



**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**

INFLUENTIAL. INSPIRING. GET INVOLVED.



2016-2021 STRATEGIC PLAN

UPDATED MARCH 2021

BACKGROUND

CAMA's 2016-2021 Strategic Plan builds on the previous 2007 and 2011 strategic planning work. CAMA recently adopted the following Strategic Planning Policy to guide the organization:

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

1. **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 performance measures. This is typically a two day exercise with feedback being received from the membership at the Annual Conference.
2. **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.
3. **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.
4. **Communications.** The Executive Director will be responsible for communicating the Strategic Plan to the membership.
5. **Financial Plan.** The Strategic Plan will drive the Financial Plan.

ROLE OF THE BOARD

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

1. Adopt a policy committing the organization to a mission-driven strategic planning process.
2. Participate in Five Year Strategic Planning and an Annual Plan Review process.
3. Formally approve the Five Year Plan and the updated Annual Plan.
4. Appoint a Strategic Planning Committee that will carry out the strategic planning responsibilities.
5. 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.
6. Monitor progress toward achieving strategic goals and require corrective actions and adjustments as necessary to changing conditions.

The foundation of the 2016-2021 Strategic Plan was developed at a workshop held on September 17-18, 2015 attended by the CAMA Board and staff and led by a professional facilitator. During this planning session, the Board used a proven strategic planning technique, called ToP (Technology of Participation). ToP enables groups to systematically and quickly address key issues and results in a focused plan and also enables a group to think strategically. It is highly participatory and builds consensus. It assumes that everyone has a piece of the puzzle and every person involved can make a valuable contribution.

The ToP facilitated strategic planning approach consists of several steps.

- Development of a Practical Shared Vision
- Identification of Underlying Obstacles
- Development of Strategies and Strategic Directions
- Action Planning



The Board reflected on the current vision and a review of the past five years, the results of the 2015 Members Needs and Preferences Survey which assisted in improving services provided by CAMA and also ensured that the action plan for the future was in line with the desires of our membership. The Board reviewed:

- ✓ Our successes, struggles, and obstacles;
- ✓ What has changed since the last plan was developed;
- ✓ What will change over the next five years;
- ✓ What will continue to work well; and
- ✓ What we need to do differently.

As a result of this exercise the Board is pleased to present a new Five Year Vision for CAMA consisting of pillars, goals, strategic objectives and actions to be achieved. This plan has been reviewed every September and this document was updated in December 2018 to reflect the changing environment of local government.



REPORT CARD – MARCH 2021
CAMA STRATEGIC PLAN
2016-2021

Dear CAMA Colleagues,

We are pleased to share with you the Canadian Association of Municipal Administrator's Strategic Plan which was developed in 2016 and looks ahead to 2021. As we enter 2021, CAMA will be in its last year of our Strategic Plan. This plan was developed through member surveys and Board focus groups and we have sought to gather information about the issues that are important to you, and the trends that we see affecting the future of the municipal administrator profession, municipal government and the Association. We tried to respond to the important issues and trends that are shaping our environment.

This Strategic Plan has led us to some very important initiatives in addition to our core services that we provide to our membership on a regular basis:

- Annual Conference
- Awards of Excellence Program
- Long Services Awards Program
- Promotion of CAO Performance Evaluation Toolkit
- Membership Campaign
- Promotion of the Making Life Happen Campaign/Recruiting the Next Generation
- Provincial/Territorial Association Executive Director Meetings
- Website Advertising
- Jobscene Broadcasts
- E-Brief newsletters
- Relationships with Affiliate Organizations/FCM

YEAR	ACTIVITY COMPLETED
April 2016-March 2017	• A Scholarship Program that has been made available to smaller and remote communities and the next generation of leaders to attend the Annual Conference. • A successful three-year membership campaign with a net retention of 117 members with the continuation of a sustainability strategy to retain existing members and continue to attract new ones. • Participation in an International Panel and a Discussion Paper on local government issues with our affiliates (United Kingdom, Australia and New Zealand). • The launch of the “Cultivating Leadership: A Guide For the Next Generation in Local Government” which was designed in

YEAR	ACTIVITY COMPLETED
	recognition of the importance of providing useful career advice to the next generation of local government leaders, and to provide an opportunity for our more experienced CAMA members to give back to the profession. It is our hope that it will help CAMA members at different stages of their career, students considering a career in local government, and potential future CAMA members. This is also a great resource to share with direct reports and managers throughout your organization. • The launch of a new website. • Significant changes were made to the Federal Funding Programs for Municipal Infrastructure as a result of a series of administrative recommendations made by CAMA through a Position Paper presented to the federal government.
April 2017-March 2018	• The addition of a Northern representative to the Board for Yukon, Northwest Territories, and Nunavut. • 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. • Workshops with FCM and CNAM on Infrastructure, Asset Management, and Climate Change at the 2017 and 2018 CAMA Conferences. • The development and launch of the CAO Performance Evaluation Toolkit with a marketing campaign to CAOs and elected officials. • Outreach to the Provinces and Territories where municipal elections were held to advise of CAMA's support should you become a Member in Transition. • The development of a new Statement of Purpose for the Association.
April 2018-March 2019	• Outreach to the large municipalities noting the value of CAMA. • A marketing/awareness campaign about CAMA and its benefits to the First Nations Band Administrators. • Launch of a new partnership with muniSERV.ca, Canada's leading online platform to connect municipalities and the businesses that serve them all in one convenient location. You can find municipal consultants, post RFPs, bids and tenders and find municipal services. • Launch of a new partnership with a BoxofDocs to provide our members with a discount on a library that holds thousands of documents with respect to municipal government. • Increased focus on LinkedIn and other social media tools. • The development and launch of the Political Acumen Toolkit and Mentorship Forum which will provide advice on the

YEAR	ACTIVITY COMPLETED
	following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial, Federal, Media, and Mentorship. • The development and launch of the Members in Transition Toolkit to offer support and let you know you're not alone if you find yourself in this unfortunate position.
April 2019 to March 2020	• Continued outreach to the elected officials and administrators on the CAO Performance Evaluation Toolkit including some sample completed templates. A sample mandate letter and performance evaluation template for Directors/Commissioners was also completed. • A membership campaign featuring member testimonials promoting the benefits of our toolkits to administrators and elected officials thru our social media channels and digital advertising. • A review of CAMA's assets in preparation of the next Strategic Planning process. • Development of a CAO Employment Contract Toolkit to be launched in the Fall of 2020. • Development of a Council Orientation Toolkit to be launched in the Fall of 2020.
April 2020 to March 2021	• The Board decided to hold all meetings virtually and more frequently due to the pandemic (bi-weekly). • The Board had to pivot from its existing plans and determine the role CAMA could play in supporting its members during the COVID crisis. • The 2020 and 2021 Conferences were cancelled and staff worked to minimize the financial impacts and reschedule new dates and locations. Many negotiations took place. • The CAO Employment Contract Toolkit and Council Orientation Toolkits were launched in the Fall of 2020. • The Board decided to delay the planning session for the new Strategic Plan for one year. • The Board initiated "CAMA Connects" as a pilot project to allow members to meet virtually on a variety of topics. • A successful and well attended virtual Annual General Meeting was held – a first time for CAMA. • The Board initiated the CAMA 50th Anniversary Celebrations that include a series of free webinars for members, research into the history of the Association along with engaging past members in a networking series. • A taskforce was established to compile and review all of CAMA's policies for relevance and clarity. • A new workplan was approved for 2020-2021 that considers

YEAR	ACTIVITY COMPLETED
	the impacts of the pandemic, CAMA human and financial resources and the need to be relevant to members. • The Board initiated a webinar for CAMA member Executive Assistants recognizing the value that they play in the success of their jobs. • Completion of the inventory analysis variation of all CAMA's assets.



The Board held a strategy session in July 2020 to discuss our workplan for the next eighteen months and we plan to focus on the following initiatives:

- Outreach to municipalities to join CAMA.
- 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.
- The 2022 Annual Conference will continue to be the priority for professional development (if its safe) since the 2020 and 2021 events were cancelled.

- Free webinars will be offered as part of the 50th Anniversary Professional Development series.
- Launch the CAO Human Resources Toolkit in the Fall of 2021.
- Continue to promote the CAO Performance Evaluation Toolkit, Political Acumen Toolkit, Making Life Happen Campaign, Mentorship Program, CAO Employment Contract Toolkit, Council Orientation Toolkit and Members in Transition Toolkit to CAOs across the country (and the first three to elected officials).
- Promote CAMA's 50th Anniversary.
- Continue to work with our Provincial/Territorial Association partners, international affiliates, and FCM.

The planning process for the new Strategic Plan for 2022 and beyond that was set to take place in September 2020, has been postponed for another year due to COVID-19. This will allow us to determine the needs of our profession after things start to return to normal in our own communities.

Sincerely,

2020-2021 CAMA Board of Directors

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.

	Accountability and Professional Integrity 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.
	Collaboration 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.

	Transparency and Honesty 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.
	Innovation and Excellence 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.
	Diversity and Inclusivity 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.

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).

EMERGING TRENDS

Considerable research and a survey of the membership was undertaken to guide the development of the Strategic Plan. From that information, it was determined that a number of trends are emerging that could impact local government over the next five years.

The following trends will provoke a period of innovation and transformation that will make local government an even more exciting environment in which to work, and more responsive than ever to the needs of its citizens. Over the next five years, municipal senior management and elected officials should therefore expect to operate in a context of radical, ongoing, and accelerating change, which will require strong leadership. On the other hand, it is a unique opportunity to attract and retain talented people, committed to the mission of local government and ready to embrace a change.

CAMA reviewed the ["CAO Report: A candid look at the issues on the minds of Canada's CAOs"](#) report prepared by StrategyCorp in June 2018 that a number of our members participated in. It was felt that these overarching trends were relevant to our Association:

THE GROWING FISCAL CRUNCH

While the responsibilities of municipalities may vary from one Provincial or Territorial jurisdiction to another, concerns about the municipal fiscal situation remain top of mind for CAOs. The revenue sources available to local governments are still narrowly based and often inadequate to meet the challenges of persistent service demands and maintaining, expanding and modernizing new and existing infrastructure. The mis-match between financial resources and service-delivery obligations can only accelerate as the new economy erodes traditional revenue sources, like business taxation and licensing fees.

THE "WAR FOR TALENT"

CAOs have differing views on the nature of their position, from corporate manager to community leader. But all recognize that the CAO's job is not becoming any easier. Recruiting talent to municipal management requires thoughtful selection. But it also increasingly requires effective cultivation and marketing of the importance and value of municipal professional management, both in CAOs and in department heads.

MUNICIPAL RESTRUCTURING – THE ISSUE THAT WON'T GO AWAY

In past surveys, mention was made of the structural limitations of municipal government. This included a perceived need for a governance "footprint" that more appropriately aligns to the planning, economic and social issues that an increasingly regional and urban Canada must govern. But few seem willing, at the political level, to risk the predictable negative reaction that comes from proposals to alter municipal structure through annexation, amalgamation or regionalization of service delivery. Restructuring initiatives tend to come in waves, usually when pent-up need for fiscal sustainability, appropriate scope for infrastructure and community planning, and economic development pressures combine to force reform discussions. Are we approaching another such "inflection point"?

DISRUPTION

Whether it is new technologies, digital service delivery, fundamental changes to the traditional economic model for retail or tourism, or the unique demands of Millennials and new immigrants, CAOs find that they cannot rely on past practice to guide their approach to new problems and in the search for solutions. The new economy, the impact of extreme weather events and changes in the existing fiscal environment mean municipalities are rethinking their approach to fiscal planning, economic development and taking practical measures to explain and to manage the impact of climate change. The impact of the “grey tsunami” of Baby Boomers will affect everything from recruiting and retaining talent, to managing the very different service demands and planning preferences of the changing demographics of Canadian regions.

INNOVATION

Innovation is taking the private sector economy by storm, and municipal professionals are joining that wave. From digital service delivery and electronic consultation, to advances in performance management techniques and processes and the use of technology to guide infrastructure asset management, traditional approaches to municipal issues are being displaced by creative and innovative new experiments and techniques.

RECONCILIATION

After the country-wide efforts to respond to the Truth and Reconciliation Commission’s recommendations, relations between municipal governments and Indigenous groups continue to evolve. From economic development and community collaboration, to symbolic recognition and sensitivity to traditional learning and decision-making processes, CAOs are engaged in a range of ground-breaking initiatives, both with First Nations and Inuit governments, as well as urban Aboriginal and Metis communities. We were particularly impressed by how municipal CAOs have embraced the importance of Reconciliation and are working to move the agenda forward in their communities.

POPULISM

Whether radically new ways to consult with residents, or the newly elected councillor or a mayor from the mold of Donald Trump, or social-media driven simple solutions to complex problems, or the loss of credibility of traditional stakeholder leadership, CAOs are finding that the cycle-time for finding solutions is shrinking, along with the traditional deference to professional expertise. CAOs recognize the need for a renewed emphasis on municipal good governance (from Council-staff relations through to municipal restructuring) and reminding the community of the importance of municipal professionalism.

STRATEGIC PILLARS



CAMA has identified the following pillars for our Strategic Plan for the period 2016-2021 that will continue to be the focus for the Association's future programs:

Professional Development

- Provide members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.

Networking and Partnerships

- Create strong, strategic relationships.
- CAMA is well recognized as the national "Go To" experts in Municipal Administration

Member Engagement and Support

- Deliver networking opportunities to engage and connect members.
- Increase the membership by attracting, maintaining and engaging members from large, small, and remote municipalities with an emphasis on balance and diversity.

Resilient Leadership

- Intentional about ensuring success of the profession.
- Foster a professional, respectful relationship between municipal administrators and Councils.

Objectives, activities and performance metrics have been identified for these pillars which are expected to be completed by 2021.

STRATEGIC THEME #1 - MEMBERSHIP CAMPAIGN



MEMBER ENGAGEMENT AND SUPPORT

Goal: To be the national membership of choice for local government professionals across Canada.

Strategic Objective: Increase the membership by attracting, maintaining and engaging members from large, small, and remote municipalities with an emphasis on balance and diversity.

Strategies:

- 1. Focus on engaging the francophone communities and making CAMA more accessible to the smaller, rural and remote communities by assessing their needs.**

Priority Actions:

- 1.1 Create an assistance program to make the Annual Conference accessible to smaller remote communities.
- 1.2 Research and develop plans to meet the needs of francophone communities and small and remote municipalities.
- 1.3 Consider adding a “Northern” representative to the Board for Yukon, Northwest Territories, and Nunavut. The representatives for the following Provinces would be changed to: British Columbia, Alberta, and Saskatchewan and Manitoba.

- 2. Targeted membership development.**

Priority Actions:

- 2.1 Continue to develop and implement the Membership Development Campaign involving members and non-members through various strategies.
- 2.2 Produce some promotional materials focusing on the rewards of being involved in local government.
- 2.3 Develop a communication plan for Board members to reach out to future members regionally.
- 2.4 Continue to promote and bring awareness about CAMA and its benefits to the First Nations Band Administrators.
- 2.5 Encourage all “Big City” CAOs to join CAMA and be active in the Association.
- 2.6 Consider dedicating the two Member-At-Large positions on the Board to population sizes when they become available for election: one for over 100,000 population and the other for under 100,000 population.
- 2.7 Develop a communication plan to increase the outreach to the elected officials so that they will see value when their senior managers would like to join CAMA or attend the Conference.

Performance Measures/Success indicators:



- Increase of attendance at the Annual Conference by smaller and remote municipalities.
- Increase of non-member awareness of CAMA.
- Increase the total membership numbers by 20% (100 more members) in 24 months from the date the Membership Campaign begins, and to continue the growth trend to double the current membership to 750 by 2020.

STRATEGIC THEME #2 – INNOVATIVE PROFESSIONAL DEVELOPMENT



PROFESSIONAL DEVELOPMENT

Goal: To enhance innovative opportunities and professional development to increase CAMA members knowledge transfer and experience sharing around good local government management values and practices.

Strategic Objective: Provide members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.

Strategies:

1. **Provide more effective channels for members to promote and share best practices.**

Priority Action:

- 1.1 Develop a platform for sharing best practices by preparing an action plan which identifies ways to evaluate and disseminate best practices, trends and solutions to share with members and future members (i.e. “Leading Edge” version of the e-brief newsletter). The membership, exhibitors and perhaps academia can assist with this plan.

2. **Offer recognized tools which support the municipal profession.**

Priority Action:

- 2.1 Engage the membership at the Annual Conference to share their experience on tools that improve local government and the municipal profession (i.e. Lean Six Sigma, Asset Management practices).

3. **Make the Annual Conference the premiere national professional development opportunity.**

Priority Actions:

- 3.1 Host an Annual Conference for large and small municipalities with national renowned quality speakers and best practices.
- 3.2 Continue to employ feedback mechanisms from the membership/delegates.

4. Assist members in staying ahead of trends and challenges to be resilient leaders.

Priority Action

4.1 Identify emerging industry trends with affiliate associations and other organizations.

Performance Measures/Success indicators:



- High satisfaction of best practices shared through a library or other technology.
- 50% of the membership attending the Annual Conference with 80% Excellent/Very Good evaluation feedback.
- 100% cost recovery on the Annual Conference.

STRATEGIC THEME #3 – SUCCESS OF THE PROFESSION



RESILIENT LEADERSHIP



Goal: To ensure CAMA is providing new and existing municipal administrators with information, and a network, that assists them in their role, encourages the next generation of leaders and, promotes the importance of the Professional Municipal Administrator.

Strategic Objective: Intentional about ensuring success of the profession.

Strategies:

1. Grow the profession through mentoring.

Priority Actions:

- 1.1 Profile members and positive stories.
 - 1.1.1 Profile members and do a brief feature in the e-brief newsletter.
 - 1.1.2 Provide the tools to the Board member to reach out to the CAMA members in their area on a regular basis with positive information on member services, local government trends, etc.
- 1.2 Develop a Mentorship Program that is easily accessible to new and experienced members.
- 1.3 Develop an online Political Acumen Toolkit that will support CAOs, direct reports and the next generation of leaders that are already in local government jobs. This should be a multi-model that can be communicated to the different audiences through a variety of channels and provide political acumen advice on the following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial, Federal, and the Media.

2. Support the next generation.

Priority Action:

- 2.1 Continue to implement the work plan and partnership with the Provincial and Territorial Associations on “Recruiting the Next Generation of Municipal Leaders.”
- 2.2 Produce a “Question and Answer Pilot Project” which will provide information to the next generation of CAMA members that will benefit them in their careers. This will provide more experienced CAMA members with the opportunity to give back to the profession and establish stronger relationships with the next generation.

3. Promote and grow the profession.

Priority Actions:

- 3.1 Continue the award presentations at the Council meeting (with media in attendance) of the winning community of the Awards of Excellence.
- 3.2 Identify positive stories about members in the news who receive recognition from their communities for their role. Publish these in e-brief, on the CAMA website and through social media.

Performance Measures/Success indicators:



- Development of a Mentorship Program.
- # of new and experienced members that have utilized the Mentorship Program.
- # of positive news stories in the media and local government or a CAMA member.

STRATEGIC THEME #4 – EXPERTS IN MUNICIPAL ADMINISTRATION



NETWORKING & PARTNERSHIPS

Goal: To enhance and promote one consistent identity/profile to obtain the respect of our stakeholders.

Strategic Objective: CAMA is well recognized as the national “Go To” experts in Municipal Administration.

Strategies:

1. CAMA has an iconic brand with a powerful slogan for municipal administration.

Priority Actions:

- 1.1 Review the current brand and slogan to ensure that it is aligned with local government business.
- 1.2 Encourage CAMA members to practice and live by the Vision, Mission and Value Statements.
- 1.3 Update the current CAMA website.

2. CAMA is seen by the media and others as the “go to” in municipal administration.

Priority Actions:

- 2.1 Continue to have good relations with the Chief Executive Officer of the Federation of Canadian Municipalities.
- 2.2 Continue to partner with the Provincial/Territorial Associations to work on topics of mutual interest.
- 2.3 Provide CAMA promotional items to promote the organization.
- 2.4 Compile success stories, policies, papers developed by CAMA and catalogue them for easy access.

3. Provide additional member services to improve the brand.

Priority Actions:

- 3.1 CAMA will continue to explore other member services (in addition to its core services) to assist its membership in the local government profession.

Performance Measures/Success indicators:



- Stakeholders are aware of CAMA and rate our standing, identity and communications at 80%.
- CAMA's successes are highlighted in media releases.
- Successes with policy development are distributed.
- Readily available resources for municipal administrators and members.
- CAMA is listening to its members.

STRATEGIC THEME #5 - NETWORKING



MEMBER ENGAGEMENT & SUPPORT

Goal: To support members in making connections and building beneficial professional relationships.

Strategic Objective: Deliver networking opportunities to engage and connect members.

Strategies:

- 1. Provide face to face and/or virtual networking opportunities (connecting members with technology) outside the Annual Conference.**

Priority Actions:

- 1.1 Develop more on-line tools and new ways for members to connect more often (virtual meetings, chats, webinars, one question surveys, and on LinkedIn).
 - 1.2 Promote the value of CAMA being an organization to network with colleagues across the country (to elected officials, members and potential members).

- 2. Provide local networking opportunities (i.e at a central location).**

Priority Actions:

- 2.1 Provide an update on CAMA to the Provincial/Territorial Associations at the Executive Director quarterly Conference Calls.
 - 2.2 Upon an invitation, Board members provide an update on CAMA to their local Provincial/Territorial Associations at their Board meetings and report back to the CAMA Board on their activities.

Performance Measures/Success indicators:



- 80% Excellent/Very Good evaluation feedback on networking events.

STRATEGIC THEME #6 - MUNICIPAL ADMINISTRATOR AND COUNCIL RELATIONSHIP



RESILIENT LEADERSHIP



"Working together, we will create stronger communities across the country."

Robert Hughes
Town of Stratford, PEI

Goal: To ensure CAMA is reminding/educating members of the key components of a professional, respectful relationship between municipal administrators and Councils and how to attempt to deal with specific situations that members are encountering that undermine that healthy relationship. Help members be resilient and maintain a healthy understanding of the municipal administrator role versus the Council role.

Strategic Objective: Foster a professional, respectful relationship between municipal administrators and Councils.

Strategies:

1. **The Political Acumen Toolkit supports CAOs, direct reports and the next generation of leaders that are already in local government jobs improve their relationships with elected officials.**

Priority Actions

- 1.1 Build a Political Acumen Toolkit.
- 1.2 Prepare a Communications Plan to launch the Political Acumen Toolkit to CAMA members.

2. **The Performance Evaluation Toolkit improves the relationship between CAOs and elected officials.**

Priority Actions:

- 2.1 Build a CAO Performance Evaluation Toolkit.
- 2.2 Prepare a Communications Plan to launch the CAO Performance Evaluation Toolkit to CAMA members and elected officials. This plan should remind members of the importance of the CAO Performance Evaluation Toolkit and

the value of CAOs understanding where their authority comes from, the key competencies important to the CAO role and the importance of agreeing on annual expectations and measurable goals. Continue to remind members of this resource.

- 2.3 Ask the membership to send in samples of their CAO contracts.
- 2.4 Explore the development of relevant member and non-member toolkits (i.e. Tips for a Good CAO Contract).

3. The CAO Members in Transition Toolkit offers support and services through the various stages of transition.

Priority Actions:

- 3.1 Build a Members in Transition Toolkit.
- 3.2 Prepare a Communications Plan to launch the Members in Transition Toolkit in the Member's Section of the CAMA website and encourage members to reach out when they find themselves in this unfortunate position.
- 3.3 Continue to support Members in Transition.

4. Make our members more resilient.

Priority Actions:

- 4.1 CAMA will continue to educate/underline the following key pillars to help CAMA members be more resilient:
 - ✓ Understand their role.
 - ✓ Understand where their authority comes from.
 - ✓ Understand what a healthy municipal administrator/Council relationship looks like.
 - ✓ Understand how to promote a healthy CAO Performance Evaluation discussion with Council.
 - ✓ Understand the Municipal Administrator Code of Conduct.
 - ✓ Understand the key competencies that improve the opportunity for success in the municipal administrator role.
- 4.2 Create Ted Talk style webinars on different municipal administrator toolkit topics, endorsed by CAMA.

Performance Measures/Success indicators:



- % of satisfaction levels of the CAO Performance Evaluation Toolkit.

STRATEGIC THEME #7 – STRATEGIC RELATIONSHIPS



NETWORKING & PARTNERSHIPS

Goal: To build strong relationships with key stakeholders. Initiate, strengthen and leverage relationships with international, national and local organizations to create excellence in municipal government.

Strategic Objective: Create strong, strategic relationships.

Strategies:

- 1. Enhance communications and dialogue with the Federation of Canadian Municipalities (FCM) to develop synergies in areas of mutual interest.**

Priority Actions:

- 1.1 Offer assistance to FCM to provide an administrative review of proposed policy decisions.
- 1.2 Purchase a booth at the FCM Tradeshow to promote CAMA to the elected officials.

- 2. Create opportunities to develop a strong relationship with the federal government.**

Priority Actions:

- 2.1 Prepare a document for the federal government similar to, and in alignment, with FCM's "Cities and Communities: Partners in Canada's Development" from CAMA's perspective.
- 2.2 Establish working relationships with federal senior staff.

- 3. Increase leadership and partnerships with the Provincial and Territorial Associations.**

Priority Actions:

- 3.1 Continue regular ongoing meetings and build relationships with Provincial and Territorial Associations in identifying relevant actions
- 3.2 Engage the Provincial/Territorial Associations and CAMA members in the area when the Board meets in their region.

4. Create opportunities for partnerships with other organizations.

Priority Actions:

- 4.1 Develop a policy to create partnerships with universities for research development on municipal issues, offer educational sessions, etc..
- 4.2 Maintain and expand relationships with International Affiliates (i.e. ICMA, SOLGM, LGMA, SOLACE and the Alliance for Innovation) in areas of member interest and extend invitations to Annual Conference.
- 4.3 Continue to partner with muniSERV to provide additional member services and resources in a cost-effective manner to assist the local government profession.

Performance Measures/Success indicators:



- Submission of the “Report on Proposed Federal Funding Programs for Municipal Infrastructure” to both the Federal Senior Staff and FCM.
- Number of initiatives/discussions/meetings with FCM.
- Number of initiatives/discussions/meetings with Senior Federal Staff.
- Number of joint initiatives with Provincial/Territorial Associations.
- Number of initiatives with other organizations.

CONCLUSION

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

OUR VISION

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

- | | |
|-----------------|--|
| <u>Goal #1:</u> | To be the national membership of choice for local government professionals across Canada. |
| <u>Goal #2:</u> | To enhance innovative opportunities and professional development to increase CAMA members knowledge transfer and experience sharing around good local government management values and practices. |
| <u>Goal #3:</u> | To ensure CAMA is providing new and existing municipal administrators with information, and a network, that assists them in their role, encourages the next generation of leaders and, promotes the importance of the Professional Municipal Administrator. |
| <u>Goal #4:</u> | To enhance and promote one consistent identity/profile to obtain the respect of our stakeholders. |
| <u>Goal #5:</u> | To support members in making connections and building beneficial professional relationships. |
| <u>Goal #6:</u> | To ensure CAMA is reminding/educating members of the key components of a professional, respectful relationship between municipal administrators and Councils and how to attempt to deal with specific situations that members are encountering that undermine that healthy relationship. Help members be resilient and maintain a healthy understanding of the municipal administrator role versus the Council role. |
| <u>Goal #7:</u> | To build strong relationships with key stakeholders. Initiate, strengthen and leverage relationships with international, national and local organizations to create excellence in municipal government. |

This Strategic Plan expresses the Board's continued commitment to provide the best possible stewardship for municipal government and our members. 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 a 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. 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.

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

The CAMA Board of Directors

