



CAMA STRATEGIC PLAN: 2016 - 2021 REPORT CARD

CAMA's Strategic Plan for the 2016-2021 period led to many important initiatives for the Association which are outlined below.

The Board developed a new [Statement of Purpose](#) for the Association, launched a new website, offered a new Scholarship Program for smaller and remote communities to attend the Annual Conference, a partnership with six Provincial Associations which resulted in the launch of the [Making Life Happen Campaign](#) and [website](#) to recruit the next generation of municipal leaders, a new [Member Discussion Forum](#), the celebration of our [50th Anniversary](#), many successful membership campaigns, and the pivot to providing national virtual professional development and network opportunities with the cancellation of the 2020, 2021 and 2022 Annual Conferences. An inventory analysis variation of all CAMA's assets was completed along with a review of our policies for relevance and clarity. CAMA was also pleased to recently present a [Position Paper](#) to the Infrastructure & Communities on Funding Program for Municipal Infrastructure.

Of particular note is the development and launch of the following seven toolkits over the past five years:

- [CAO Performance Evaluation Toolkit](#) with a marketing campaign to CAOs and elected officials and a sample [mandate letter](#) and [performance evaluation template](#) for Directors/Commissioners was also completed.
- [Political Acumen Toolkit](#) which provides advice on the following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial, Federal, Media and Mentorship.
- A [Members in Transition Toolkit](#) to offer support and let you know you're not alone if you find yourself in this unfortunate position
- A [CAO Employment Toolkit Contract](#) a resource to support our members whether they are existing CAOs (or senior administrators) with past experience in the role or potential future CAOs with no experience as a CAO when negotiating their contract with elected officials.
- [Council Orientation Toolkit](#) to provide each new Council with the information they require to get off to a good start and govern successfully.
- [Toolkit for "Effective Chief Administrative Officers: The Right Questions to Ask"](#). A resource to support our members whether they are just starting their job as a CAO (or senior administrator) or have been in the role for some time in a new community or one they've been in for many years.
- CAO Human Resources Toolkit designed to provide information regarding several different human resources topics with support thru samples and links.

A new Membership Committee was struck to provide outreach to municipalities to join CAMA and to increase the outreach to elected officials so that they will see the value when their senior managers would like to join CAMA and/or attend the Conference. A Revenue Generation Committee is also concentrating on establishing long term partnerships with sponsors and finding other non-dues revenues outside of membership and the Annual Conference as other sources to provide additional member services.