



2010s – THE LAST TEN YEARS

The 2010s were BIG years. Ongoing advancements in technology and social networking saw the launch of the first iPad in 2010, the same year Instagram was introduced, and Netflix came to Canada. We also saw the rise of social issues such as opioid use, Black Lives Matter, the #MeToo movement, and the release of the Truth and Reconciliation Commission's Final 6-volume Report, as well as the National Inquiry on Missing and Murdered Indigenous Women and Girls.

Vancouver hosted the Olympics, wildfires swept through Fort McMurray, and homelessness grew in cities and towns across this country. In 2017, Canada celebrated its 150th birthday with over 600 projects engaging millions of Canadians. It was a both a joyous and tumultuous decade for communities, with local government leaders stepping up to guide through triumph and tragedy.

And so too over the decade, CAMA has become a stronger, more resilient organization; building membership, growing partnerships, and creating an annual networking event that is second to none. Still not without some challenges, the association has built itself of exemplary leadership at both the board and staff levels and has developed high quality programs and products that are enhancing and effecting change on local government administration across the country.

CAMA has consistently adopted improvements in technology and communication to reach its network and has built a brand that is renowned not only in Canada, but with affiliates and partners around the world. CAMA is known for the value it brings to the profession of municipal administration through networking, recognition, resources, and its focus on members through a very personal approach to communication and relationship building.

Board of Directors

The CAMA Board of Directors was led by the following ten presidents between 2010-2019:

- 2010 Chris MacPherson, Fredericton, NB
- 2011 Jacques DesOrmeaux, Bromont, QC
- 2012 Jim Toye, North Battleford, SK
- 2013 Ron Shaw, Stratford, ON
- 2014 Jean Savard, Quebec City, QC
- 2015 Robert Hughes, Stratford, PEI
- 2016 Don MacLellan, Moncton, NB

2017 Marie-Hélène Lajoie, Gatineau, QC
2018 Janice Baker, Mississauga, ON
2019 Marc Landry, Moncton, NB

The Atlantic provinces were strongly represented in the 2010s, with four different presidents, as well as growth in Quebec, with three presidents over the decade. One of those presidents was Marie-Hélène Lajoie from Gatineau, who, after 25 years, was only the second female to become president of the Association. She was followed in 2018 by Janice Baker from Mississauga.

In this decade, boards would adopt a number of new policies and make important decisions to ensure the sustainability and viability of CAMA for years to come. A new Privacy Policy was adopted, as well as a restructuring of the board to see positions for director-at-large, and in the latter part of the decade those positions would be earmarked for municipalities both over 100,000 population, and under 100,000 population. A Code of Conduct review was completed in 2014 and in 2015 a Strategic Planning Policy was put in place.

In May 2016, the board released a revised mission statement:

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

In March 2017, the board committed to a more transparent governance model and began posting an executive summary of each board meeting on the CAMA website.

CAMA has been fortunate to have so many committed and knowledgeable board members over the years. For a complete list of all of the board members for the last 30 years (since 1991), visit the [website](#).

Communications

In 2011, Jardine Lloyd Thompson (JLT) would begin to sponsor the e-Brief newsletter to members. This relationship would carry on for a number of years, with JLT being a proud partner of the CAMA Conference and the Association itself.

A strong relationship with LGMA BC also led to the launch of a webinar series in 2011. Since that time, CAMA has been a regular provider of educational, informational, and motivational online seminars to its membership.

Early in the decade, CAMA took on a significant strategic communication initiative, and hired a contract agency to help refresh CAMA’s brand and grow its memberships and partnerships. The original intentions of the initiative did not come to fruition; however, several other communication projects were established that helped CAMA share its message.

Much of the communication continued online, and LinkedIn became an important social tool in 2013, along with Twitter and Facebook. CAMA still uses those platforms today. A fresh new website was launched in 2017, with a Member's Section to house the resource documents and toolkits, as well as the public-facing information site.

Testimonials of current members shared via e-Brief became a popular and well-received marketing tool that help grow membership. In 2018, CAMA partnered with the Provincial Associations on *Making Life Happen* - <https://www.makinglifehappen.ca> – sharing the value and importance of the work of local governments.

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 2010s, conferences were held in eight of Canada's ten provinces.



2013 was the first year that the CAMA Conference was not held in the same location as the FCM Conference. While many members still attend both conferences, there has been great appeal to venturing out into a variety of locations independently to allow the smaller municipalities to host this event.

By this time, CAMA was entirely responsible for the conference program, and the Executive Director, Board of Directors, and program sub-committee would generate the professional development and speaker offerings.

In 2013, the CAMA Conference would go 'paperless', and a mobile app would be introduced to help guide delegates to the variety of sessions and events, and profile speakers, sponsors and exhibitors. CAMA still produces a very attractive program each year, which can always be viewed on the conference website.

In 2013, the Association would also adopt the Canadian Mental Health Association (CMHA) as its charity of choice. In lieu of speaker gifts, a donation would be made in the speaker's name to CMHA, a practice that continues to this day, in honour of the late Janice Bantle; wife of Honourary Member for Life Ron Shaw.

In 2014, a new conference model was adopted, with CAMA bringing in its own team to execute the conference. It proved to be a great success, and the model continued until the most recent conference in 2019.

If you are interested in looking back on the programs from previous conferences, programs since 2012 are available [here](#).

Membership

Early in the decade, there was a large turnover in CAOs across the country. CAMA was financially healthy, and the work done to stabilize the association over the previous several years was proving successful. CAMA put together a new membership brochure and statement of values as part of a rebranding exercise, which raised the profile and image of the association.

A successful pilot project with the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) resulted in 20 new members in early 2010, and led to a trial membership offer with eight (8) other affiliate organizations:

- Association of Municipal Administrators of New Brunswick (AMANB)
- Society of Local Government Managers (SLGM)
- Urban Municipal Administrators Association of Saskatchewan (UMAAS)
- Local Government Management Association of British Columbia (LGMA-BC)
- Local Government Administration Association of Alberta (LGAA)
- Association of Municipal Administrators Nova Scotia (AMANS)
- Local Government Administrators of the NWT (LGANT)
- Manitoba Municipal Administrators' Association (MMAA)

The trial brought 88 new members into the organization between 2010 and 2011, with a 50% discount for the first year – an incentive that continue today.

New awards were introduced to recognize members, including the Honourary Member for Life (2011) and Long Service Awards Program (2012). In the first year of the latter award program, almost 250 members were on the eligibility list!

A Member Needs and Preferences Survey in 2012 resulted in the development of a more robust communication strategy to target young professionals with a keen interest in local government and an increased use of social media. The next significant membership drive would take place in 2015, with e-mails being sent across the country to target new members. That campaign would result in another 30 new members in the first year.

By the end of 2016, a total of 89 of the 113 new members that had joined the organization since the membership drive started, were direct referrals from the campaign. The Board agreed that while new memberships would continue to be important to grow the association, it was equally important to sustain and maintain relationships with existing members.

In November 2017, CAMA had its 600th member. The most recent membership campaigns were aimed at reaching direct reports. Being driven on social platforms including LinkedIn, Facebook and Twitter, the testimonial-based marketing campaign would eventually help grow CAMA to over 650 members strong by 2019.

Another important project that was developed to support members was the [Member in Transition Toolkit](#), launched in May 2018. Designed to support members that are involuntarily unemployed in local government, resources are available to help support members as they bridge the gap to new employment, often during difficult times.

Awards Program

CAMA's Awards of Excellence Program grew leaps and bounds during this decade. In addition to adding recognition for Honourary Member for Life and Long Service, several key improvements were made. These included:

- Adding a new population group 20,001-100,000 (2011)
- Introduction of video vignettes of the winners to accompany the award presentations at the conference (2012)
- Awards program consists of nine awards total, in three categories, for three population segments

To have a look back on all of the CAMA Awards of Excellence winners since 2010, click [here](#).

Toolkits

CAMA launched the Performance Evaluation Toolkit in 2016. It became an important project that would benefit not only our members, but also provide valuable information for elected officials as well. The project was undertaken by a board sub-committee, with board members, and subject matter experts.

With the success of the first toolkit, work got started on the second, and third ones, that were released in May 2019. The [Member in Transition Toolkit](#) is designed to support CAMA members that find themselves involuntarily without employment in local government administration.

Launched at the same time, the [Political Acumen Toolkit](#) was launched, alongside the Mentorship Forum. This tool is especially useful for those who need a better understanding of the roles and responsibilities of governance and the nuances of good relationship building in local governments.

CAMA has gone on to build a library of important toolkits and other resources to support local government administrators. You can see the entire list [here](#).

Highlights

Here are some more highlights from 2010 to 2019:

- CAMA's second staff member joined the Association, with the addition of Rose Fernandes as Manager of Sponsors and Exhibitors.
- Launch of the CAMA Awards Database with help from CivicInfo BC.
- The Literacy Project concluded after 17 years.
- Focus on the 'Next Gen' administrators; those coming up through the ranks that will succeed the current group of CAOs and city managers.
- The Conference Scholarship Program was developed to support delegates from Northern communities, small municipalities and next gen, and complimentary conference registration was awarded through an application process.