



STRATEGIC PLAN 2022 – 2027

CANADIAN ASSOCIATION OF MUNICIPAL
ADMINISTRATORS

EXECUTIVE SUMMARY & 2022 – 2023 WORKPLAN



CAMA STRATEGIC PLAN 2022-2027

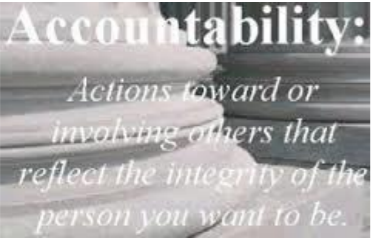
VISION

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

MISSION

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

CAMA MEMBERS VALUE

Accountability and Professional Integrity	Collaboration	Transparency and Honesty	Innovation and Excellence	Diversity and Inclusivity
 <p>Accountability: <i>Actions toward or involving others that reflect the integrity of the person you want to be.</i></p>				

OUR PURPOSE

I 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:

STRATEGIC PILLAR	STRATEGIC OBJECTIVES
Member Engagement and Support	<ul style="list-style-type: none"> • 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.
Professional Development	<ul style="list-style-type: none"> • 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.
Resilient Leadership	<ul style="list-style-type: none"> • 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.
Strategic Relationships	<ul style="list-style-type: none"> • To maximize and leverage those partners and relationships that are mutually beneficial.
A Strong and Sustainable Organization	<ul style="list-style-type: none"> • 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

OUR GOALS/ACTIVITIES

Member Engagement & Support	Professional Development	Resilient Leadership	Strategic Relationships	A Strong and Sustainable Organization
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>To continue to build strategic relationships with key stakeholders to create excellence in municipal governance.</p>	<p>To strengthen CAMA's sustainability, leadership, capacity, and infrastructure.</p>

CORE SERVICES

CAMA offers the following core services to its members each year:

#	Strategic Pillar	Core Services
1	Membership Engagement & Support	<ul style="list-style-type: none"> • Members Needs Survey • Jobscene Broadcasts • E-Brief Newsletter • Social Media • Partnerships with MuniSERV and BoxOfDocs • Membership Campaign
2	Professional Development	<ul style="list-style-type: none"> • Annual Conference • Scholarship Program for Annual Conference • Promotion of Current Toolkits • Members Discussion Forum
3	Resilient Leadership	<ul style="list-style-type: none"> • Awards of Excellence Program & Long Services Awards Program • Promotion of the Making Life Happen Campaign/Recruiting the Next Generation
4	Strategic Relationships	<ul style="list-style-type: none"> • Maintain Provincial/Territorial Association Relationships (Executive Director Meetings) • Continue to be responsive to FCM enquiries • Relationships with International Municipal Associations: Australia, New Zealand, United Kingdom • Continue to partner with ICMA
5	A Strong and Sustainable Organization	<ul style="list-style-type: none"> • Ongoing Financial Management • Ongoing Organizational Development • Regular Policy Review and Adherence • Managing the Board Nominations, Election Process and Annual General Meeting • Support for Effective Board governance • Managing Revenue Generation Opportunities • Sponsor/Partner Cultivation and Stewardship • Human Resources, Consulting Services and Project Management Oversight • Technological Infrastructure

OUR 2022-2023 WORKPLAN

In addition to the core services noted above, the CAMA Board will be working on the following new initiatives for the April 1, 2022 to March 31, 2023 fiscal year:

#	Strategic Pillar	New Initiatives
1	Membership Engagement & Support	<ul style="list-style-type: none"> • Continue with a Membership Campaign by region with personal Board member support as per the Membership Business Plan. • Prepare and promote a one-page articulation of the value proposition of membership. • Host a virtual CAMA Connects in October 2022 on hot topics of interest.
2	Professional Development	<p><u>2023 Conference</u></p> <ul style="list-style-type: none"> • Host a virtual stream for the Role of the Executive Assistant Session. • Develop a one-page Conference promotional piece that highlights the event's value. • Review the Scholarship Program to explore ways to increase access for small and under-represented municipalities. New sponsorship opportunities to also be explored. • Compelling Issues management topics to be integrated into the Conference sessions. • An annual equity, diversity and inclusion in the workplace workshop will be included in the program. <p><u>Adapting Current Toolkits</u></p> <ul style="list-style-type: none"> • All toolkits to be reviewed for relevancy and use by members to assess to determine if updates are required. • The Performance Evaluation Toolkit will be reviewed and updated, and a simple “lighter” version will be created and promoted. • Special promotion of the equity, diversity and inclusion segment of the Human Resources Toolkit will be undertaken. <p><u>Develop New Toolkits</u></p> <ul style="list-style-type: none"> • A Toolkit Taskforce will be created to explore the feasibility of developing new toolkit ideas and other resources and supports. • This will result in a four-year plan for the development of toolkits and resources.

#	Strategic Pillar	New Initiatives
3	Resilient Leadership	<p><u>Tools for Resilient Leadership: Strategies for Self-Care, Wellness and Work/Life Balance</u></p> <ul style="list-style-type: none"> • 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 coming four years. <p><u>Masterminds</u></p> <ul style="list-style-type: none"> • CAMA will pilot one virtual networking 1.5-hour forum branded as “Masterminds” (12-15 people maximum) to provide a safe confidential space for CAMA members to explore sensitive issues and challenging operational problems. • This initiative will be continued in future years based on success. <p><u>Positive CAO-Council Relationships</u></p> <ul style="list-style-type: none"> • 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 be developed to support CAOs in keeping the elected officials focused on their policy role and out of the operations.
4	Strategic Relationships	<p><u>Relationship Review</u></p> <ul style="list-style-type: none"> • The Board will undertake a review of key relationships to assess where best to leverage opportunities that result in a mutual benefit. • A focused strategy will be developed to guide relationship management (from informal relationships to formal partnerships) keeping in mind CAMA’s limited capacity and resources.
5	A Strong and Sustainable Organization	<p><u>Resilient Organization</u></p> <ul style="list-style-type: none"> • A Business Continuity Policy and Plan will be in place and approved by the Board. This policy will include key succession elements such as an Executive Director Succession Plan and access to high-risk information (e.g. passwords, banking). • An Operational Manual will be developed that outlines core services and key initiatives and a critical path to achieve operational goals aligned to proper procedures.

#	Strategic Pillar	New Initiatives
		<p data-bbox="620 183 1123 220"><u>Platinum Partnership Program</u></p> <ul data-bbox="620 228 2521 354" style="list-style-type: none"> <li data-bbox="620 228 2521 305">• This new program will be fully implemented and assessed for value to CAMA and the membership including the return on investment. <li data-bbox="620 313 2045 354">• Criteria will be finalized which articulates what CAMA looks for in a revenue partner. <p data-bbox="620 402 1145 440"><u>Revenue Generating Strategies</u></p> <ul data-bbox="620 448 2521 524" style="list-style-type: none"> <li data-bbox="620 448 2521 524">• Revenue generating strategies or other member services will be explored and a Business Plan will be developed to maximize revenue from key opportunities. <p data-bbox="620 573 768 610"><u>Diversity</u></p> <ul data-bbox="620 618 2521 695" style="list-style-type: none"> <li data-bbox="620 618 2521 695">• CAMA will continue to promote and recruit a diversity of volunteers for Board Sub-Committees, where external members are invited to submit an application.