two years.

## **Strategic Plan**

The five year [Strategic Plan \(2016 to 2021\)](#) was completed in March 2021 and the Board delayed the development of a new Strategic Plan in September 2020 due to COVID and it being difficult to meet in person to conduct this exercise. An 18-month workplan was developed for this interim period.

The Board has hired a facilitator to help develop a new Five-Year Strategic Plan for the 2022 to 2027 period. This process will start at the November 2021 Board meeting with the new plan being launched in April 2022. Watch for surveys so that we can get your feedback.

## **CAO Human Resources Toolkit**

The CAO Human Resources Toolkit Committee are continuing to work with our consultant Transitional Solutions Inc. on this new resource to be launched in February 2022. Thank you to the following members of this Committee for their guidance and input:

- Jack Benzaquen, Chair/CAMA President/Board Representative for Québec/Directeur Général – Ville de Dollard-des-Ormeaux, QC
- Marc Melanson, CAMA Board Representative for New Brunswick/Directeur Général – Ville de Dieppe, NB
- Brenda Orchard, CAMA Board Representative for Ontario/CAO – County of Lennox & Addington, ON
- Beverly Hendry, CAMA Second Vice-President/CAMA Board Member-At-Large (for Municipalities with a Population Under 100,000)/CAO – Township of West Lincoln, ON
- Gordon Howie, Retired CAO, Victoria, BC
- John Thomas, CAO, District of Clearwater, BC
- Caroline Blair-Smith, Executive Directors – People, Communications & IT, Regional Municipality of Halifax, NS
- Lori Kelly, Human Resources Director, City of Mississauga, ON

## **Federal Government Survey**

Thank you to those members that provided your feedback on your experience with the Federal Government Programs. A Board Committee consisting of Jack Benzaquen, Mike Dolter and Vincent Lalonde will be working with staff to prepare a submission to be presented to the senior federal officials at the appropriate time.

## **New CAMA Resource: "Effective CAOs: Asking The Right Questions"**

This Fall, the CAMA Board will be releasing another new resource to the membership called "Effective CAOs: Asking The Right Questions". This toolkit will provide you with a template of sample questions that a CAO can ask Council, their various Department Heads, Commissioners, Chiefs and Managers about their operations whether they are just starting their job or have been in it for some time. The questions are ones that a CAO, in any size municipality, should be asking their staff to ensure that the right issues are raised, and that transparency and effective oversight are achieved with the common goal of having a successful community.

This resource can also be a very useful tool for the Executive Team in understanding the kind of questions their CAO may ask to learn more about their operations.

Change is also difficult for the senior management team and it too creates a lot of anxiety. Therefore, a section has been included about how to deal with a change in leadership and the direction of an organization.

### **Professional Development Webinar Series**

CAMA will continue to offer free webinars to you and your staff on various topics throughout the Fall 2021 and into 2022. Watch for these opportunities on the website and in CAMA e-Brief.

### **Revenue Generation Committee**

The Board struck the Revenue Generation Committee in June 2021. This new Committee will concentrate on establishing long term partnerships with sponsors and to find other non-dues revenues outside of memberships and the Annual Conference in order to provide more services to our members.

The members of this Committee are as follows:

- Tony Kulbisky, Chair/CAMA Treasurer & Representative for Alberta, CAO for the Town of Devon, AB
- Mike Dolter, CAMA Representative for Nova Scotia & PEI, CAO for Town of Truro, NS
- Gary Kent, CAMA Member-At-Large (For Municipalities with a Population Over 100,000), Commissioner of Corporate Services and Chief Financial Officer, Region of Peel, ON
- Ashraful Alam, CAMA Member/CAO, Town of Battleford, SK
- Yves Leger, CAMA Member, CAO/Clerk, Beaubassin-est Rural Community, NB
- Duane Gladden, Director of Business Services, Rural Municipalities of Alberta

### **Membership Committee**

The Board has also formed a new Membership Committee which will be responsible for providing high-quality services to members, identifying the needs of current and future members, and member recruitment and retention. The members of this Committee are as follows:

- Cory Bellmore, Chair/CAMA First Vice-President/Representative for Northwest Territories/Yukon Territory and Nunavut
- Marc Melanson, CAMA Board Representative for New Brunswick/Directeur général, Ville de Dieppe, NB
- Brenda Orchard, CAMA Board Representative for Ontario/CAO, County of Lennox-Addington, ON
- Dawn Chaplin, CAMA Board Representative for Newfoundland & Labrador/CAO/Clerk, Town of Torbay, NL
- Sean Goin, CAMA Member/Manager of Infrastructure, Town of Devon, AB
- Mike Rudkin, CAMA Member/SAO, Hamlet of Ulukhaktok, NWT
- Noreen Zhang, CAMA Member/CAO, Town of Wembley, AB
- Troy Fleming, CAMA Member/City Manager, City of Fort Saskatchewan, AB
- Ann Mitchell, CAMA Member/CAO, Lethbridge County, AB

### **CAMA Discussion Forum**

We are thrilled to be launching our new CAMA Member Discussion Forum in the Fall 2021. This forum offers a personalized platform for CAMA members to privately join exclusive conversations across the country and message colleagues on different topics. It's a forum for municipal senior managers to talk about local government, whether its to get updates about the latest news and innovations, network with other

members and perhaps even express your greatest concerns facing our communities today. On this Forum, you can post messages that others can view and reply to.

### **50<sup>th</sup> Anniversary History**

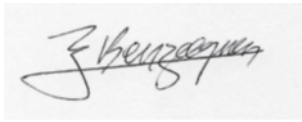
CAMA will continue to celebrate its 50<sup>th</sup> Anniversary by highlighting each decade in our newsletter. Watch for the 2000's in the near future!

### **Board Meetings**

The future meetings of the Board will be held as follows:

- September 17<sup>th</sup>, 2021 (Virtual Meeting).
- November 24-26, 2021 in Mont Tremblant, QC
- February 2-4, 2022 in Ottawa, ON

Enjoy the rest of your summer!

A handwritten signature in black ink, appearing to read "J Benzaquen", is shown on a light-colored rectangular background.

Jack Benzaquen  
CAMA President