



# STRATEGIC PLAN 2022 - 2027

CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

APRIL 1, 2022

## TABLE OF CONTENTS

<b>STRATEGIC PLANNING POLICY .....</b>	<b>2</b>
<b>STRATEGIC PLANNING PROCESS .....</b>	<b>3</b>
<b>MESSAGE FROM PRESIDENT &amp; EXECUTIVE DIRECTOR .....</b>	<b>4</b>
<b>VISION, MISSION, VALUES .....</b>	<b>5</b>
<b>DEFINITION OF MUNICIPAL ADMINISTRATOR.....</b>	<b>6</b>
<b>STRATEGIC PILLARS.....</b>	<b>7</b>
<b>STRATEGIC PILLAR #1: MEMBER ENGAGEMENT &amp; SUPPORT.....</b>	<b>8</b>
<b>STRATEGIC PILLAR #2: PROFESSIONAL DEVELOPMENT .....</b>	<b>10</b>
<b>STRATEGIC PILLAR #3: RESILIENT LEADERSHIP .....</b>	<b>13</b>
<b>STRATEGIC PILLAR #4: STRATEGIC RELATIONSHIPS .....</b>	<b>16</b>
<b>STRATEGIC PILLAR #5: STRONG AND SUSTAINABLE ORGANIZATION ..</b>	<b>18</b>
<b>LIFECYCLE OF THE CAO .....</b>	<b>20</b>
<b>VISION SUMMARY .....</b>	<b>21</b>

## BACKGROUND

CAMA's 2022-2027 Strategic Plan builds on the previous strategic planning work undertaken between 2016 and 2021. CAMA's Strategic Planning Policy to guide the organization is as follows:

## STRATEGIC PLANNING POLICY

### POLICY STATEMENT

CAMA will establish an ongoing strategic planning process by which it translates its mission, vision and values into actionable and measurable goals, strategies, initiatives, and programs. The plan will provide direction for both long and short-term decision-making by the Board of Directors and staff to fulfill the mission of the organization and make choices on behalf of the membership.

### PLANNING CYCLE

The planning cycle for the Strategic Plan will be as follows:

- (a) **Five Year Plan**. Every five years, the CAMA Board of Directors will engage in a comprehensive, data-driven assessment and adoption of a Strategic Plan. Data gathering may include input from an environmental scan, including national trends in municipal government; barriers, obstacles and challenges; and input from the membership. A strategy will be developed along with some performance measures. This is typically a two-day exercise with feedback being received from the membership at the Annual Conference.
- (b) **Annual Plan Review**. Every year, CAMA will review the Strategic Plan goals, action plans, and performance measures, and modify them to meet the Association's current needs and any changing conditions. The Annual Review is typically completed at the September Board meeting.
- (c) **Continuous monitoring**. The Executive Director will continuously monitor the Strategic Plan as well as CAMA's actual performance in achieving its strategic goals. A change in actual performance may prompt a revision to the Strategic Plan at any time.
- (d) **Communications**. The Executive Director will be responsible for communicating the Strategic Plan to the membership.
- (e) **Financial Plan**. The Strategic Plan will drive the Financial Plan.

### ROLE OF BOARD

The Board of Directors will play an active role in the Strategic Planning process. The Board will:

- (a) Adopt a policy committing the organization to a mission-driven strategic planning process.
- (b) Participate in Five Year Strategic Planning and an Annual Plan Review process.
- (c) Formally approve the Five Year Plan and the updated Annual Plan.
- (d) Appoint a Strategic Planning Committee that will carry out the strategic planning responsibilities.
- (e) Allow time at every Board meeting to review the progress on the implementation of the Strategic Plan. The Executive Director will provide the Board with a concise progress report on the goals and measures of the plan.
- (f) Monitor progress toward achieving strategic goals and require corrective actions and adjustments as necessary to changing conditions.

## STRATEGIC PLANNING PROCESS

The foundation of the 2022-2027 Strategic Plan was developed at a workshop held on November 27-28, 2021 attended by the CAMA Board and staff and led by a professional facilitator. Prior to this session, the Board reviewed their mission, vision, values and strategic pillars along with the Lifecycle of the CAO and agreed that the current framework continues to work on a five-year cycle.

The Board reflected on the current vision and reviewed the report cards and projects of the past six years; the results of the 2019 Members Needs and Preferences Survey prior to the pandemic and another touch base eighteen months in the Fall of 2021; the results of an Environmental Scan of other affiliate organizations; and reports from the Membership Committee and Revenue Generation Committee outlining some of their recommendations to move the Association forward.

This research assisted us in ensuring that the action plan for the future is in line with the desires of our membership. The Board discussed:

- ✓ Our successes and challenges;
- ✓ What things have changed and evolved since the last plan was developed and what we need to do differently;
- ✓ What we have learned that we want to incorporate moving forward over the next five years; and
- ✓ CAMA's current context by assessing organizational strengths and weaknesses as well as opportunities and threats in CAMA's environment;
- ✓ What we should stay focused on along with the top issues affecting CAMA along with the key opportunities.

A consensus teambuilding exercise was completed, and as a result the Board is pleased to present a new Five Year Vision for CAMA consisting of pillars, goals, objectives, initiatives and projects including our core services. This plan will be reviewed every September starting in 2023 to reflect the changing environment of local government.



## MESSAGE FROM THE CAMA PRESIDENT AND EXECUTIVE DIRECTOR

**What does it take to be the premiere  
national Canadian organization  
representing municipal administrators?  
And how can we do our best to serve our  
members?**

These questions served as our guiding light as we collectively mapped out our path for the next five years. We also acknowledged that it's been a difficult two years for you and your communities, and we are confident that we will be stronger together. Connectivity and relationships with your CAMA network are more important than ever.

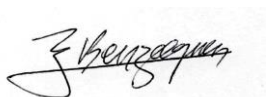
We are pleased to present the new Strategic Plan for the Canadian Association of Municipal Administrators. The plan highlights the importance of local government in five strategic pillars, which focus on member engagement and support, professional development, resilient leadership, strategic relationships, and continuing to create a strong, sustainable organization. The Board recognizes that our membership is made up of communities of all sizes and will continue to offer services and programs that meet the needs of all.

This Strategic Plan expresses the Board's continued commitment to provide the best possible stewardship for municipal government and our members in an ever-changing environment. Each year, CAMA will review the goals, action plans and performance measures and modify them to meet the Association's current needs and any changing conditions.

CAMA has the leadership and proven track record of carrying out its plans and achieving results. For this reason, we believe that this Strategic Plan, along with sufficient resources, will help us to achieve the results our members need and deserve.

None of this can be achieved without your support. We acknowledge and thank everyone who has provided input. Please feel free to put your ideas and suggestions forward to your Board representative and respond to our future member surveys. If you feel there is anything you can do to help us achieve our goals, don't hesitate to step forward. We take pride in the fact that the success of our organization is because of you, our members, and our "personal touch" that results in a network of meaningful connections across the country.

Thank you for your continued support. We will keep you updated on our results on a regular basis.



Jack Benzaquen, CAMA President



Jennifer Goodine, Executive Director

**CAMA VISION**

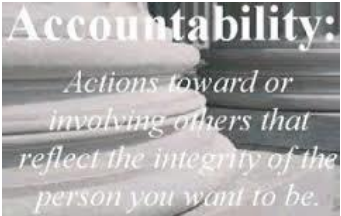

*“The Canadian Association of Municipal Administrators (CAMA) is recognized as the premiere national Canadian organization representing municipal administrators”.*

**CAMA MISSION**

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

**CAMA VALUES**

Promoting an ethical culture is a key leadership responsibility in local government. CAMA members value accountability and professional integrity, collaboration, transparency and honesty, innovation and excellence and diversity and inclusivity.

	<p><b>Accountability and Professional Integrity</b></p> <p>Members of the Canadian Association of Municipal administrators (CAMA) are dedicated to the highest standards of professionalism in all public and personal relationships. We work hard to earn the respect and confidence of our elected officials, employees, the public and other stakeholders. We strive to improve our professional standards every day and support the development of strong, positive values within our workforce. We take responsibility for outcomes within our municipalities and conduct ourselves with integrity at all times.</p>
	<p><b>Collaboration</b></p> <p>We recognize that the chief function of local government is to serve the best interest of our communities, provide excellent public service, and enhance the quality of life for its citizens. We also respect each other and commit to work together, sharing knowledge and resources, in partnership towards a common goal.</p>

	<p><b>Transparency and Honesty</b></p> <p>We build open and honest relationships with communication and are ethical in all interactions, maintaining principled standards modeling the conduct that we would like to see in others. We are objective and independent from personal considerations when undertaking all professional duties. As well, we ensure that information provided to the public and elected representatives is factual and impartial.</p>
	<p><b>Innovation and Excellence</b></p> <p>We commit to innovation and excellence in local government by implementing new processes and organizational change. We also endeavour to create an environment/culture that embraces positive change, creativity and continuous improvement.</p>
 <p><b>DIVERSITY &amp; INCLUSIVITY</b></p>	<p><b>Diversity and Inclusivity</b></p> <p>We respect and value diversity, creating and leading an environment throughout the organization that is inclusive of all, and one in which everyone demonstrates value and delivers on their responsibilities. We commit to individual and organizational efforts to build respect, dignity, fairness, caring and equality.</p>

**DEFINITION OF “MUNICIPAL ADMINISTRATOR”**

Throughout the Plan there are several references to “municipal administrator”. As per CAMA’s By-law “municipal administrator” means:

- a. A City Manager, Town Manager, Chief Administrative Officer, Commissioner or such position which acts in the chief or head administrative capacity for a Canadian municipality; or
- b. A senior management position in the administration of a Canadian municipality which reports directly to a person as described in (a).

## STRATEGIC PILLARS

CAMA has identified the following five pillars and objectives for our Strategic Plan for the period 2022-2027 that will continue to be the focus for the Association's future programs:

### 1. **Member Engagement and Support**

- Increase the membership by attracting and retaining a diversity of members from large, small and remote municipalities from across Canada.
- Deliver relevant member services and networking opportunities to engage and connect members through meaningful and personal outreach.

### 2. **Professional Development**

- Continue to make the Annual Conference the premiere national professional development opportunity for CAOs and senior managers.
- Provide members with leading-edge trends, tools, and best practices for local government management through up to three week-long professional development forums for CAOs per year.
- Develop and promote toolkits and other meaningful resources to support CAOs and senior managers to develop their knowledge, competencies, and leadership.

### 3. **Resilient Leadership**

- Promote strategies and provide resources and tools that build resilient, adaptable and sustainable leadership that manages complex and challenging situations.
- Undertake succession strategies that promote and encourage the municipal CAO profession to the next generation.
- Foster a professional, respectful relationship between municipal administrators and Councils.

### 4. **Strategic Relationships**

- To maximize and leverage those partners and relationships that are mutually beneficial.

### 5. **A Strong and Sustainable Organization**

- To ensure CAMA has the most effective human resources and organizational structure to ensure continuity of quality services and operations.
- To build the long-term financial sustainability of CAMA (outside of conference and membership revenue) through creative revenue generation strategies and partnerships.
- To continue to ensure that CAMA has the infrastructure, systems and policies to provide efficient operations in a changing environment.

Initiatives, projects and performance metrics have been identified for these pillars, which are expected to be completed by 2027.



## STRATEGIC PILLAR #1: MEMBER ENGAGEMENT AND SUPPORT

### **KEY GOAL**

To be the national membership of choice for Chief Administrative Officers and senior managers across Canada by providing networking opportunities and relevant services related to their local government profession.

### **OBJECTIVES**

1. Increase the membership by attracting and retaining a diversity of members from large, small and remote municipalities from across Canada.
2. Deliver relevant member services and networking opportunities to engage and connect members through meaningful and personal outreach.

### **INITIATIVES & PROJECTS**

#### **Core Services**

- **Membership Needs Survey.** A Membership Needs Survey is conducted each year as part of the Post-Conference Survey to determine how the Association is doing in meeting the needs of its members. Other surveys are circulated throughout the year on other specific topics as required.
- **Jobscene Broadcasts.** CAMA offers its members a job posting service (in partnership with CivicInfo BC) that is a nationwide job bank for municipal job opportunities.
- **E-Brief Newsletter.** An electronic update of news of the Association and local government is sent out to the membership bi-weekly, or as required, including special e-brief editions on particular CAMA topics or purchased by for-profit companies.
- **Social Media.** CAMA's messaging and Association updates are promoted through social media on a regular basis using the LinkedIn, Facebook, Twitter and UTube platforms.
- **Partnership with muniSERV.** CAMA has a partnership with muniSERV (Canada's leading online platform to connect municipalities and the businesses that serve them) to offer special savings and discounts on services and resources that are not already offered to members. CAMA members can easily find qualified consultants specializing in municipal matters, post a Request for Proposal, bid or tender, find a CAO, and see and submit events of interests to municipal administrators, etc.
- **Partnership with BoxOfDocs.** CAMA's partnership with a BoxOfDocs provides members with a smarter, faster way to do research by having access to search the world's largest repository of resource documents including bylaws, policies, ordinances, Requests for Proposals, procedures and directives created specifically for local governments at a discounted rate.
- **Membership Campaign.** The Board and staff, through the oversight of the Membership Committee and the guidance of the approved Membership Business Plan, continually work on the recruitment of new members and providing high-quality services to retain existing members.

## **New Initiatives**

### **Enhancements to the Membership Campaign**

Using the approved Membership Business Plan (2021) as a guide, CAMA will promote membership by Region with personal Board support and the creation of materials that articulate CAMA's value proposition while fostering Board connections to new members.

### **CAMA Connects**

CAMA will host one CAMA Connects session per year on a pressing municipal issue. Potential topics include: Indigenous issues, mental health and addiction, climate change, and homelessness. This is a one-hour facilitated, virtual networking opportunity for members to connect.

## **Performance Measures/Success Indicators:**



- The report from the Membership Needs Survey provides recommendations to enhance services annually.
- Open rate of 40% for the E-Brief newsletter.
- Social media analytics support enhancement strategies for virtual communications.
- CAMA's membership base is maintained between 600 and 700 members (with renewal rates and the number of new members being tracked).
- Analysis of membership by region, population, and personal outreach to inform future membership recruitment strategies.
- There is an increase of non-member participation in CAMA initiatives.
- 80% Excellent/Very Good evaluation feedback on CAMA Connects sessions.

## STRATEGIC PILLAR #2: PROFESSIONAL DEVELOPMENT

### **KEY GOAL**

To provide innovative professional development and learning opportunities that enhance members' leadership skills and competencies and support them to achieve good local government management with Council, staff and citizens.

### **OBJECTIVES**

1. Continue to make the Annual Conference the premiere national professional development opportunity for CAOs and senior managers.
2. Provide members with leading-edge trends, tools, and best practices for local government management through up to three week-long professional development forums for CAOs per year.
3. Develop and promote toolkits and other meaningful resources to support CAOs and senior managers to develop their knowledge, competencies, and leadership.

### **INITIATIVES & PROJECTS**

#### **Core Services**

- Annual Conference. This event, typically held preceding FCM's Conference at the end of May/first of June, is CAMA's annual premiere professional development and networking opportunity. Under the direction of the Board and the Professional Development Committee, staff develop the conference theme, design the speaker program and networking opportunities and all details for this event.
- Scholarship Program for Annual Conference. In recognition of the importance of promoting professional development opportunities for members, CAMA provides up to six scholarships for the registration fee for the Annual Conference (two to young professionals pursuing a career in local government; two to members working in municipalities located north of the 60<sup>th</sup> parallel; and two to members from smaller communities).
- Promotion of Current Toolkits. CAMA continues to promote its current toolkits to the membership. (CAO Performance Evaluation Toolkit, Political Acumen Toolkit, Member in Transition Toolkit, Council Orientation Toolkit, Toolkit for Effective CAOs: Asking The Right Questions, CAO Employment Contract Toolkit, and CAO Human Resources Toolkit).
- Member Discussion Forum. We believe that one of the key benefits of belonging to our Association is the opportunity to network with colleagues, and a big part of that is sharing our knowledge with one another in dealing with difficult issues or problems. CAMA offers a personalized Member Discussion Forum platform for members to privately join exclusive conversations across the country and message colleagues on different topics.

## **New Initiatives**

### Enhancements to the Annual Conference:

- New promotional materials will be disseminated that highlight the tremendous value of Conference attendance.
- The Scholarship Program will be reviewed and assessed to determine new ways to support small municipalities and those who are under-represented. The potential of securing a sponsor for revenue will also be explored.
- Topics at the Conference will be relevant and tied to emerging trends, issues and opportunities.
- An annual equity, diversity and inclusion workshop will be hosted.
- Virtual streams of conference workshops will be considered and developed, as appropriate.

### CAO Executive Learning Program

- The idea of piloting a new regional week-long executive learning program initiative for senior managers' will be explored, with up to three forums per year.
- The forums will aim to target 15 to 25 participants in three different regions (west, central, east).
- In addition to providing an excellent networking opportunity, these forums will provide technical expertise along with subject matter related experts on hot municipal issues.
- Six key topics for learning that have been identified in past surveys include: asset management, strategic planning, policy development, Council governance, human resources management, and municipal financial management.
- CAMA will do feasibility work for this in year two and look at piloting one forum in year three (2024/25), two forums in year four (2025/26) and three forums in year five (2026/27), if successful.

### Adapting Current Toolkits

- All toolkits will be reviewed for relevancy and use by members to assess if any updates are required.
- In year one, the CAO Performance Evaluation Toolkit will be reviewed and updated and a simple "lighter" version will be created and promoted for members to support CAO performance reviews.
- Each year, there will be special promotion of the equity, diversity and inclusion segment of the CAO Human Resources Toolkit.
- A review of toolkit marketing strategies will be undertaken to ensure the promotion is compelling.

### Develop New Toolkits

In year one, a Toolkit Taskforce will be created to explore the feasibility of developing new toolkit ideas and other resources and supports including: CAO Core Competencies Toolkit, Managing Stress and CAO Wellness, Diversity and Unconscious Bias, First Time CAO Toolkit, Truth and Reconciliation, and other emerging issues. This will result in a four-year plan for the development of new toolkits and resources that are adaptable to different size municipalities.

### Performance Measures/Success Indicators:



- Increase of attendance at the Annual Conference (50% of the membership attending with 80% Excellent/Very Good evaluation feedback).
- 100% cost recovery on the Annual Conference.
- Positive feedback received on the CAMA Conference enhancements.
- Total number of applications for the Conference scholarships with analysis of the application categories.
- Analysis of website statistics regarding the use of toolkits.
- Number of website hits on the CAO Human Resources Toolkit.
- Toolkit committees assess the value and impact of toolkits in addition to feedback from the annual Membership Needs Survey.
- Frequency of use of the Member Discussion Forum.
- Feasibility work informs the design and implementation of the CAO Executive Learning Program.
- The CAO Executive Learning Program is evaluated: number of participants along with demographic information, qualitative feedback from participants, and the status as a revenue neutral initiative.

## STRATEGIC PILLAR #3: RESILIENT LEADERSHIP

### **KEY GOAL**

To provide municipal administrators with the information, leadership tools, and networks to build their leadership resilience, foster productive relationships with Councils, and encourage the next generation of leaders.

### **OBJECTIVES**

1. Promote strategies and provide resources and tools that build resilient, adaptable and sustainable leadership that manages complex and challenging situations.
2. Undertake succession strategies that promote and encourage the municipal CAO profession to the next generation.
3. Foster a professional, respectful relationship between municipal administrators and Councils.

### **INITIATIVES & PROJECTS**

#### **Core Services**

- Awards of Excellence Program. The Annual Awards program has been designed to encourage excellence in professional municipal administration. This program recognizes the achievements of local governments and their chief administrators in the development and implementation of successful programs, projects and services in four categories: environment and sustainability, innovation, professional development, and collaboration.
- Long Services Awards Program. CAMA's Long Service Recognition Awards program recognizes and celebrates CAMA members' dedication to public service and municipal management. These awards are based on the number of years of full-time, paid employment in municipal government in a management capacity (a Chief Administrative Officer or reporting directly to a Chief Administrative Officer). They are awarded at ten years and given in five year increments and presented each Spring.
- Promotion of the Making Life Happen Campaign/Recruiting the Next Generation. The Making Life Happen Toolkit aims to attract the next generation of leaders to local government and was created to raise awareness of local government with a specific focus on encouraging younger Canadians to consider a municipal career. CAMA continually promotes this resource to provide members with the building blocks to make a presentation on this subject.

#### **New Initiatives**

##### **Tools for Resilient Leadership: Strategies for Self Care, Wellness and Work/Life Balance**

- In year one, time will be allocated at the Board table to discuss the parameters of this work. A Sub-Committee of the Board will be struck to examine the most effective ways to support CAOs with respect to resilience, self-care and wellness.
- A plan will be developed to guide this work over the last four years of the plan.

- The plan (as developed in year one) will be implemented to support CAO resilience, self-care and wellness. This will include team building strategies to support CAOs in developing their senior management. The plan will be monitored, evaluated and enhanced year-to-year.

#### Masterminds

Virtual 1.5-hour networking forums branded as “*Masterminds*” will be piloted (12-15 people maximum) to provide a safe, confidential space for CAMA members to explore sensitive issues and challenging operational problems. The value and benefit of these sessions will be to provide participants with candid, pragmatic advice on how to manage complex problems.

The pilots will be assessed and CAMA will determine the viability of continuing this initiative into future years.

#### Next Generation Leadership Development

In year two, CAMA will discuss ways to offer CAOs tools that they can pass down to their staff (i.e. specific training opportunities for aspiring leaders, a Succession Planning Toolkit, the Political Acumen Toolkit). A plan will be developed.

In year three, messaging will also be created to promote direct report membership in CAMA. A communication tool will be disseminated to further advance direct report involvement in CAMA. Following year two, CAMA will continue to roll out the communication tool to direct reports and CAOs and assess the impact. CAMA will also explore other ways to engage direct reports.

#### Positive CAO-Council Relationships

CAMA will continue to promote resources and initiatives that build CAO-Council relationships including the Political Acumen Toolkit, Performance Evaluation Toolkit, and the FCM Booth.

A short guide will also be developed to support CAOs in keeping the elected officials focused on their policy role and out of the operations.

**Performance Measures/Success Indicators:**



- The number of nominations for each category of the Awards of Excellence Program are tracked.
- The number of members receiving the Long Service Award pin are monitored along with an analysis of tenure.
- Hits on the website related to the Promotion of the Making Life Happen Campaign/Recruiting the Next Generation are measured.
- The Next Generation Leadership Development initiatives are rated in the annual Membership Needs Survey.
- Success indicators identified in the plan developed in year one for Tools for Resilient Leadership: Strategies for Self Care, Wellness and Work/Life Balance are tracked.
- The total number of participants with their qualitative feedback are measured for the piloted Masterminds virtual networking sessions.



## STRATEGIC PILLAR #4: STRATEGIC RELATIONSHIPS

### **GOAL**

To continue to build strategic relationships with key stakeholders to create excellence in municipal governance.

### **OBJECTIVE**

To maximize and leverage those partners and relationships that are mutually beneficial.

### **INITIATIVES & PROJECTS**

#### **Core Services**

- Maintain Provincial/Territorial Association Relationships (Executive Director Meetings). Quarterly meetings are held with the Provincial/Territorial Administrator Associations to share best practices.
- Continue to be responsive to FCM enquiries. CAMA will continue to support FCM when the organization requests administrative advice on municipal policies.
- Relationships with International Municipal Associations: Australia, New Zealand, United Kingdom. Staff will continue to work with the three international partners to share best practices, attend Annual Conferences, and collaborate on other mutually beneficial opportunities.
- Continue to partner with ICMA. CAMA enjoys a close working relationship with the International City/County Management Association. Through our affiliation agreement, CAMA members can join ICMA at a substantially reduced rate of \$135 (US Dollars) per person, an average savings of \$800.

#### **New Initiatives**

##### *Relationship Review*

In year one, the Board will undertake a review of key stakeholder relationships to assess where best to leverage opportunities that result in mutual benefit. A focused strategy will be developed to guide relationship management keeping in mind CAMA's limited capacity and resources. This includes the development of criteria to assess relationships as well as more formal partnerships to clarify the value and purpose of CAMA relationships.

**Performance Measures/Success Indicators:**



- Success indicators identified in the Relationship Review Plan developed in year one are tracked.
- The number of current and new strategic initiatives with key stakeholder groups are measured, as determined in the plan.
- New opportunities that emerge for CAMA as a result of targeted strategic relationships are monitored.
- Access to emerging trends, best practices, and resources are tracked through relationships with various Associations.

## STRATEGIC PILLAR #5: A STRONG AND SUSTAINABLE ORGANIZATION

### **GOAL**

To strengthen CAMA's sustainability, leadership, capacity, and infrastructure.

### **OBJECTIVES**

1. To ensure CAMA has the most effective human resources and organizational structure to ensure continuity of quality services and operations.
2. To build the long-term financial sustainability of CAMA (outside of Conference and membership revenue) through creative revenue generation strategies and partnerships.
3. To continue to ensure that CAMA has the infrastructure, systems, and policies to provide efficient operations in a changing environment.

### **INITIATIVES & PROJECTS**

#### **Core Services**

- Ongoing Financial Management. Development and oversight of the annual budget.
- Ongoing Organizational Development. Implementation of practices, systems, and techniques that support the Association's operations, which are adapted and modified based on performance and organizational need.
- Regular Policy Review and Adherence. Ensuring that all policy documents meet the needs of the Association and reflect our current practices. Policies will be reviewed every two years.
- Managing the Board Nominations, Election Process and the Annual General Meeting. Each year CAMA has a nomination process for any vacant positions on the Board of Directors, an electronic election, and an Annual General Meeting.
- Support for Effective Board Governance. This includes oversight of CAMA's Bylaw No. 1, and policies and procedures to ensure adherence as well as ongoing supports and reporting to the Board of Directors.
- Managing Revenue Generation Opportunities. Oversight and administration of all revenue generation including long-term platinum partnerships, the Business Partner Program, and website and e-brief advertising opportunities.
- Sponsor/Partner Cultivation and Stewardship. Staff work to ensure that CAMA creates long-lasting relationships with partners that are aligned with the Association's goals and that are mutually beneficial. Evaluations are undertaken to ensure that the business and financial value is positive for both parties.
- Human Resources, Consulting Services and Project Management Oversight. The Executive Director oversees all staff and consulting contracts and ensures that all projects are completed on time and within budget.
- Technological Infrastructure. Staff ensure that the National Office is equipped with the appropriate technology to ensure it remains current and efficient.

## **New Initiatives**

### **A Business Continuity Plan**

A Business Continuity Policy and Plan will be implemented. An Operational Manual will be developed to provide a critical path for operations. A reconfigured staffing structure will also be implemented, requiring an investment of funds from CAMA. The annual Executive Director Performance Review will assess the business continuity and succession planning process.

### **Sustainability and Long-Term Partnerships**

The new Platinum Partnership Program will be fully implemented and assessed for value to CAMA and the membership (including a return on investment analysis). Criteria will be finalized that articulates what CAMA looks for in a revenue partner. Other revenue generating strategies and/or other member services will be explored and a business plan will be developed and rolled out to maximize revenue from key potential sources.

### **Diversity, Equity and Inclusion of CAMA Volunteers**

CAMA will continue to promote and recruit a diversity of volunteers for Board Sub-Committees, where external members are invited to submit an application.

## **Performance Measures/Success Indicators:**



- Ongoing Executive Director reports provide a high level evaluation of CAMA's operations, management, leadership and governance with a focus on the impact of member services, financial sustainability, risk management, effective management practices, and efficiencies.
- The success of the Business Continuity Plan is reviewed by the Governance Committee and strategies are in place to support ongoing continuity.
- The Executive Director's Performance Review includes an assessment of all business continuity strategies.
- The total amount of revenue secured through partnerships is tracked.
- A return-on-investment analysis informs partnership strategies.
- CAMA assesses its annual volunteer recruitment and application process to ensure a breadth of diverse volunteers are engaged in the Association.

## LIFECYCLE OF THE CAO

Below is a table outlining the Lifecycle of a CAO which the Board reviews on a regular basis to ensure that we are providing the appropriate resources to our members at the different stages of their careers. The activities already undertaken for each stage are noted in the table below along with the new initiatives that the Board has planned for the next five years.

LIFECYCLE STEPS	CURRENT INITIATIVES/ACTIVITIES	NEW INITIATIVES 2022-2027
Recruiting the Next Generation of Leaders to Local Government	<ul style="list-style-type: none"> <li>• Making Life Happen Campaign/Toolkit</li> </ul>	
Mentoring and Succession of Aspiring CAOs	<ul style="list-style-type: none"> <li>• A Quality Annual Conference for Professional Development and Networking (with scholarships and first-time delegate rates)</li> <li>• The Political Acumen Toolkit.</li> <li>• Member Discussion Forum</li> <li>• A CAO Employment Contract Toolkit</li> <li>• Council Orientation Toolkit</li> <li>• Toolkit for Effective CAOs: The Right Questions to Ask</li> <li>• CAMA Connects</li> </ul>	<ul style="list-style-type: none"> <li>• CAO Executive Learning Program/Regional Forums</li> <li>• Reviewing All Toolkits</li> <li>• Develop New Toolkits</li> <li>• Tools for Resilient Leadership: Strategies for Self Care, Wellness and Work/Life Balance</li> <li>• “Masterminds” Networking Forums</li> </ul>
Support to the CAO During Their Career	<ul style="list-style-type: none"> <li>• A Quality Annual Conference for Professional Development and Networking (with scholarships and first-time delegate rates)</li> <li>• CAO Performance Evaluation Toolkit</li> <li>• Political Acumen Toolkit</li> <li>• Members in Transition Toolkit</li> <li>• CAO Employment Contract Toolkit</li> <li>• Council Orientation Toolkit</li> <li>• Toolkit for Effective CAOs: The Right Questions to Ask</li> <li>• CAO Human Resources Toolkit</li> <li>• CAMA Connects</li> <li>• Member Discussion Forum</li> </ul>	<ul style="list-style-type: none"> <li>• CAO Executive Learning Program /Regional Forum</li> <li>• Reviewing All Toolkits</li> <li>• Updating the CAO Performance Evaluation Toolkit</li> <li>• Develop New Toolkits</li> <li>• Tools for Resilient Leadership: Strategies for Self Care, Wellness and Work/Life Balance</li> <li>• “Masterminds” Networking Forums</li> <li>• A short guide to support CAOs in keeping the elected officials focused on their policy role and out of the operations</li> </ul>
Retirement of the CAO	<ul style="list-style-type: none"> <li>• The opportunity to sign up in muniSERV for interim CAO opportunities</li> <li>• Attendance at the Annual Conference at a reduced fee</li> <li>• CAMA Connects</li> </ul>	

## CONCLUSION

This document reveals the future vision for CAMA and the goals we must achieve to realize it.

## OUR VISION SUMMARY

***“The Canadian Association of Municipal Administrators (CAMA) is recognized as the premiere national Canadian organization representing municipal administrators”.***

Goal #1: To be the national membership of choice for Chief Administrative Officers and senior managers across Canada by providing networking opportunities and relevant services related to their local government profession.

Goal #2: To provide innovative professional development and learning opportunities that enhance members’ leadership skills and competencies and support them to achieve good local government management with Council, staff and citizens.

Goal #3: To provide municipal administrators with the information, leadership tools, and networks to build their leadership resilience, foster productive relationships with Councils, and encourage the next generation of leaders.

Goal #4: To continue to build strategic relationships with key stakeholders to create excellence in municipal governance.

Goal #5: To strengthen CAMA’s sustainability, leadership, capacity, and infrastructure.