



Administrative Excellence | L'art de diriger

**ANNUAL REPORT**  
**For the year ending March 31, 2016**



**The Canadian Association of Municipal Administrators (CAMA)** is a non-profit organization dedicated to championing excellence in municipal administration, and developing resilient leadership, through providing our members with professional development, networking and advocacy.

Our **vision** is to be recognized nationally and internationally as the premiere Canadian organization representing municipal administrators:

## GOAL #1

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

## GOAL #2

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

## GOAL #3

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.

## GOAL #6

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.

## GOAL #5

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

## GOAL #4

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

## GOAL #7

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

# A Message from the President



It's been a great honour to be your President this past year, and I am pleased to report that we had a very busy and successful year. The future looks bright for CAMA with our new Strategic Plan where your Board has gathered information about the issues that are important to municipal administrators, and the trends that we see affecting the future of the CAO profession and municipal government and the Association.

We look forward to sharing many exciting accomplishments with you that will continue to improve local government. Year-end is a great time to stand back and reflect on the many initiatives and this report provides you with a snapshot of our key accomplishments which are tied to our four strategic pillars of professional development, networking and partnerships, member engagement and support, and resilient leadership.

On behalf of staff and your Board of Directors, it is my pleasure to present this 2015-2016 Annual Report.

A handwritten signature in black ink that reads "Don MacLellan". The signature is written in a cursive style with a horizontal line underneath the name. To the right of the signature is a vertical line.

**Don MacLellan**

**“It’s been an inspiring year for CAMA with our new five year Strategic Plan, the upcoming launch of our CAO Performance Evaluation Toolkit, the great dialogue with FCM and Infrastructure Canada, and our excellent on-going strong relationship with our Provincial and Territorial Associations and many other initiatives.”**

# 2015-2016 Board of Directors

The Canadian Association of Municipal Administrators is governed by an 11-member Board of Directors. It has been an absolute pleasure working with these devoted local government professionals who make a great team. We are very fortunate to have such a capable and dedicated Board.

We are also fortunate to have such an extraordinary Executive Director in Jennifer Goodine. She and the small but mighty CAMA Team ensure the rubber hits the road and the vision of the Board becomes reality.



**Don MacLellan**  
President  
New Brunswick



**Marie-Hélène Lajoie**  
First Vice-President  
Director-At-Large



**Glen Davies**  
Second Vice-President  
Manitoba,  
Saskatchewan &  
Nunavut



**Janice Baker**  
Treasurer  
Ontario



**Robert Hughes**  
Past President



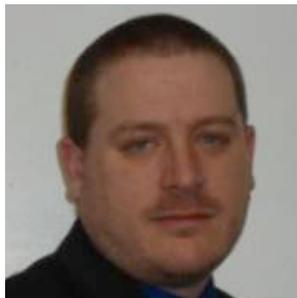
**Jack Benzaquen**  
Director  
Québec



**Marc Landry**  
Director  
Alberta & Northwest  
Territories



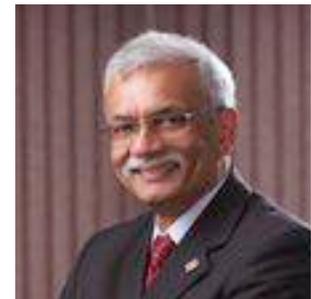
**Jake Rudolph**  
Director  
British Columbia &  
Yukon



**Jeff Renaud**  
Director-At-Large



**Rodney Cumby**  
Director  
Newfoundland & Labrador



**Louis Coutinho**  
Director  
Nova Scotia &  
Prince Edward Island

# A Message from the Executive Director



In July 2005, I was given the privilege to assist in the transition of the CAMA National Office to the City of Fredericton. Along with my duties as Office Administrator for the Mayor and CAO, it has been an incredibly fulfilling eleven years to have had the opportunity to work as the Executive Director of CAMA. I have appreciated the extraordinary support and talent of the CAMA team – Rose Fernandes, Alycia Bartlett, and Stacey Murray, and the confidence and guidance of the CAMA Board and our many Sub-Committees.

We are committed to provide the best services and support possible to our members. The 2015-2016 Annual Report captures the progress of the organization over the past year. As always we appreciate any and all feedback on how we're doing and what you would like to see in the future. As we begin our new Strategic Plan (2016-2021) we want to hear from you.

*Jennifer Goodine*

Jennifer Goodine  
Executive Director

## CAMA National Office



The CAMA National Office has been housed at City Hall in Fredericton since 2005.

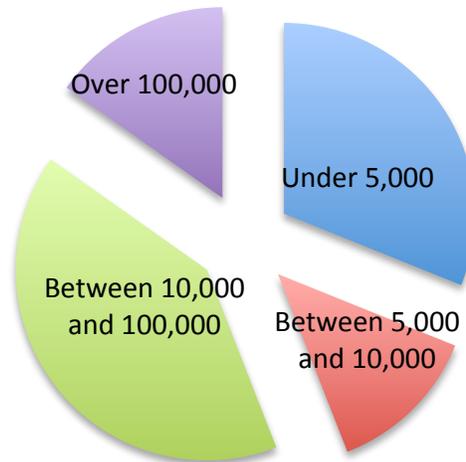
The Board was extremely pleased to have signed a five year agreement with the City of Fredericton to continue this relationship including an extension clause for one additional five year term expiring on November 30, 2025.

A special thanks to Past President/Honourary Member (and former CAO of Fredericton) Mr. Paul Stapleton, current CAO Mr. Chris MacPherson, and Mayor Brad Woodside for their unwavering support to the Association.

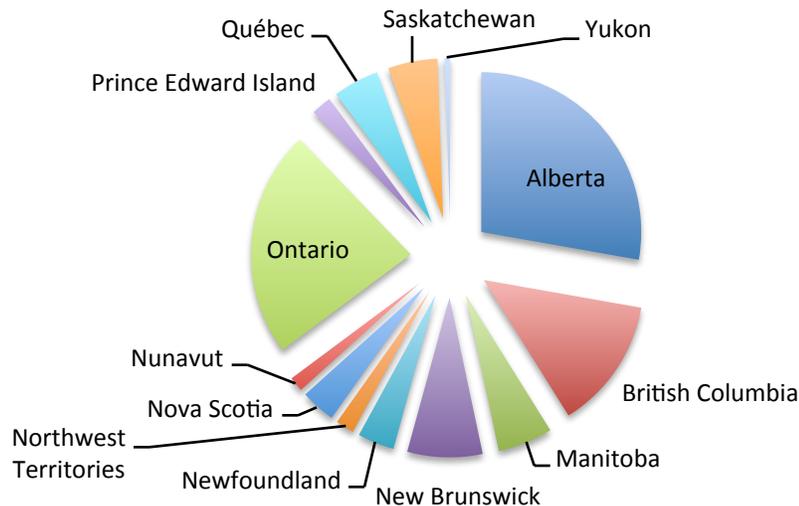
# Memberships

The membership of our Association continues to grow with CAMA currently having 540 members from across the country.

## CAMA Membership by Population



## Number of Members



CAMA has had a very busy year. I would like to take this opportunity to thank the Board members for their tremendous work on leading many Sub-Committees and I would also like to acknowledge the CAMA members who sit on our Committees. We look forward to providing more opportunities to become involved in the coming year as we move into completing our new Strategic Plan.

# Strategic Plan 2016-2021

## Vision Mission & Values



	<p><b><u>VISION:</u></b> The Canadian Association of Municipal Administrators (CAMA) is recognized as the premiere national Canadian organization representing municipal administrators.</p>
	<p><b><u>MISSION:</u></b> “To champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy.”</p>
	<p><b><u>VALUES:</u></b></p> <p>CAMA members value:</p> <ul style="list-style-type: none"> <li>• Accountability and Professional Integrity.</li> <li>• Collaboration.</li> <li>• Transparency and Honesty.</li> <li>• Innovation and Excellence.</li> <li>• Diversity and Inclusivity.</li> </ul>

Over the past year, the CAMA Board undertook a “ground-up” Strategic Planning exercise, led by a professional facilitator, to develop a new plan for our organization. Every five years we conduct a Strategic Plan review on the goals, action plans, and performance measures contained in the plan.

I was pleased to have the opportunity to be part of the Strategic Plan Implementation Team chaired by Jake Rudolph along with Board members Jack Benzaquen, Jeff Renaud, Louis Coutinho, and Rodney Cumby. Through member surveys and Board focus groups, we gathered information about the issues that are important to you, and the trends that we see affecting the future of the CAO profession, municipal government and the Association.

The new Plan will continue with the Board’s previous goals such as the CAO Performance Evaluation Toolkit, the Membership Development Campaign and a partnership with the Provincial and Territorial Associations to recruit the next generation of municipal leaders. It is our expectation that this new plan will also provide us with a blueprint for a stronger Association over the next five years.

The CAMA Strategic Plan covers the period 2016-2021 and has four pillars which include: Professional Development, Networking and Partnerships, Member Engagement and Support, and Resilient Leadership.

Below are the strategic objectives for each of the pillars:

## *Strategic Objectives*

<b>Professional Development</b>	<b>Networking &amp; Partnerships</b>	<b>Member Engagement &amp; Support</b>	<b>Resilient Leadership</b>
Provides members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.	<p>Create strong, strategic relationships.</p> <p>CAMA is well recognized as the national “Go To” experts in Municipal Administration.</p>	<p>Deliver networking opportunities to engage and connect members.</p> <p>Increase the membership by attracting, maintaining and engaging members from large, small, and remote municipalities with an emphasis on balance and diversity.</p>	<p>Intentional about ensuring success of the profession.</p> <p>Foster a professional, respectful relationship between CAO’s and Councils.</p>

The team did a great job with developing the goals, objectives, strategies and performance metrics/success indicators associated with each theme. Please visit our [website](#) to review the detailed plan along with the executive summary.

# Professional Development



First off I would like to acknowledge our hosts from Jasper for their efforts and support on the 2015 Conference which was such a great success.

Our 2016 Annual Conference is the single most important professional development initiative and the Board spends a great deal of time on the programming of this important networking event. A special thank you to members of our Conference Program Sub-Committee, Jake Rudolph, Glen Davies, Rodney Cumby, Louis Coutinho, Sallie Ann Burnett, Jean-Marc Nadeau, DJ Sigmundson, Michael Jack, Kenny Boyce, and Rob Kristjansson.

I would also like to thank our hosts from Winnipeg, Mr. Doug McNeil (CAO), Mr. Michael Jack (Chief Operating Officer) and their staff for all their support on this year's Conference.

We are very excited about the speaker program and look forward to enjoying the great social and networking activities while in Winnipeg.



New this year, and in recognition of the importance of promoting professional development opportunities for members, CAMA established a Scholarship Program.

Through the Scholarship Program, five scholarships were provided which covered the registration fee for the 2016 Annual Conference (two to young professionals pursuing a career in local government; two to members working in municipalities located north of the 60th parallel; and two to members from smaller municipalities). In lieu of providing delegate gifts at the Conference, the Board felt that this program would engage young Canadians to be champions in their communities in subsequent years, assist CAMA members of smaller municipalities who have limited training funds, and also help the remote northern Canadian communities who have higher travel costs to attend the Conference.

We are very pleased to have the City of Gatineau hosting our Conference at the Hilton Lac Leamy in 2017 (May 28 – June 1, 2017), and the City of Fredericton, home of the CAMA National Office, has been chosen as the location for the 2018 Conference (May 28-30, 2018). We are currently working on securing a venue for the 2019 Québec City Conference.

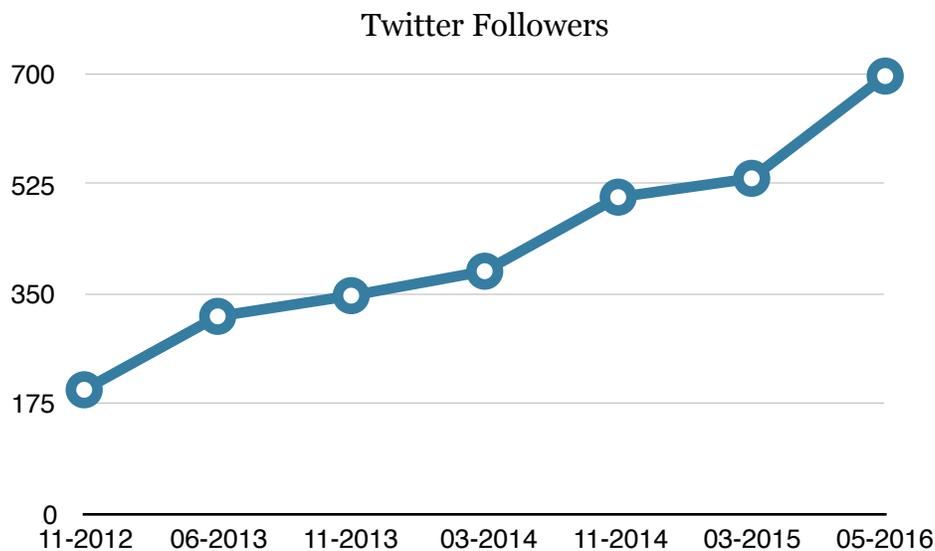
# Networking & Partnerships



## Social Media

While our Annual Conference remains our number one networking opportunity, there are other ways for you to connect with your CAMA colleagues. CAMA continues to provide social media tools to our members through Twitter and Facebook. If you are not already following CAMA, please visit our website ([www.camacam.ca](http://www.camacam.ca)) and get signed up today.

Please also use our "Ask CAMA?" tool featured on the front page of our website to stay connected, ask a question, provide feedback or share your ideas.



## Affiliate Organization Partnerships

CAMA continues to develop relationships with other organizations that have similar goals to ours. A special thanks to Mr. Marc Landry, Chair of External Relations/International, and ICMA Regional Vice-President for his great work in this area.

This year the Board reviewed the current agreements with our affiliate partners to determine what is currently being done to identify any gaps, and to discuss what CAMA would like to see in these partnerships. As a result, new agreements were signed with the Society of Local Authority Chief Executives (SOLACE), New Zealand Society of Local Government Managers (SOLGM) and the Local Government Professionals Australia. These agreements focus on three priority areas: Annual Recognition of the Partnership, Attendance at Annual Conferences, and the Exchange of Best Practices. Each year at the ICMA Conference, the Presidents and Executive Directors meet to review the agreements and discuss any topics of mutual interest in our respective countries.

We are also pleased to be signing a new five year agreement with ICMA at their Conference being held in Kansas City in September 2016. ICMA has 424 members in over 30 different countries and Canada is the largest affiliate with over 250 members. This year's Annual Canadian Dinner at the ICMA hosted by CAMA was well attended with over 55 guests in attendance. Congratulations to Mr. Bob O'Neill, CEO of ICMA, who will be retiring this year. Bob has been a wonderful supporter of CAMA over the years and we wish him a very happy and healthy retirement with his wife Karen. CAMA continues to work with ICMA staff on areas of potential collaboration and knowledge sharing opportunities.



It's always a pleasure to work with Ms. Sallie Ann Burnett, East Regional Director of the Alliance for Innovation with whom we have an Affiliate Agreement. We have worked with Sallie on several topics throughout the year.

CAMA has enjoyed a relationship with the Aboriginal Finance Officers Association of Canada over the past few years, and although this agreement was not renewed, we look forward to continuing to work with AFOA should opportunities of mutual interest arise.

This year CAMA is honoured to be taking part in the an International Affiliate Panel focusing on an overview of what the key trends are that are happening in local government in Canada, Australia, New Zealand and the United Kingdom. I hope you are able to take some time to read the white papers from all four countries that will be circulated. This panel will be a "travelling road show" to each affiliate Conference.

We are pleased to welcome the following international/affiliate delegates to Winnipeg. Michael, Ricki and Robin will be joining me in the International Panel Session:

- o Michael Ross, Vice-President of SOLGM (and his wife Susie)
- o Bob O'Neill, CEO of ICMA (and his wife Karen)
- o Ricki Bruhn, Incoming Vice-President, Local Government Professionals Australia
- o Robin Tuddenham, SOLACE (spokesperson on Policy Board on Civil Resilience and Community Safety issues).
- o Karen Thoreson, President and CEO, Alliance for Innovation
- o Sallie Ann Burnett, East Regional Representative, Alliance for Innovation

I had the honour and privilege to represent CAMA this year at the ICMA Conference in Seattle in September 2015 and the LGMA Conference held in Gold Coast, Australia in May 2016.

These strong relationships between our associations have been fostered over many years and continue to be an integral part of our International affiliation agreements.



## FCM



Mr. Brock Carlton, CEO of the FCM, made a presentation to the Board on their organization's activities at our November 2015 meeting in Ottawa. Topics included the 2015 Federal election campaign, the Liberal commitments, Ministerial meetings and an overview of FCM's transition document entitled "Cities and Communities: Partners in Canada's Development". We were pleased to consult with FCM on CAMA's Federal

Position paper to Infrastructure Canada and were also able to assist with other policy development on national issues.

As well, CAMA participated in a meeting in Ottawa on August 27<sup>th</sup>, 2015, coordinated by FCM and the Office of the Clerk of the Privy Council, to meet with senior officials, Deputy Ministers and Assistant and Associate Deputy Ministers, from relevant federal ministries. The objective of this meeting was to gain a stronger understanding of each other's plans and priorities and to explore how the federal government and FCM could further collaborate on current and future files. I was pleased to attend this meeting with my colleagues Tim Anderson (CAO, City of Waterloo), Dr. Penny Ballem (former City Manager for the City of Vancouver), and Marc Landry (CAO for the Town of Beaumont). Topics of discussion included infrastructure/public transit, climate change and disaster mitigation, NBCF and wastewater.

FCM remains a key partner for our organization and we look forward to strengthening the relationship even more in the future.



**November 2015 in Ottawa: The CAMA Board of Directors with special guests Brock Carlton, CEO of FCM; Daniel Muzyka, President & CEO of the Conference Board of Canada; and Alan Arcand, Associate Director, Centre for Municipal Studies, Conference Board of Canada**

## Conference Board of Canada

Mr. Daniel Muzyka, President and CEO of the Conference Board of Canada, made a presentation to the Board at the November 2015 meeting. His presentation was titled "Major Issues for Canada and How they Relate to Cities". Having Mr. Muzyka make the presentation was both informative and valuable in terms of building strategic partnerships for CAMA.

## Canada's Federal Funding Programs for Municipal Infrastructure

The Board enjoyed a networking dinner in Ottawa in November 2015 with a number of senior Federal staff members. A number of topics were discussed at dinner including: asset management, financial policies for projects, federal program review, the project application process, and the challenges of small communities.

As part of Infrastructure Canada's consultation process, CAMA presented a formal Position Paper and a series of administrative recommendations as input on Federal Funding Programs for Municipal Infrastructure. This paper was presented to Mr. Jeff Moore, the Assistant Deputy Minister of Infrastructure Canada on March 29<sup>th</sup>, 2016. This marks the second time the Association has submitted a formal Position Paper regarding infrastructure to the Government of Canada.

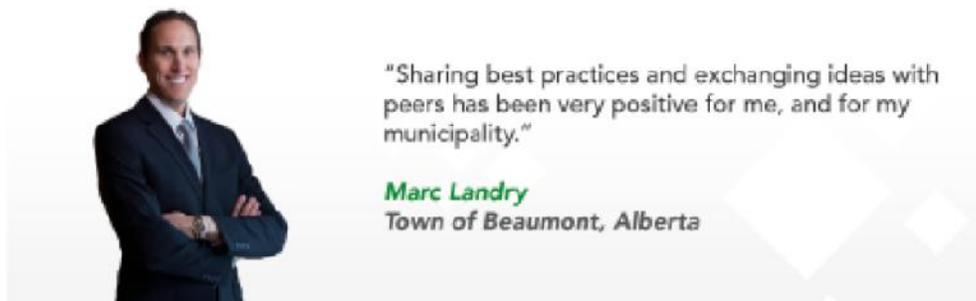
Research was carried out, surveys were conducted with members, and meetings were held with staff from Infrastructure Canada and the Federation of Canadian Municipalities. As a result, CAMA presented sixteen priorities, which were identified as having a high importance from an administrative standpoint. These include:

1. Clear Names for Programs.
2. Clear Criteria.
3. Clear definition of municipal infrastructure.
4. Predictability of funding.
5. Ease of application and reporting.
6. Includes all costs.
7. Removal of "stacking" provisions.
8. Improved project cash flows.
9. Advance funding.
10. Long range funding for some projects.
11. Flexibility.
12. Absence of additional criteria from the provinces.
13. Does not require replication of existing municipal checks and balances.
14. Focus on municipal mandates.
15. Includes all municipal infrastructure assets.
16. Direct involvement by municipalities in program development and design.

By working with Infrastructure Canada and the Federation of Canadian Municipalities, we are coming a step closer to addressing the important infrastructure issues facing municipalities today.

A special thanks to my colleagues Robert Hughes and Marc Landry for overseeing the development of the paper.

For more information about this Position Paper, please visit CAMA's web site at: <http://www.camacam.ca/en/about/PositionPapers.asp>



## Provincial/Territorial Associations

The Annual Provincial/Territorial Association Meeting was held at the 2015 CAMA Conference in Jasper and was attended by 18 representatives. This forum provided an opportunity for the representatives from all Provincial and Territorial associations and CAMA to come together to discuss issues of mutual interest.

We are pleased to now have quarterly meetings of the Executive Directors of the Provincial/Territorial Associations, being chaired by CAMA's Executive Director, Ms. Jennifer Goodine. This provides a great forum for the Associations to provide updates on their activities year round in which best practices are shared and discussed. Recent topics included professional accreditations, the sharing of keynote speaker Conference information, and other best practices.



## External Relations

Our Board members enjoy participating in the Provincial/Territorial Association AGM's and Conferences each year:

- I was pleased to attend the AMANB Conference in June 2015 in Moncton to make a presentation on CAMA and introduce the Communications/Marketing Initiative.
- Marc Landry attended the ARMAA Conference in Wetaskiwin on September 10<sup>th</sup>, 2015 and the LGANT Conference in Yellowknife on October 6<sup>th</sup>, 2015 and provided an update at both events on CAMA and our activities. He also recently made a presentation at the LGAA Conference held in Red Deer on April 6<sup>th</sup>, 2016.
- Janice Baker and Mr. Jeff Renaud attended the OMAA Conference held in Kitchener on October 16<sup>th</sup>, 2015 at which time Ms. Baker made a presentation on CAMA's activities and the benefits of being a member in both organizations.
- Jeff Renaud made a presentation at the NAMA Conference in Iqaluit (October 21<sup>st</sup>, 2015) on the benefits of being a CAMA member and also on his relationship with the Yukon Government when he worked in Dawson City.
- Louis Coutinho provided an update to the AMANS Board of Directors about CAMA's many activities in February 2016.
- Jake Rudolph attended the CAO Forum in Kelowna at the end of February 2016 and was pleased to participate on a panel regarding the CAO/Council relationship wherein he presented some of the research conducted on CAMA's CAO Performance Evaluation Toolkit and the upcoming launch.
- Rodney Cumby presented an update on CAMA to the delegates attending the Professional Municipal Administrators Convention and Tradeshow in St. John's, Newfoundland on April 21<sup>st</sup>, 2016.
- Robert Hughes participated in a CAO Performance Evaluation Panel at the OMAA Spring Workshop in Alliston on May 12<sup>th</sup>, 2016.

Janice Baker was also CAMA's representative on the Report Card Advisory Board, an FCM initiative that assessed the state of municipal roads and bridges, public transit, buildings, sport and recreation facilities, storm water, wastewater and potable water infrastructure. The 2016 Canada Infrastructure Report Card can be found [here](#).

# Member Engagement & Support

## *Webinars*

CAMA was pleased to partner with ICMA University's Online Learning Portal which offers you and your staff access to a wide variety of webinars to increase your professional knowledge and skills all from the comfort of your own office!

Webinars cost \$249.00 (US Funds) for non-members and \$149.00 for ICMA members. Through this partnership, ICMA is pleased to offer a \$50.00 discount off of the non-member rate to CAMA members, taking the webinar price to \$199.00. Please note that you don't have to be an ICMA member to receive this discount. You can visit the CAMA website at <http://www.camacam.ca/en/programs/Webinars.asp> to learn more about this opportunity. To browse ICMA University webinars visit <http://learning.icma.org/store/provider/custompage.php?pageid=12>.

## *Communications & Marketing Plan*

The Board Communications Sub-Committee is chaired by Mr. Glen Davies with members Robert Hughes, Janice Baker, Bev Hendry, and Louis Coutinho. We are heading into our third year of the Plan with three specific communications goals/priorities in mind. These include a partnership with Provincial and Territorial Associations, a membership development campaign, and recruiting the next generation of municipal leaders.

Following last year's Conference in June 2015, the membership campaign was launched across the country using several communication tools with the option to sign up at a reduced rate of 50% off the first year. The promotional/testimonial video featuring our own CAMA members was launched to non-member CAO's across the country, a toolkit was developed with the recent focus being in the Manitoba and Saskatchewan area due to the Conference being in Winnipeg. The "Refer A Member Campaign" was also a great success with our own members in encouraging your staff to join for the Additional Member rate of \$132.50 for the first year.

CAMA has been successful in recruiting approximately 60 new members through these tactics. We encourage you to promote CAMA to your colleagues and staff who have yet to join.

The Committee has assessed the results of the recent campaign with its next task being to put together the marketing campaign for 2016-2017 and develop tactics to reach out to the direct reports given succession planning in the municipal administrator field is such an important issue.

In addition, the CAMA website will be redesigned and updated this year along with more effort spent in developing the LinkedIn page and other social media tools.

## ***Member Engagement***

Please watch for opportunities in the coming year to be involved in the organization. As CAMA begins to roll out its new Strategic Plan there will be opportunities to participate in Sub-Committees. We look forward to your interest as these opportunities become available.

## ***CAMA and Provincial/Territorial Association Communications Partnership***

CAMA continues to work closely with six of our Provincial/Territorial Associations on our Communications Partnership: LGMA (British Columbia), AMCTO (Ontario), OMAA (Ontario), LGAA (Alberta), ARMAA (Alberta), and AMANB (New Brunswick). We have completed the first year of this two year project with the Steering Committee and a Working Group continuing to work on the following goals:

1. Increasing awareness of municipal administration as a career choice for students among academia/leadership in institutions which offer Public Administration and recruiting the next generation of municipal leaders.
2. Increasing awareness of CAMA and provincial/territorial association membership benefits, to increase membership numbers and therefore strengthen the voice of municipal administrators across the country.
3. Fostering awareness of the roles and responsibilities of municipal/local government, increasing the understanding of the value of professional management. Create common messaging that will be effective across Canada.

A survey was undertaken by Insights West with the overall objective being to develop a communications strategy that would work to encourage younger Canadians to consider careers in this field. Other key objectives of this research included measuring awareness and familiarity with municipal and local governments; and, comparing and contrasting perceptions of municipal and local government careers to those in federal and provincial governments.

These groups are brainstorming ideas for a strategy that would allow us to have success in “Recruiting the Next Generation of Leaders”. We all agree that we need people to consider a career as a leader in local Government Administration but, that it will not happen without a proactive strategy. More information will be provided as it is developed.

## *Next Generation Project*

As a result of a suggestion of a CAMA member (Robert Cotterill), CAMA is creating a Q & A document that will provide useful career advice to the next generation of local government leaders.

Led by Marc Landry, questions were developed for the mentors (with input received from the next generation of CAMA members) related to such things as moving forward in their careers and advice and lessons learned. We look forward to the final document being released sometime in May 2016. This will provide an opportunity to not only assist the next generation of CAMA members (current members) but will also help CAMA members at different stages of their career, students considering a career in local government and potential future CAMA members. This document will also be one that you will want to show your direct reports and managers throughout your own organizations.

Thank you to the following nine CAMA members for their participation in this project and for providing their great words of wisdom and advice:

- Mike Pinsent, Town Manager, Town of Grand Falls Windsor NL
- Chris MacPherson, CAO, City of Fredericton, NB
- Duncan Campbell, Retired CAO, QC
- Janice Baker, CAO/City Manager, City of Mississauga, ON
- Glen Davies, CAO, Town of Gravenhurst, ON
- Jim Toye, City Manager, City of Prince Albert, SK
- Robert Cotterill, City Manager, City of Spruce Grove, AB
- Rhonda Stewart, CAO, Town of Virden, MB
- Gail Stephens, Retired CAO, BC

### *PLATINUM PARTNER*

CAMA is pleased to have Microsoft as our Platinum Partner for the 2016 Golf Tournament and our e-Brief newsletter.



# Microsoft

# Member Services

**Under the leadership of the Board, the following initiatives were implemented this year:**

## Code of Conduct Committee

The Board struck a Committee in April 2015 to review various aspects of CAMA's Code of Conduct. This Committee is chaired by Jack Benzaquen and consists of the following other CAMA members: Jake Rudolph, Bernie Morton, Gary Dyke and Paul Stapleton.

A legal opinion was provided by Lidstone and Company to assess whether CAMA has the legal authority to discipline members who violate the Code of Conduct; if not, what type of sanctions CAMA has the authority to impose; if so, what form that discipline could take; and the pros and cons, from a legal perspective of having a Code of Conduct. This opinion stated that CAMA does not have the legal authority to discipline members who violate the Code of Conduct, because CAMA's bylaws do not set out a power to discipline members, and there is no requirement in the bylaws that members agree to be bound by the Code of Conduct as a condition of membership.

The Committee will continue to revisit the Code of Conduct and discuss and determine if there are other ways CAMA should support ethics in local government administration and the profession.

## CAO Performance Evaluation Committee

One of our key projects this year was the development of a CAO Performance Management and Evaluation Toolkit in recognition of the importance of the relationship between the City Manager, Town Manager, or CAO and Mayor and Council. Under the guidance of Ms. Janice Baker, Chair and Task Force members Robert Hughes, Don MacLellan, Patrick Draper, and Scott Barton, we are pleased to launch the toolkit at the Conference. A special thanks as well to Ms. Nancy MacKenzie, a professional writer from Bronze Horse Communications, for her excellent work on this document.

It wouldn't have been possible to create the Toolkit without the support of our members, or the support of the Federation of Canadian Municipalities, and the elected officials who completed our surveys. What we heard was that a CAO Performance Evaluation Toolkit could improve the effectiveness of CAO Performance Management.

Survey responders asked us to include standardized templates and sample wording that could easily be adapted to local demographics. They asked us for instructions and guiding principles on proper performance management and evaluation of the CAO.

CAMA's CAO Performance Evaluation Project Task Force reviewed input from Canadian municipalities to identify effective sample documents being used across the country today. From these, the Task Force created templates that will assist you in applying your hard work to agreed-upon strategic, operational, and individual goals. CAMA's Toolkit promotes appropriate, positive discussions between the CAO and Mayor and Council that result in better decision-making for the municipality. You'll find that CAMA's recommended performance review process incorporates many practices already used throughout municipalities in Canada; but packaged in an easy-to-use kit.

In addition to our review of sample documents and survey data, a draft of the Toolkit was piloted in March 2016 and reviewed by a number of members and elected officials. Changes were made based on the feedback received.

Following the launch of the toolkit at the 2016 Winnipeg Conference it will be available in the Member's Section of the CAMA website. This will provide the membership with an opportunity to use the toolkit for your own annual review and provide any further feedback. The toolkit will then be updated as part of the second cycle of the pilot project and made available as a public document in June 2017 with a formal communications plan.

We think it's a valuable Toolkit, one that will shift Canadian CAO Performance Evaluation practice to a higher level of professionalism.

## Awards of Excellence Program

Chairman Marc Landry leads our Awards of Excellence Program this year and I am pleased to announce that eight successful municipalities will be honoured at the Awards Luncheon held on June 1<sup>st</sup>, 2016 at the Winnipeg Conference which is sponsored by The Ravenhill Group Inc. This year we received 41 submissions. There are countless examples of innovative practices in local government administration across this country and we are pleased as an organization to highlight the very best our member communities have to offer.

This year we were pleased to provide an on-line application process with the assistance of CivicInfo BC.

A special thanks to Jury members (and CAMA members): Bob Ashley, Gary Kent, Ian McDougall, Dawn Chaplin and Peter Thomas for their many volunteer hours in reviewing the submissions.

Press releases will be circulated to the local media of the winning municipality and a Board member will also attend Council meetings to make the award presentation to the Mayor and the Council along with showing the video presentation. This not only recognizes our members' accomplishments but it markets CAMA on a national basis.

Currently all award submissions for the past eight years can be found in a best practices database in the Members Section. Members can do their own searches and look for items that interest them.

## Long Service Recognition Awards Program

The Long Service Recognition Awards Program of CAMA is intended to recognize and celebrate the dedication of our members to the profession of municipal management. This year there will be 75 members receiving their pins. While some will receive their pins prior to the Conference, all those with more than twenty years service will be recognized at the Annual Conference.

Of particular mention is the fact that Garry Cubitt, CAO for the Region of Durham will receive his forty year pin and Gord Howie, recently retired CAO from the District of Sooke, will receive the Distinguished Service Award for having been a CAO for twenty-five years or more and a CAMA member for at least ten years.



"There is strength in numbers and together we can ensure future leaders see the CAO role as the great profession it is."

**Chris MacPherson**  
Fredericton, New Brunswick

# Association Governance

## *Financial Stability*

I wish to acknowledge the work of Ms. Janice Baker for her oversight of CAMA's finances as Treasurer this year. CAMA is known to be a good financial steward of its member's money. The Association continues to be in a strong financial position with a member's surplus of almost \$600,000. The Board takes pride in its prudent fiscal management of our member's funds. Once again we have a clean audit and I will leave the financial details to Janice to cover at our Annual General Meeting.

## *Election Process*

This year's election, using the e-Voting process, was held to elect a new member for Manitoba, Saskatchewan and Nunavut and a new member for New Brunswick. The successful candidates for these two positions will be announced at the Annual General Meeting.

I would like to thank CivicInfo BC for assisting us in running our e-Voting election once again.

Also it is recommended that the Slate of Directors for CAMA for the 2017-2018 year include a representative for Northwest Territories, Yukon Territory, and Nunavut which will be considered at the 2016 Annual General Meeting.



"CAMA offers opportunities to share knowledge and experiences with colleagues, which benefits everyone working north of Canada's 60th parallel"

**Jeff Renaud**  
City of Elliot Lake, Ontario

# Closing Remarks

**In closing, I sincerely thank you for the opportunity to serve as CAMA President this past year.**

I sincerely thank the Board for its work. It has been an absolute pleasure to work with such a dynamic and devoted group of fellow local government professionals.

Thank you to our very organized and hard-working Executive Director and the CAMA team who work so diligently to make CAMA successful.

Thank you to Robert Hughes and Glen Davies who will leave the Board this year. Their wisdom and practical logic were tremendously valuable to the Board.

And, last but not least, congratulations to our incoming President, Marie H el ene and the new Board. I know they will continue to make CAMA the national membership of choice for local government professionals in Canada!

A handwritten signature in black ink, reading "Don MacLellan". The signature is written in a cursive style with a large, sweeping initial "D".

**Don MacLellan**  
**CAMA President**

# Treasurer's Report

## 2015-2016

It is my pleasure to provide the members of the Canadian Association of Municipal Administrators with the report on our finances for the year ended March 31<sup>st</sup>, 2016. The audited financial statements are **attached** for your consideration. Once again, you will find another clean auditors' report.

It has been both a privilege and an honour to serve as your Treasurer for CAMA since March 2015.

Since 2005, successive Treasurers have been able to report surpluses to the membership each and every year. Increasing membership and successful Conferences are the primary reasons for this success. For 2015-2016, it is my pleasure to announce that CAMA has a surplus of \$37,732. Our accumulated surplus now stands at \$597,125.

I wanted to acknowledge the good work of the Jasper Conference team in helping to contribute to our positive bottom line. The 2015 Jasper Conference achieved the highest level of attendance, sponsorship and booth participation of any Conference in CAMA history with a surplus of \$110,690. On behalf of the membership, I extend our thanks to all of those who contributed to the financial success of the Jasper Conference including:

- Past President Robert Hughes and his Conference Program Committee;
- The Jasper Conference Planning Team;
- Executive Director, Ms. Jennifer Goodine;
- Manager of Partnerships and Exhibitors, Ms. Rose Fernandes;
- The members who attended; and
- Last but not least, the sponsors and exhibitors. Please remember these folks when you are in need of a product or service!

Our Association is strong with continued growth in membership, attendance at our annual conference and interest in our programs. These all contribute to our growing revenues and will allow us to continue to improve our services to the membership.

In terms of expenditures, I would like to highlight the following key projects that illustrate the Board's desire to improve our service to you – our members. These projects are funded from the accumulated surplus which will protect us in the future should we face financial challenges, however it is also being held in reserve for the future long term needs of CAMA with the exception of one-time strategic initiatives which can be funded from the reserve with Board approval. This year, the Board undertook the following “one-time” projects:

- In 2013, the Board approved \$25,000 for the next three years for the implementation of the External Communications Plan. Our Membership Campaign was launched last June and we are very pleased with the results. It will continue over the next year and focus on the direct reports which is an important part of succession planning.
- The Communications Partnership with six of the Provincial and Territorial Associations also has a budget of \$13,000 in which 50% of the cost is covered by CAMA. This project is also going well with a report from Insights West on recruiting the next generation. The Committee is currently working on a toolkit for this purpose.
- A total of \$33,000 was spent this year on the CAO Performance Evaluation initiative which we are excited to launch at this year's Conference. This tool will be of great benefit to our membership and the elected officials.
- In January 2016, the Board provided a Position Paper and a series of administrative recommendations as input on Federal Funding Program for Municipal Infrastructure. The amount of \$5,000 was expended from our accumulated surplus.

In March 2016, the Board signed a five-year contract with the City of Fredericton (with an extension clause for one additional five year term expiring in 2025) to house the CAMA National Office. A huge thank you to current CAO Chris MacPherson and former CAO (and CAMA Honourary Member) Paul Stapleton for their leadership and support over the years.

Lastly, I would like to thank the Association for your confidence in me to act as your Treasurer. It was a pleasure to serve you in this capacity over the past year.

I would ask that the following motions be passed.

**Be it resolved that the Financial Statements of the Canadian Association of Municipal Administrators for the year ended March 31, 2016 be approved.**

**Be it resolved that Spacek & Norrad Chartered Accountants be re-appointed as auditors to audit the financial statements of the Canadian Association of Municipal Administrators for the 2016 – 2017 fiscal year.**

Sincerely,



Janice Baker  
CAMA Treasurer

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS  
ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**

**FINANCIAL STATEMENTS  
ÉTATS FINANCIERS**

**2016**

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## INDEPENDENT AUDITORS' REPORT

To the Members of  
**CANADIAN ASSOCIATION OF MUNICIPAL  
ADMINISTRATORS**

We have audited the accompanying financial statements of **CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS**, which comprise the statement of financial position as at March 31, 2016, and the statements of operations, members' surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## RAPPORT DE L'AUDITEUR INDÉPENDANT

Aux membres du  
**ASSOCIATION CANADIENNE DES ADMINISTRATEURS  
MUNICIPAUX**

Nous avons effectué l'audit des états financiers ci-joints de **L'ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX** au 31 mars 2014, qui comprennent l'état de la situation financière au 31 mars 2016, et l'état du résultat, surplus des membres et le tableau de mouvements de trésorerie pour l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### *Responsabilité de la direction pour les états financiers*

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux les normes comptables canadiennes pour les organisations à but non lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### *Responsabilité de l'auditeur*

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en oeuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

(continues)

(continué)

**INDEPENDENT AUDITORS' REPORT (CONTINUED)**

To the Members of  
**CANADIAN ASSOCIATION OF MUNICIPAL  
ADMINISTRATORS**

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Canadian Association of Municipal Administrators** as at March 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accounting standards for not-for-profit organizations.

**RAPPORT DE L'AUDITEUR INDÉPENDANT  
(CONTINUEÉ)**

Aux membres du  
**ASSOCIATION CANADIENNE DES ADMINISTRATEURS  
MUNICIPAUX**

*Opinion*

À notre avis, les états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière de **L'ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX** au 31 mars 2016, ainsi que de sa performance financière et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux principes comptables comptables canadiennes pour les organisations à but non lucratif du Canada.



*Chartered Accountants / Comptables agréés*

Fredericton, New Brunswick  
June 1, 2016

Fredericton, au Nouveau Brunswick  
le 1 juin 2016

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS  
STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2016**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE LA SITUATION FINANCIÈRE  
AU 31 MARS 2016**

	2016	2015	
<b>ASSETS</b>			<b>ACTIF</b>
<b>CURRENT</b>			<b>À COURT TERME</b>
Cash and cash equivalents	\$ 845,277	856 052	\$ Encaisse et équivalents de trésorerie
Accounts receivable	53,609	67 572	Comptes débiteurs
Prepaid expenses (note 3)	57,987	63 700	Frais payés d'avance (note 3)
	<u>\$ 956,873</u>	<u>987 324</u>	\$
 <b>LIABILITIES AND MEMBERS' SURPLUS</b>			 <b>PASSIF ET SURPLUS DES MEMBRES</b>
<b>LIABILITIES</b>			<b>PASSIF</b>
Accounts payable	\$ 54,266	63 931	\$ Comptes créditeurs
Deferred revenue (note 4)	305,482	364 000	Revenus reportés (note 4)
	<u>359,748</u>	<u>427 931</u>	
 <b>MEMBERS' SURPLUS</b>	 <u>597,125</u>	 <u>559 393</u>	 <b>SURPLUS DES MEMBRES</b>
	<u>\$ 956,873</u>	<u>987 324</u>	\$

Approved by the Board:  
Approuvé par la Direction:

\_\_\_\_\_  
Member/membre

\_\_\_\_\_  
Title/titre

\_\_\_\_\_  
Member/membre

\_\_\_\_\_  
Title/titre

The accompanying notes are an integral part of the financial statements/Les notes afférentes font partie intégrante des états financiers.

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS  
STATEMENT OF OPERATIONS AND  
MEMBERS' SURPLUS FOR THE YEAR  
ENDED MARCH 31, 2016**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE L'EXPLOITATION ET DU SURPLUS  
DES MEMBRES POUR L'EXERCICE  
TERMINÉ LE 31 MARS 2016**

	<b>2016</b>	<b>2015</b>	
<b>REVENUE</b>			<b>REVENUS</b>
Membership dues	\$ 207,017	197 336	\$ Cotisations des membres
Job scene broadcast	22,554	19 958	FAX d'emploi
Annual conference	448,509	335 125	Conférence annuelle
Interest	9,841	6 472	Intérêts
Partnership revenue	10,000	7 500	Revenus de partenariat
Awards nominations	3,932	5 000	Nominations - prix et récompenses
Communications	14,306	0	Communications
Advertising	2,964	5 478	Publicité
	<u>719,123</u>	<u>576 869</u>	
<b>EXPENSES</b>			<b>DÉPENSES</b>
Administrative and operating expenses (Schedule 1)	244,836	192 749	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	98,736	58 175	Activités des comités (Tableau 1)
Annual Conference	337,819	269 699	Conférence annuelle
	<u>681,391</u>	<u>520 623</u>	
<b>EXCESS OF REVENUE OVER EXPENSES</b>	37,732	56 246	<b>SUFFISANCE DES REVENUS SUR LES DÉPENSES</b>
<b>MEMBERS' SURPLUS, BEGINNING OF YEAR</b>	<u>559,393</u>	<u>503 147</u>	<b>SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE</b>
<b>MEMBERS' SURPLUS, END OF YEAR</b>	<u>\$ 597,125</u>	<u>559 393</u>	<b>SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE</b>

The accompanying notes are an integral part of the financial statements/Les notes afférentes font partie intégrante des états financiers.

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2016**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX ÉTAT  
DE MOUVEMENTS DE TRÉSORERIE POUR  
L'EXERCICE TERMINÉ LE 31 MARS 2016**

<b>2016</b>	<b>2015</b>	
<b>CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES</b>		<b>FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION</b>
Excess of revenue over expenses	\$ 37,732	56 246 \$ Excédent des revenus sur les dépenses
Change in non-cash working capital		Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	13,963	(25 610) Comptes débiteurs
Prepaid expenses	5,713	1 991 Frais payés d'avance
Accounts and fees payable	(9,665)	38 398 Comptes créditeurs et honoraires à payer
Deferred revenue	<u>(58,518)</u>	76 552 Revenus reportés
	<u>(48,507)</u>	<u>91 331</u>
<b>NET CHANGE IN CASH POSITION</b>	<b>(10,775)</b>	<b>147 577 VARIATION NETTE DE LA POSITION DE TRÉSORERIE</b>
<b>CASH POSITION, BEGINNING OF YEAR</b>	<u>856,052</u>	<u>708 475 POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE</u>
<b>CASH POSITION, END OF YEAR</b>	<u>\$ 845,277</u>	<u>856 052 \$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE</u>

The accompanying notes are an integral part of the financial statements/Les notes afférentes font partie intégrante des états financiers.

1. INCORPORATION AND NATURE OF OPERATIONS

The Association is incorporated under Part 2 of the Canada Corporations Act. The purpose of the Association is the preservation and advancement of municipal government in Canada.

2. SIGNIFICANT ACCOUNTING POLICIES

REVENUE RECOGNITION

Membership fees, which are assessable on a fiscal year basis, are recorded as revenue in the year to which they relate. Fees received prior to March 31 relating to the next year are deferred.

MEASUREMENT UNCERTAINTY

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates include providing for accruals, deferrals and amortization of property and equipment. Actual results could differ from these estimates.

CASH AND CASH EQUIVALENTS

Cash includes cash and cash equivalents. Cash equivalents are investments in guaranteed investment certificates and are valued at cost plus accrued interest.

FINANCIAL INSTRUMENTS

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

1. CONSTITUTION ET NATURE DES ACTIVITÉS

L'Association est constituée en société en vertu de la partie 2 de la *Loi sur les corporations canadiennes*. Elle a pour mission la conservation et l'avancement des administrations municipales au Canada.

2. CONVENTIONS COMPTABLE IMPORTANTE

COMPTABILISATION DES REVENUS

Les revenus de cotisation sont comptabilisés selon la comptabilité d'exercice. Les cotisations reçues avant le 31 mars et se rapportant au prochain exercice sont démontrées dans les revenus reportés.

INCERTITUDE RELATIVE À LA MESURE

La préparation d'états financiers selon les principes canadiennes pour les organisations à but non lucratif, de la part de la direction, de faire des prévisions et des hypothèses qui touchent l'actif et le passif déclarés, la divulgation d'éléments d'actif et de passif éventuels ainsi que les revenus et les charges d'exploitation déclarés au cours de l'exercice. De telles prévisions comprennent les régularisations, les reports et l'amortissement des immobilisations corporelles. Les résultats réels pourraient être différents de ces prévisions.

ESPÈCES ET QUASI-ESPÈCES

Les espèces comprennent les quasi-espèces. Ces dernières sont des placements garantis dans des certificats de placement garanti et sont évaluées au coût plus les intérêts courus.

INSTRUMENTS FINANCIERS

Les instruments financiers sont inscrits à leur juste valeur lors de leur acquisition ou de leur émission. Pour les périodes ultérieures, les actifs financiers dont la valeur correspond à des marchés actifs sont inscrits à leur juste valeur et les gains et les pertes non réalisés sont inscrits dans les revenus. Tous les autres instruments financiers sont inscrits au coût amorti et on vérifie s'ils ont perdu de la valeur à la date de chaque rapport. Les frais de transaction lors de l'acquisition, de la vente ou de l'émission des instruments financiers sont portés aux dépenses quand ils sont engagés.

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**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2016

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**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS  
31 MARS 2016

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**3. PREPAID EXPENSES**

Components of the ending balance are as follows:

Conference 2015 expenses	\$ -
Conference 2015 deposits	-
Conference 2016 expenses	37,233
Conference 2016 deposits	9,000
Conference 2017 deposits	6,291
Conference 2018 deposits	5,463
Other	-
	<u>\$ 57,987</u>

**4. DEFERRED REVENUE**

Components of the ending balance are as follows:

Conference	\$ 136,518
Membership	163,052
Other	5,912
	<u>\$ 305,482</u>

**5. FINANCIAL INSTRUMENTS**

The association's financial instruments consist of cash, accounts receivable, interest receivable, and accounts payable. Unless otherwise noted, it is management's opinion that the association is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximates their carrying value unless otherwise noted.

**3. FRAIS PAYÉS D'AVANCE**

Le solde à la fin de l'exercice comprend :

39 574	\$	Dépenses pour la conférence de 2015
13 070		Dépôts pour la conférence de 2015
-		Dépenses pour la conférence de 2016
6 000		Dépôts pour la conférence de 2016
5 000		Dépôts pour la conférence de 2017
-		Dépôts pour la conférence de 2018
56		Autre
<u>63 700</u>	<u>\$</u>	

**4. REVENUS REPORTÉS**

La solde à la fin de l'exercice est composé de :

187 115	\$	Conférence
170 885		Adhésion
6 000		Autre
<u>364 000</u>	<u>\$</u>	

**5. INSTRUMENTS FINANCIERS**

Les instruments financiers de l'association sont constitués des liquidités, des comptes débiteurs, des intérêts à recevoir et des comptes créditeurs. À moins d'une note explicite, la direction estime que l'association est à l'abri d'intérêts substantiels et de risques de change ou de crédit découlant de ces instruments financiers. À moins de note contraire, leur juste valeur équivaut à peu près à leur valeur comptable.

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS  
SCHEDULE 1  
FOR THE YEAR ENDED MARCH 31, 2016**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
TABLEAU 1  
POUR L'EXERCICE TERMINÉ LE 31 MARS 2016**

	<b>2016</b>		<b>2015</b>	
<b>ADMINISTRATIVE AND OPERATING EXPENSES</b>				<b>FRAIS D'ADMINISTRATION ET D'EXPLOITATION</b>
Interest and bank charges	\$ 7,633	8 887	\$	Intérêt et frais bancaires
Postage and courier	1,260	2 925		Affranchissement et messagerie
Professional fees	3,685	3 815		Honoraires professionnels
Telephone and fax	2,085	1 900		Téléphone et fax
Web-site	4,765	3 590		Site web
Management fees	120,433	76 251		Frais de gestion
Executive director costs	73,829	73 150		Coûts du directeur exécutif
Public relations	2,218	2 763		Relations publiques
Office	8,435	5 420		Bureau
Rent	4,409	4 000		Loyer
Travel	3,540	306		Frais de déplacement
Translation	9,742	6 968		Traduction
Insurance	2,802	2 774		Assurance
	<u>\$ 244,836</u>	<u>192 749</u>	<u>\$</u>	
 <b>COMMITTEE ACTIVITIES</b>				 <b>ACTIVITÉS DES COMITÉS</b>
Awards	\$ 7,398	7 189	\$	Prix et récompenses
E-Learning & job broadcast	327	-		FAX d'emploi
Communications	26,360	2 253		Communications
Board meetings	64,651	48 733		Réunions du conseil
	<u>\$ 98,736</u>	<u>58 175</u>	<u>\$</u>	

CAMA  ACAM

**Influential.  
Inspiring.  
Get Involved.**

Canadian Association of Municipal Administrators  
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Fredericton, NB  
Canada E3B 4Y2  
Twitter: @camalink  
[www.facebook.com/CAMALink](http://www.facebook.com/CAMALink)