



## 50 Questions for #CAMA50

**Marc Melanson**  
**Representative for New Brunswick**  
**City Manager, City of Dieppe, N.B.**

*What piece of advice would you give to any new CAO just starting in the role?*

For someone who is starting out as a CAO, they must make sure that they have a good understanding of the organization's culture and a clear mandate from City Council. Despite the *Local Governance Act*, by-laws and policies which govern our work, we must remain true to our values and try to maintain an objective opinion towards our organization. We must also take advantage of our colleagues' advice in the municipal world when we feel we need to do so.

*In your opinion, what are the top three most important attributes/characteristics of a good CAO?*

- **Good communicator.** In every organization, the key to success is communication, and the message must be continuously shared in the organization.
- **Lead by example.** I believe that when we lead by example, our team members will want to help us achieve our goals and dreams.
- **Be a mentor.** Throughout our careers, we have experiences that give us a wealth of knowledge. It is therefore important to learn from our mistakes and share successes and good work with our team members. It is also important to provide regular feedback to our employees and make sure that we are very clear in our expectations of them.

***What three prominent Canadians – alive or dead – would you like to have dinner with? Explain.***

**Roméo LeBlanc** – Appointed Governor General of Canada in February 1995, Roméo LeBlanc is a New Brunswicker who grew up in a small community in N.B. He was the first Acadian and the first person from the Maritimes appointed to this position. He has shown through hard work and dedication one can excel as a person and anything is possible.

**Terry Fox** – A person from a small Canadian family like all of us, an active person, who had dreams for his career and his life. Despite finding out that he had cancer and losing his leg, he decided to undertake a project he had imagined just after his amputation: to cross Canada from coast-to-coast in order to raise funds for cancer research. Unknowingly, his inspiration and perseverance inspired thousands of Canadians to participate annually in the Terry Fox Run. He has raised significant funds to advance cancer research and save lives.

**All municipal leaders/CAOs** – After some reflection, my most important inspiration is having met in the past and continuing to meet leaders in the municipal world. Being able to share the successes and experiences of each and every one of them across the country is an important learning experience for me.

As the level of governance closest to the people, municipal work is demanding and full of challenges. You learn a lot through the experiences of others. Seeing how people succeed through leading an organization, in making their community shine through an innovative approach, and in doing so, advancing our profession is an inspiration to me.

***As the saying goes, “It can be lonely at the top”. How do you engage the senior leaders in your own organization to be a cohesive team?***

**Marc Melanson**

Success is achieved through a solid and competent team. It is important to:

- Bring the vision and purpose of the organization to life;
- Have clear objectives and expectations;
- Have meetings individually and as a team;
- Have a mentor-like approach;
- Have team building activities;
- Have a humanly approach;
- But most importantly, celebrate success as a team.