



Administrative Excellence

# CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

Annual President's Report  
For the year ending March 31, 2018

# Who We Are

The Canadian Association of Municipal Administrators is a national, non-profit association open to all Chief Administrative Officers/City Managers and any person employed in a senior management position that reports directly to the CAO.

CAMA has a membership of over 600 City Managers, Chief Administrative Officers and Senior Appointed Officials from all parts of Canada.

Our mission is **“to champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy”**.



# Statement of Purpose

CAMA is a network of professionals employed in senior management positions in Canadian municipalities. The Association is a private, not-for-profit, national corporation in which membership is voluntary. Most CAMA members hold membership in a variety of professional associations and are governed by their respective provincial bodies. CAMA is not a certification or accreditation body.

CAMA's expectation is that each of its members will consistently demonstrate the competencies of their professions in serving their municipalities; and, that they will maintain the highest standards of accountability and professional integrity.

Building upon that professional base, CAMA's primary role is to champion excellence in municipal administration by providing its members with opportunities to grow and develop their personal knowledge and skills in best serving the public; and, to assist members with building a culture of service within their municipal corporations based on the values outlined in CAMA's Strategic Plan.

To fulfil its role, CAMA provides its members with networking and professional development opportunities and resources to enhance their proficiency in municipal leadership and management. Sharing of innovative and best practices are integral components of CAMA's mission. To help achieve that

mission it is expected that members will take advantage of networking opportunities and will actively participate in professional development events hosted or supported by CAMA.

The ultimate goal is the enrichment of the municipal public service and the quality of life of our citizens. This can be achieved when members are forthright and provide sound advice to public policy makers; when they exhibit honour and integrity in their public and personal relationships; and, when they respect diversity and inclusivity in their decision making.

In the final analysis, it is CAMA's desire that each of its members shall have a public service career characterized by wisdom and integrity.



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 #4**

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

**Goal #5**

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

**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 #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.

# President's Message

“Looking back over the past year, your Board has continued to focus on the objectives of the Strategic Plan. We have launched the “Making Life Happen” campaign to attract the next generation of municipal leaders to the profession, and have started the development of a Political Acumen Toolkit and a CAO Members in Transition Toolkit.”

It's been a great honour to serve for the last year as your President. I also want to acknowledge the hard work of your Board of Directors. It has been a privilege to work with such a dedicated group of professionals.

This year has been one of progressive growth for our organization as we celebrated a membership milestone of 600 members in November 2017.

You have told us that networking and sharing of best practices is the number one benefit from being part of this Association. CAMA supports our growing membership by providing access to high quality professional development and networking opportunities.

CAMA is very proud of its many accomplishments. Using the four pillars of the Strategic Plan (Professional Development, Networking and Partnerships, Member Engagement and Support, and Resilient Leadership) we continue to develop many new member services designed to achieve our ultimate goal which is to enrich municipal public service and the quality of life of our citizens.

I would encourage you to give back to the profession and to our sector by being involved and making connections through this Association which can be invaluable. We should all commit to “Pay It Forward” to current and future leaders in your community.

On behalf of your Board of Directors, I would like to take a moment to share this year's accomplishments with you, and what is in store leading into 2018-2019.

And most of all, thanks to you the members for your continued support.



  
Janice Baker  
President

# 2017-2018 Board of Directors

The Canadian Association of Municipal Administrators is governed by an 11-member Board of Directors who are elected by the membership. It has been a pleasure working with these dedicated professionals.



**Janice Baker**  
President  
Ontario



**Marie-Hélène Lajoie**  
Past President



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



**Tony Kulbisky**  
Director  
Alberta



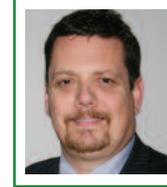
**Marc Landry**  
First Vice-President  
New Brunswick



**Jack Benzaquen**  
Director  
Québec



**Cory Bellmore**  
Director  
Northwest Territories,  
Yukon Territory &  
Nunavut



A special thanks to Jean-Marc Nadeau (former City Manager for the City of Portage-la-Prairie) for serving on the Board as the representative for Manitoba and Saskatchewan until November 2017 when he assumed the position as the CEO of SUMA.



**Jeff Renaud**  
Second Vice-President  
Member-At-Large



**Rodney Cumby**  
Director  
Newfoundland &  
Labrador



**Beverly Hendry**  
Director



**Jake Rudolph**  
Treasurer  
British Columbia

# Executive Director's Message

CAMA is privileged to work with many municipal administrators across the country.

In cities and towns, you will find some of the strongest leaders – and these leaders are CAMA members. Municipal workers and elected officials are the backbone of our communities, and we look forward to working with you to improve the quality of life for all citizens.

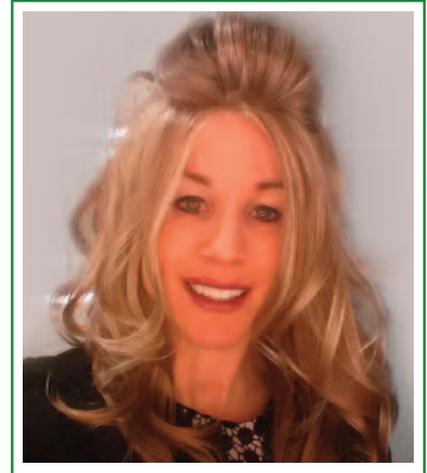
This year turned out to be another banner year for CAMA with continued growth in membership and in all programs, and very active involvement by our members. It is most rewarding to periodically put out a call for volunteers and then be inundated with responses from members who want nothing more than to contribute to the learning of their peers.

Here at the CAMA National Office, staff continue to “punch above their weight” with everyone firing on all cylinders with the Association’s vision of being recognized as the premiere national Canadian organization representing municipal administrators being firmly at the top of mind in everything we do. One of this year’s highlights for me personally is to have the opportunity to host this year’s Annual Conference in Fredericton – the proud home of the CAMA

National Office since 2005! We hope that you will attend and enjoy some of what our beautiful City has to offer along with a stellar speaker program and fun social activities.

Thanks to the Board of Directors for their support and leadership this past year guiding numerous projects and a very active agenda. It continues to be a great pleasure to work with individuals who are highly motivated, totally committed to what we are trying to do as an Association, and with levels of enthusiasm and good humour. Our Association is the success that it is because of its relationships – with members and with partners. Thank you to our loyal sponsors and exhibitors for your trust in us.

Thank you everyone and see you in Fredericton!

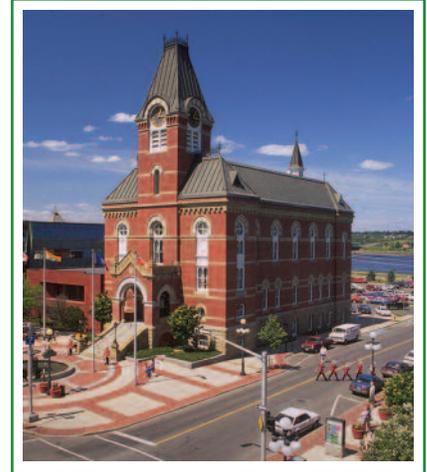


*Jennifer Goodine*

Jennifer Goodine  
Executive Director

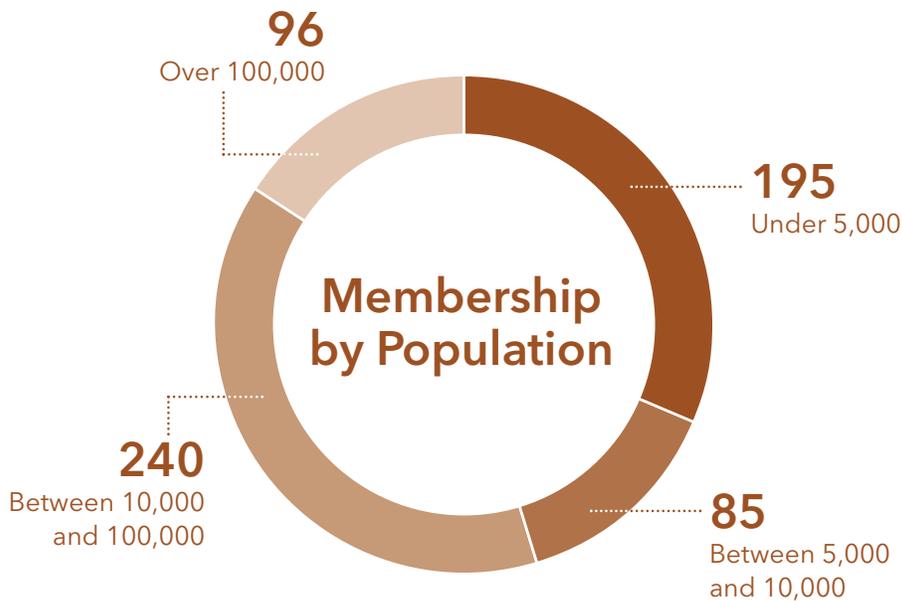
# CAMA National Office

A tremendous thanks to CAO Chris MacPherson, Mayor O'Brien and Fredericton City Council for continuing to be the home of the CAMA National Office since 2005.



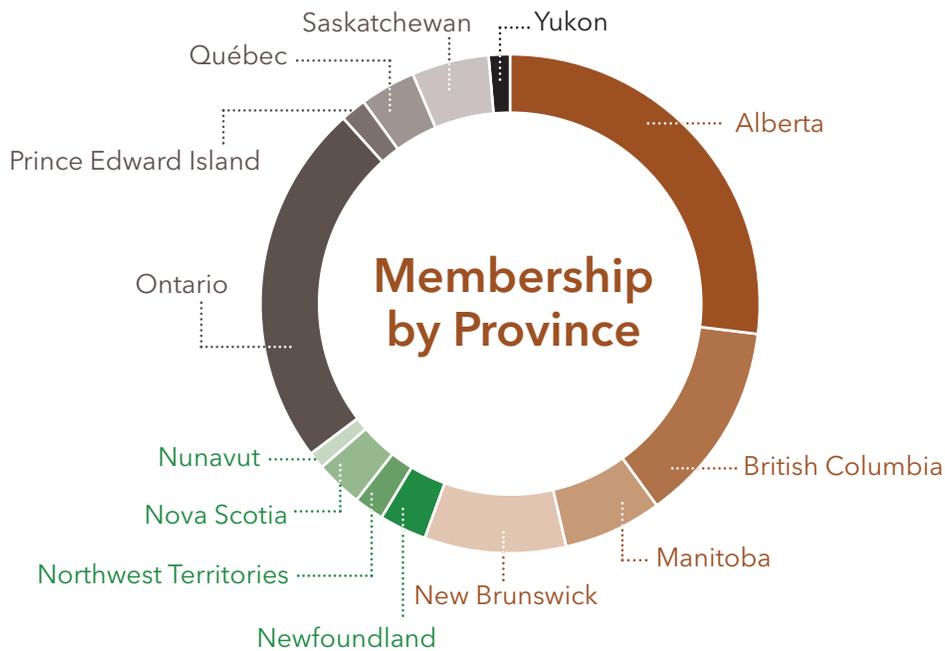
## Membership

The membership of our Association continues to grow with CAMA currently having 615 members from across the country. The breakdown by Province and population is outlined below:



Following is the breakdown of membership by Province:

Province	Number of Members
Alberta	167
British Columbia	80
Manitoba	40
New Brunswick	56
Newfoundland/Labrador	19
Northwest Territories	12
Nova Scotia	18
Nunavut	8
Ontario	145
Prince Edward Island	11
Québec	22
Saskatchewan	31
Yukon	7



# Strategic Plan

The Board's Strategic Plan is for the 2016-2021 period, however each September they conduct an Annual Plan Review of the goals, action plans, and performance measures to ensure that everything is on track and still relevant. In the most recent survey, you told us that you valued professional development and networking the most from your CAMA membership.

As part of this Strategic Plan review, a gap analysis of the "Lifecycle of the CAO" was undertaken to ensure that CAMA is supporting members during the entire lifecycle of their careers which include:

1. Recruiting the Next Generation of Leaders of Local Government
2. Mentoring and Succession of Aspiring CAOs
3. Support to the CAO During Their Career
4. Retirement of the CAO

It was felt that CAMA is doing a good job at

- Recruiting the Next Generation of Leaders to Local Government with our recent "Making Life Happen" campaign with the Provincial/Territorial Associations which was launched in January 2018;
- Supporting the current membership with tools like the Performance Evaluation Toolkit and the Annual Conference; and
- Supporting the retired members as they end their career.

However, one area that CAMA has not focused much on is the mentorship and succession of aspiring CAOs.

The Board is undertaking several new initiatives to assist our members through the lifecycle of their careers including the development of a toolkit outlining ways to strengthen political acumen as a competency along with mentorship advice.

This year's Plan will also continue with the Marketing and Communications Plan of the CAO Performance Evaluation Toolkit, the Membership Development Campaign, the marketing of the Making Life Happen Campaign, and a toolkit for our Members in Transition. I will refer to these initiatives in more detail in the report.

One of CAMA's objectives is comprehensive outreach to members. This translates into the responsibility of Board members connecting with their Provincial/Territorial Associations and members in their region regarding the value of CAMA.

For more information and details on the Strategic Plan visit the CAMA [website](#). A special thanks to Jake Rudolph who continues to guide the Strategic Planning Process.

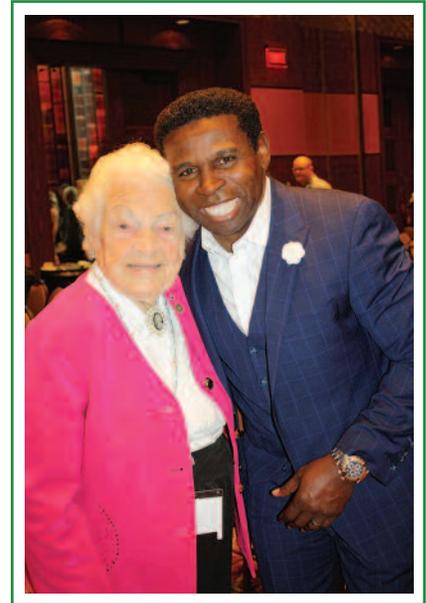
# Professional Development

## Annual Conference

### 2017 Gatineau Conference

I would like to acknowledge Marie-Hélène Lajoie, City Manager of the City of Gatineau and CAMA Past President for hosting the very successful 2017 CAMA Conference which saw a surplus of \$54,000. The survey results indicate that this was the best event yet and all attendees enjoyed the first-class speakers and the networking opportunities. Merci beaucoup to the Gatineau team for a job well done!

If you were unable to attend the Conference and would like to view some of the speaker sessions, the video recordings can be found in the [Member's Section](#).



*Hazel McCallion and Pinball Clemons*



*Janice Baker and Marie-Hélène Lajoie*

## 2018 Annual Conference

It is very exciting to have the City of Fredericton, the home of the CAMA National Office, as hosts of the 2018 Conference. Our Annual Conference is our premiere professional development event that allows our members to hear from quality speakers in a relaxed and enjoyable atmosphere. The Board and staff spend a great deal of time making sure the event runs smoothly for our members. A special thank you to this year's members of our Conference Program Sub-Committee: Cory Bellmore, Marc Landry, Tony Kulbisky, Sallie Ann Burnett, Bernie Morton, Nathan Hyde, Ken Kolb, Jean-Marc Nadeau, and Chris MacPherson.

This year's theme, "**Maximizing Opportunity - Mitigating Risk**" will resonate strongly with everyone in attendance. We hope you will enjoy the many sessions that will allow you to keep ahead of the trends that our communities will be facing in the future. You will also hear about the latest best practices for employee engagement,

cybersecurity, climate change, risk management, and succession planning - just to name a few. Come a day earlier and participate in the CAMA/CNAM one Day Infrastructure Asset Management Awareness and Education Workshop on Sunday. I can tell you that the entire Conference will be full of Maritime hospitality.

We are pleased to once again offer the program for any "Members in Transition" which are provided complimentary registration to attend the Conference. We recognize how difficult the in between times can be and the importance of having your colleagues for support.

CAMA was pleased to once again offer the Scholarship Program. This Program is in recognition of the importance of promoting professional development opportunities for members and was implemented in lieu of providing delegate gifts at the Conference.

Through the Scholarship Program, four scholarships were provided which covered the registration fee for the 2018 Annual Conference

and will be sure to engage the 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.

Following the Conference, watch for the review by Public Sector Digest of the event.

Looking ahead, our 2019 Conference will be held in Québec City (the Hilton and Convention Centre). The Board made the decision to hold the 2020 Conference at the **Deerhurst Resort** in Muskoka, approximately 2.5 hours from Toronto, where the FCM Conference will be held. The 2021 Conference will be held in Montreal and Regina will be the host for 2022 (the same locations as FCM).



# Networking and Partnerships

## Affiliate Organization Partnerships



CAMA is very proud of its relationships with our affiliate partners. A special thanks to Marc Landry, First Vice-President and Chair of External Relations/International for his role with other organizations.

### ICMA

Congratulations to David Johnstone, CAMA Past President and Director General of the City of Candiac (QC), who was installed as ICMA’s President in September 2017. We look forward to having David attend our Annual Conference in Fredericton. In October 2017, Marc Landry finished his term as ICMA’s Third International Vice-President with his successor being Tim Anderson, CAO for the City of Waterloo. Congratulations Tim! Tim will provide quarterly updates to the Board on ICMA’s activities.

I had the honour of representing CAMA this year at the ICMA Conference in San Antonio and along with their great speaker program, attended several International Affiliate meetings. The Canadian Dinner, hosted by CAMA, was also well attended with approximately 60 individuals from Canada. Mark your calendars for the 2018 ICMA Conference being held in Baltimore City/County, MD from September 23-26, 2018 and for the 2020 Conference in Toronto. Every ten years, Canada has the honour of hosting this premiere event.

Here are some facts about the partnership between CAMA and ICMA:

- ICMA has a membership of 11,000 members and Canada is the largest affiliate with 215 members.
- CAMA continues to be a National Outreach Partner for the ICMA Coaching Program. Thank you to those members that signed up as Canadian Administrator Coaches this year. This program provides a key service to thrive in local government. Visit our website to see how these services (webinars, 1-1 coaching resources, career stories, etc.) can help you and your employees gain insights and explore best practices.
- We 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! Visit the CAMA [website](#) to learn more about this opportunity!
- Last year some of our members agreed to participate in an international research program being carried out by the University of St. Andrews (UK) in partnership with ICMA and SOLACE. Watch for this Research Paper to be launched in the next few months outlining some leadership practices of CAOs and local government and how storytelling and narrative are embedded in those practices.

If you aren’t already a member of ICMA please consider joining for the low cost of \$135.00 US. The benefits and other information can be found on the [website](#).

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*"CAMA provides our members with a Canadian-specific agenda tailored to our governance framework but augments this with rich content from ICMA to enable problem-solving, way finding, and innovations... we can use for our own community challenges"*

**TIM ANDERSON, P.ENG.**

Chief Administrative Officer, Waterloo, Ontario  
 ICMA Third International Vice-President

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### SOLACE, SOLGM and LG Professionals

CAMA's agreements with the Society of Local Authority Chief Executives (SOLACE), New Zealand Society of Local Government Managers (SOLGM) and the Local Government Professionals Australia focus on three priority areas: Annual Recognition of the Partnership, Attendance at Annual Conferences, and the Exchange of Best Practices. At the 2017 San Antonio ICMA Conference, the Presidents and Executive Directors met to discuss topics of mutual interest in our respective countries.

We are very honoured to have Ricki Bruhn, President of LG Professionals Australia in attendance in Fredericton.

We were also very pleased to invite CAMA members to participate in a Canadian local government manager exchange with the Queensland Local Government in cooperation with the Local Government Managers of Australia. Congratulations to Russell Phillips, CAO for the RM of Springfield, MB for being selected as the CAMA member to host Susan Jarvis, the President of LGMA and General Manager of Corporate and Community at the Blackall-Tambo Regional Council, a rural council almost in the centre of Queensland. Russell will travel to Queensland in September 2018 to participate in the LGMA Annual Conference and spend a week learning about their local government; policies, practices, innovations and challenges. We look forward to welcoming Susan to the CAMA Conference and she will also spend some time in Springfield learning about Canadian local government.

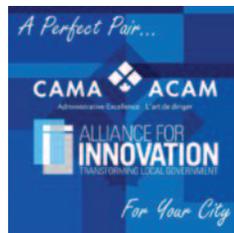
These strong relationships between our associations have been fostered over many years and continue to be an integral part of our International affiliation agreements.

### Alliance for Innovation

CAMA continues to have a great partnership with The Alliance for Innovation. We are pleased to have Sallie Ann Burnett, East Regional Director in attendance at this year's Conference.

The Alliance is specifically focused on research around the next Big Ideas and best practices in local government. In strengthening and supporting the two Associations, the Alliance for Innovation, is offering a special discount to all CAMA members. Alliance membership complements CAMA membership and offers additional learning resources for your entire organization. Take advantage of the Alliance's new partnership with CAMA. Depending on your municipality's needs you may choose from one of these two options:

- 30% off the first year of membership, or
- 15 months of membership for the price of the first 12 months.



Membership in the Alliance is beneficial to communities of all sizes. Alliance membership rates are based on the size of your community, as determined by the 2016 Canadian population census. If you are interested in this opportunity e-mail [join@transformgov.org](mailto:join@transformgov.org) for more information on how to leverage these benefits in your organization.

I was also pleased to attend the Big Ideas 2017 Conference in Raleigh in the Fall and had the opportunity to be a provocateur panelist that led discussions on environment and health (lifestyle issues) as relates to the preemption that state (provincial) and federal governments hold over the autonomy of Local Governments. Other panelists led discussions on the social and economic impacts. The BIG Ideas summary report can be viewed [here](#).

At the TLG Conference in Tacoma, WA (April 2018) two Canadian case studies were presented by the City of Calgary, AB (Thinking BETA and Turning People On) and the Town of Innisfil, ON (Innisfil Transit: Powered by Uber). Congratulations as well to the Town of Innisfil on receiving the 2018 Havlick Innovation Award, a very prestigious recognition for their innovation and creativity.

### FCM & Federal Government

Matt Gemmel, Policy Advisor for Policy and Government Relations with the Federation of Canadian Municipalities (FCM), joined the Board at its November 2017 meeting in Ottawa to provide an update on Phase 2 of the Infrastructure Program, the National Housing Strategy, Cannabis Legislation and the Smart Cities Challenge.

FCM has been reaching out more to CAMA looking for administrative advice from our members. In December 2017, the CAMA National Office sent them information on the costs of cannabis legalization relating to police training and equipment, by-law changes, zoning, public health, and communications. We also sent them feedback on the proposed Climate Lens Phase 2 Federal Infrastructure Fund and flood insurance costs as part of their research on financial management of flood risk. Thank you, our members, for providing us with this important information so that we can assist them in these areas where administrative advice is required.

We are also pleased to get updates from FCM each quarter on the latest topics that they are working on with the federal government:

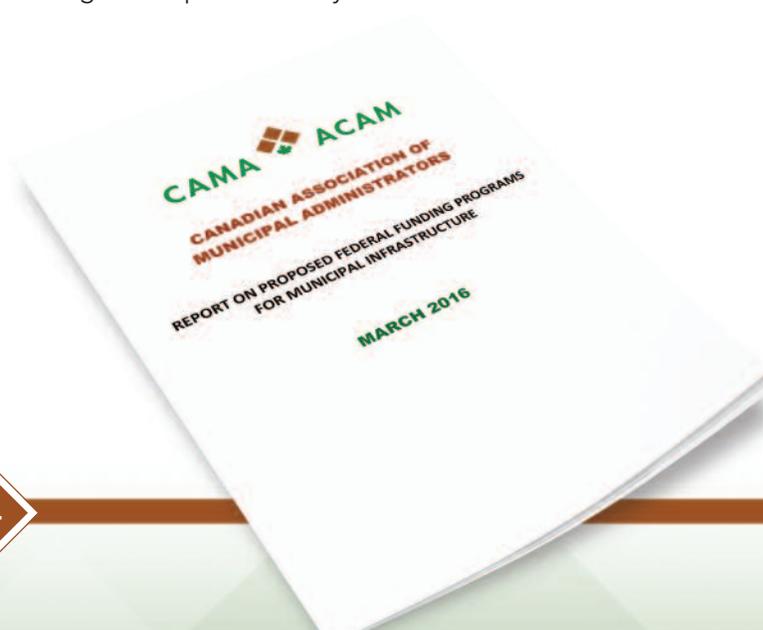
- Phase 2 of the Federal Infrastructure Plan and Pre-Budget Advocacy
- Affordable Housing
- Poverty Reduction
- Environment and Climate Change
- Rail Safety and Transportation
- Public Safety
- Trade
- Rural Broadband

Since CAMA presented our formal [Position Paper on Federal Funding Programs for Municipal Infrastructure](#) two years ago, we continue to see changes that have been made to this program to make it easier for municipalities.

On behalf of CAMA, Wendy Law, Deputy City Solicitor, Municipal Law from the City of Mississauga participated in a Conference Call meeting in December 2017 with the Committee on Regulatory Governance and Reform. The mandate of this Committee is to serve as a forum to exchange information, foster collaboration and develop expertise related to regulatory reform and good regulatory practices. It was felt that municipalities are a key entity responsible for regulations/rules that need to be brought into the fold. Wendy made a presentation on how municipalities create regulations (bylaws, ordinances, etc.) and also some of the challenges municipalities have experienced with the implementation and enforcement of federal or provincial regulations.

While in Ottawa in November, the Board invited a number of senior Federal staff members and FCM to join them for a networking dinner to discuss a number of topics important to Canadian municipalities.

CAMA will continue to work with Infrastructure Canada and the Federation of Canadian Municipalities on addressing the important infrastructure issues facing municipalities today.



## Provincial/Territorial Associations

Jennifer Goodine, Executive Director, continues to chair quarterly Conference Calls with the Executive Directors of the Provincial/Territorial Associations. A very successful Annual Meeting was held in Gatineau with Board members for the first half of the meeting, with the Executive Directors focusing on operational topics for the second half. This is a great opportunity to get feedback from across Canada on mutual issues.

## External Relations

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

- Cory Bellmore attended the LGANT Conference in October 2017 to provide members with an update on CAMA activities.
- Jeff Renaud travelled to Tacoma, Washington (April 2-6, 2018) to participate in the TLG Conference as a guest of the Alliance for Innovation.
- Tony Kulbisky updated the LGAA on CAMA projects and initiatives at their Annual Conference in April 2018 in Red Deer.

## Member Engagement and Support

### Communications/Marketing Plan

The Board Communications Sub-Committee is chaired by Louis Coutinho and members Robert Hughes, Janice Baker, Jake Rudolph, Rodney Cumby and Beverly Hendry.

CAMA has now completed its three-year formal member marketing campaign encouraging non-members to sign up at a reduced rate of 50% off the first year. We are pleased to have a net gain of approximately 100 members and it is estimated that 80% of these members joined as a result of the campaign. This past year we focused on a Retention Strategy to retain existing members and continue to attract new members by reaching out to non-members and direct reports given that succession planning in the municipal administrator field is such an important issue.

### Celebration of 600<sup>th</sup> Member

In November 2017, a "Refer A Member" campaign was launched, and we were pleased to welcome our 600<sup>th</sup> member (Scott Spicer, City Manager for the Rural Municipality of Alexander, Manitoba). A media release was sent out on the 600<sup>th</sup> member celebration also featuring some of the great initiatives that CAMA has undertaken and promoting local government as a career.

CAMA has tripled its membership during the past decade. The Association has grown and matured since its inception in 1972 when a handful of senior municipal managers attending the Federation of Canadian Municipalities Conference decided to form a networking group.

Watch for another Refer a Member Campaign in the coming months that will focus on promoting the fact that CAMA is "An Association for All Sizes". We thank you for giving back to the profession and promoting CAMA to your colleagues and staff.

### Signature Line for CAMA Members

As part of our membership campaign, we have created a graphic that you are welcome to add to your signature line if your municipality's policy permits it. This graphic promotes the fact that you are a member and can be linked to the CAMA website as well. It can be found with the instructions in the CAMA Member's Section under Resources.

### Expanding the CAMA Membership

Members were also asked in a recent survey to rank their support of opening up CAMA membership to potential future leaders who may currently be working in positions that do not report to the CAO. Although there was some support for an Associate non-voting member category for these individuals, the Board felt that the support from the membership is not strong enough at this time to make a substantial change to the current membership criteria, however this will be revisited in the future.

### Campaign for First Nations Band Administrators

An awareness campaign was developed for the First Nations Band Administrators on the benefits of joining CAMA as an Affiliate. Thank you for helping us market this opportunity in your areas. It's important to make this group aware that there is an Association that has people that do similar work to them.

### Update of Member's Section

We updated our Member's Section and will continue to work on this area of our website to make it more user friendly.

### Preparation for Municipal Elections

If you have a municipal election this year, you will be receiving an e-mail from the National Office reminding you of CAMA's Member in Transition services should you find yourself in that position following the election.

### Promotion of CAMA to Large Municipalities

A review was undertaken of the 100 Largest Cities in Canada with populations of 50,000+ and CAMA already has 75% of this group as members. An invitation was sent to the non-members of this group encouraging them to join CAMA. New this year is a Big City CAO Reception at the Conference on the Tuesday evening.

### LinkedIn and Social Media Strategy

The Board adopted a new social media strategy and have been spending more time developing a presence on LinkedIn which is a tool used by many of our members.

We are also working on increasing the exposure of CAMA on our social media networks. We encourage you to connect with your CAMA colleagues through our social media tools. Stop by the registration desk at the Conference to provide your feedback and ideas on what you would like CAMA's LinkedIn page to include.

### Ask CAMA?

If you have a question that you think your colleagues can assist with, please don't be shy in using the "Ask CAMA?" tool featured on the front page of our website.

### Member Engagement

Please watch for opportunities in the coming year to be involved in the organization on our many Sub-Committees.



## Resilient Leadership

### Toolkit to Attract the Next Generation of Leaders in Local Government

CAMA launched the “Making Life Happen” toolkit in January 2018 to attract the next generation of leaders to local government. The “Making Life Happen” program was created in partnership, with a mandate of raising awareness of local government with a specific focus encouraging younger Canadians to consider a municipal career. It has a bilingual website: <http://www.makinglifehappen.ca>.

The next time you or your staff are asked to speak to local community groups or businesses, explain local government and the role of the CAO, or talk to students about municipal government careers, “Making Life Happen” will give you the building blocks for a memorable presentation. Tailor a message from your own municipality using the elements and main messages we have created, including a powerpoint presentation with speaking notes and handouts. All information can be found on the [CAMA website](#).

This initiative has been a Canada wide Association effort with six of our Provincial Association partners: Ontario Municipal Administrators Association, Local Government Administrators of Alberta, Association of Municipal Administrators of New Brunswick, Alberta Rural Municipal Administrators Association, Local Government Managers Association of British Columbia, and the Association of Municipal Managers, Clerks and Treasurers of Ontario.

We hope that you and your staff will use these resources to help us promote such a gratifying career to our next generation leaders. Use #makinglifehappen or #cdnmuni when promoting the Making Life Happen Campaign.

### CAMA's Next Generation Project

This is just a reminder of CAMA's [“Cultivating Leadership: A Guide for the Next Generation in Local Government”](#) project.

There is a demographic shift happening in CAMA's membership which will likely also result in different expectations. Given the impending retirement of a significant number of municipal administrators, municipalities have an opportunity to promote the positive rewards of having a career in local government.

This project was designed in 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.

### “What Advice Would You Give to the Next Generation of Municipal Leaders?”

We posed this question to experienced CAOs from across the country to get their guidance on what it takes to make it in this profession. We asked them to share their accomplishments, challenges faced, some of the most important lessons learned, and the key competencies and skill sets required now and in the future to be great leaders. Watch the short video testimonials on the [website](#).

### Public Sector Digest Paper Writing Competition

CAMA partnered with Public Sector Digest once again to launch an essay competition for in order to introduce Canada's future leaders to the dynamic world of municipal governance. Our hope is that new solutions to entrenched municipal challenges may emerge from this competition, with a new generation of talented Canadians exploring issues related to municipalities. The winning paper will be published in the June issue of the Public Sector Digest. The author of the winning paper will also be presenting at the CAMA Conference.

## Member Services

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

### Certificates of Membership

If you are a regular member, we hope you received your membership certificate in the mail which includes CAMA's new Statement of Purpose and Values. We hope that you will display this certificate in a prominent place and be proud of your Association.

A special thanks to Jack Benzaquen for chairing the Code of Conduct Committee, and members Bernie Morton, Gary Dyke, Paul Stapleton and Jake Rudolph, who have now completed their work.

### CAO Performance Evaluation Committee

The toolkit completed its year long pilot phase and was launched publicly at the 2017 Conference. A brochure regarding the toolkit was also included in delegate kits at the 2017 FCM Conference. Over 6,000 brochures have been circulated to date to administrators and elected officials.

The Marketing Campaign for the CAO Performance Evaluation Toolkit, including a series of presentations to the elected officials, began last September and will continue for the next year across the country.

This information has been provided to the Deputy Ministers and Assistant Deputy Ministers for

the Departments of Local Government across Canada. They were asked to include information on the toolkit in their regular communication to municipalities and in their orientation to Councils after elections.

Our toolkit has a lot of gears and options that might, at first glance, make it appear to be dauntingly complicated. It's not! It's really a simple tool. CAMA is pleased to provide you with a [webinar](#) (approximately 20 minutes in length) that is designed to show you just how easy it is to use and how it can be customized and scaled to your municipality. Hopefully this additional information will encourage you to use the toolkit if you haven't already done so.

I had the pleasure on December 1<sup>st</sup> to attend the NAM Conference in Iqaluit to make a presentation on the toolkit to the Nunavut elected officials. It was a tremendous experience!

We hope that you have been able to take advantage of the toolkit. Our next step is to create a Q and A document including questions from our members and their elected officials that will help those that use it in the future. Please send your thoughts to the CAMA National Office ([admin@camacam.ca](mailto:admin@camacam.ca)).

### Awards of Excellence Program

Chairman Jack Benzaquen led our Awards of Excellence Program this year and I am pleased to announce that six successful municipalities will be honoured at the Awards Luncheon held on May 30<sup>th</sup>, 2018 at the Fredericton Conference. This year we received 32 submissions, all of excellent quality.

A special thanks to Jury members (and CAMA members): Andy Taylor, Todd Becker, Colin Smith, and Theresa Vanoort for their many volunteer hours in reviewing the submissions.



2017 CAMA Award of Excellence Recipients

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 decade 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

This year there will be 75 members that will be receiving their recognition pins. Ten and fifteen-year recipients will be receiving their pins in mid-April and those with more than twenty years of service will be presented their pins at the Long Services Awards Luncheon in Fredericton. Congratulations to all for your dedication and commitment to the profession!

### Honourary Life Member Awards

The Board will be announcing the winner for this prestigious award during the President's Dinner in Fredericton.

## Additional Member Services Coming to CAMA Members

### Partnership with muniSERV

One of CAMA's strategic goals is to provide 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.

The CAMA Board has signed an agreement with muniSERV to offer more member services to you. FREE for municipalities to use, [muniSERV.ca](http://muniSERV.ca) is Canada's leading online solution for helping municipalities search, find and connect with the right municipal experts and services saving you and your staff time and money.



2017 Long Service Recipients

Here are some of muniSERV's services that CAMA members will have access to for free:

- **Find municipal consultants** for your projects - particularly helpful for those projects that fall below RFP thresholds.
- **Post RFPs, Bids & Tenders** for expanded circulation to get multiple competitive quotes.
- **Find municipal services** - search and find focused municipal services by category.
- **Find a CAO** - a new database that helps municipalities fill interim or long-term vacancies and find former CAMA retired/transitoned CAOs available for contract work.
- **Events** - Advertise your community events to a wider national audience.
- **Innovations** - Learn about new, innovative municipal products and services.
- **Lunch & Learn Webinars**, provided by our professional members.
- Read and Publish **articles** to share with your peers on the **muniBLOG**.

Watch for other benefits that CAMA will be offering to you to get broader exposure for your job ads and the ability to access a pool of qualified municipal candidates on **muniJOBS**, to recruit tomorrow's municipal leaders. You will also have the opportunity to save money with **muniLEARN** so that you don't have to purchase your own LMS software or hardware for professional development opportunities for staff, plus you will have access to an extensive content library.

The services that muniSERV offers will also be available to our Affiliate members, exhibitors and sponsors to help develop a stream of new Canadian municipal clients and contracts - all in one convenient location.

As well, transitioned CAOs, retired CAOs and aspiring CAOs will be able to showcase their expertise in the new CAO Job Seeker service, to start getting found by municipalities for interim and long-term CAO job opportunities.

These tools and member services will be launched at the 2018 CAMA Conference in Fredericton. Watch for more details in June!

#### CAO Members in Transition Toolkit

Going in to "transition" is a very difficult situation that all too many members face at some point in their local government careers. Any job change is difficult, but when its forced on someone for reasons that often have nothing to do with their job performance it can be traumatic.

The Board has struck a Committee to create a toolkit for our transitioned CAOs that will provide assistance to them as they navigate their transition to either return as a CAO or find other work opportunities. The following members will be part of this Committee: Tony Kulbisky (Chair), Jake Rudolph, Rodney Cumby, Jeff Renaud, and Glen Davies. It is our goal to launch this toolkit at the 2019 CAMA Conference.



### Political Acumen Toolkit Project

The Board has been considering several opportunities to assist our members through the lifecycle of their careers. Through a recent survey it was clear that the political acumen topic is one that the members feel that CAMA can help the next generation, so they are better prepared to move in to leadership positions.

The Board has struck a Committee to look at ways to strengthen political acumen as a competency: Beverly Hendry (Chair), Louis Coutinho, Jeff Renaud, John Enns-Wind, Gordon Howie, Diana Burton, and Sheila Bassi-Kellett.

The goal of the Committee is to prepare a Political Acumen Toolkit that will support CAOs, direct reports and the next generation of leaders that are already in local government jobs. This toolkit will include advice on themes such as Clarity of Roles and Responsibilities & Governance, Mentorship, Experience and Training, Relationships, and Managing Personal Risk. This toolkit will be launched at the 2019 CAMA Conference.

### Association Governance

#### Financial Stability

CAMA continues to be in a healthy financial position and a detailed review of the Association's finances will be presented at our Annual General Meeting in Fredericton by Treasurer Jake Rudolph. We have a clean audit once again with a member's accumulated surplus of \$622,458.

### Election Process

There were three positions on the Board available for the 2018-2019 fiscal year and an election was held for two of the three vacant positions: Ontario and Manitoba and Saskatchewan. The successful candidates for these two positions will be announced at the Annual General Meeting. Congratulations to Dawn Chaplin who was acclaimed as the CAMA Board representative for Newfoundland and Labrador.

A special thanks to CivicInfo BC for assisting us in running our e-Voting election once again.



# Closing Remarks

It has truly been a pleasure for me to have served on the Board these last five years, and in particular to have presided as President for this past year. I commend my colleagues for their continued dedication to excellence and thank staff for the steadfast support provided to make CAMA the best that it can be.

Thank you to Marie-Hélène Lajoie, our Past President who will leave the Board this year, along with Jean-Marc Nadeau, our Manitoba and Saskatchewan representative, and Rodney Cumby from Newfoundland and Labrador. We will miss you all.

And, last but not least, congratulations to our incoming President, Marc Landry and the new Board and the many great things for the future of our organization.



*Janice Baker*  
Janice Baker  
CAMA President

# Treasurer's Report 2017 - 2018

It has been both a privilege and an honour to serve as the Treasurer for the Canadian Association of Municipal Administrators over the past year. I am pleased to present this report on the finances of the Association for the fiscal year which ended on March 31st, 2018. The audited financial statements are attached for your review and I am happy to note that the audit report is a clean one.

We ended the fiscal year with a surplus of \$12,626, and an accumulated surplus of \$622,458. This is the fourteenth consecutive year that we have recorded a surplus, thanks mostly to our very successful Annual Conferences. I am sure you can appreciate this is a strong position for the Association. The 2017 Gatineau Conference saw a surplus of \$54,000 thanks to Marie-Hélène Lajoie, Past President and her Host Committee, our frugal Executive Director Jennifer Goodine, Rose Fernandes, Manager of Partnerships and Exhibitors, and of course our sponsors and exhibitors. Please remember these folks when you are in need of a product or service!

I would also like to highlight the following key projects that have been funded from the accumulated surplus:

- The Board continued with the marketing of the Membership Campaign in the amount of \$10,000. We continue to see an

increase in our membership with an additional \$11,000 in revenue this year. Some monies have been budgeted for the coming year to continue with the recruitment and sustainment of our members.

- The Making Life Happen Campaign (a toolkit for recruiting the next generation to local government) was launched as part of the Communications Partnership with six of the Provincial and Territorial Associations. The amount of \$12,500 was spent this year for CAMA's portion (50%).
- One of the Board's goals over the past year was to promote the CAO Performance Evaluation Toolkit to the membership and to the elected officials. \$10,000 was set aside for this purpose which included several presentations to the Provincial/Territorial Administrators and Elected Official Associations.

Monies have been budgeted in the 2018-2019 budget to complete CAMA's two major projects: the CAO Member in Transition Toolkit and the Political Acumen Toolkit.

Thank you for allowing me to serve as your Treasurer. I would be pleased to answer any questions that you have on this report.

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, 2018 be approved.**

**Be it resolved that Spacek, Armstrong & Norrad Chartered Professional Accountants be re-appointed as auditors to audit the financial statements of the Canadian Association of Municipal Administrators for the 2018 - 2019 fiscal year.**

Sincerely,

Jake Rudolph  
CAMA Treasurer

**DRAFT**

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

**FINANCIAL STATEMENTS  
ÉTATS FINANCIERS**

**2018**

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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, 2018, 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, qui comprennent l'état de la situation financière au 31 mars 2018, et l'état du résultats, 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, 2018, 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 2018, 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.

**DRAFT**

*Chartered Professional Accountants / Comptables agréés professionnels*

Fredericton, New Brunswick  
May 1, 2018

Fredericton, au Nouveau Brunswick  
le 1 mai 2018

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2018

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
ÉTAT DE LA SITUATION FINANCIÈRE  
AU 31 MARS 2018

	2018	2017	
<b>ASSETS</b>			<b>ACTIF</b>
<b>CURRENT</b>			<b>À COURT TERME</b>
Cash and cash equivalents	\$ 816,023	891 786	\$ Encaisse et équivalents de trésorerie
Accounts receivable	43,883	36 852	Comptes débiteurs
Prepaid expenses (note 3)	74,030	61 740	Frais payés d'avance (note 3)
	<u>\$ 933,936</u>	<u>990 378</u>	\$
 <b>LIABILITIES AND MEMBERS' SURPLUS</b>			 <b>PASSIF ET SURPLUS DES MEMBRES</b>
<b>LIABILITIES</b>			<b>PASSIF</b>
Accounts payable	\$ 68,080	47 122	\$ Comptes créditeurs
Deferred revenue (note 4)	243,398	333 424	Revenus reportés (note 4)
	<u>311,478</u>	<u>380 546</u>	
 <b>MEMBERS' SURPLUS</b>	 <u>622,458</u>	 <u>609 832</u>	 <b>SURPLUS DES MEMBRES</b>
	<u>\$ 933,936</u>	<u>990 378</u>	\$

DRAFT

Approved by the Board:  
Approuvé par la Direction:

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

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

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

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

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS  
STATEMENT OF OPERATIONS AND  
MEMBERS' SURPLUS FOR THE YEAR  
ENDED MARCH 31, 2018**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE L'EXPLOITATION ET DU SURPLUS  
DES MEMBRES POUR L'EXERCICE  
TERMINÉ LE 31 MARS 2018**

	<b>2018</b>	<b>2017</b>	
<b>REVENUE</b>			<b>REVENUS</b>
Membership dues	\$ 219,171	207 868	\$ Cotisations des membres
Job scene broadcast	17,008	23 138	FAX d'emploi
Annual conference	391,104	339 015	Conférence annuelle
Interest	11,988	10 855	Intérêts
Awards nominations	2,998	5 460	Nominations - prix et récompenses
Communications	8,439	4 480	Communications
Advertising	1,015	5 263	Publicité
	<u>651,723</u>	<u>596,079</u>	
<b>EXPENSES</b>			<b>DÉPENSES</b>
Administrative and operating expenses (Schedule 1)	221,422	234 854	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	80,950	74 960	Activités des comités (Tableau 1)
Annual Conference	336,725	273 558	Conférence annuelle
	<u>639,097</u>	<u>583 372</u>	
<b>EXCESS OF REVENUE OVER EXPENSES</b>	12,626	12 707	<b>SUFFISANCE DES REVENUS SUR LES DÉPENSES</b>
<b>MEMBERS' SURPLUS, BEGINNING OF YEAR</b>	<u>609,832</u>	<u>597 125</u>	<b>SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE</b>
<b>MEMBERS' SURPLUS, END OF YEAR</b>	<u>\$ 622,458</u>	<u>609 832</u>	<b>SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE</b>

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2018

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX ÉTAT  
DE MOUVEMENTS DE TRÉSORERIE POUR  
L'EXERCICE TERMINÉ LE 31 MARS 2018**

	2018	2017	
<b>CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES</b>			<b>FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION</b>
Excess of revenue over expenses	\$ 12,626	12 707	\$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	(7,031)	16 757	Comptes débiteurs
Prepaid expenses	(12,290)	(3 753)	Frais payés d'avance
Accounts and fees payable	20,958	(7 144)	Comptes créditeurs et honoraires à payer
Deferred revenue	(90,026)	27 942	Revenus reportés
	<u>(88,389)</u>	<u>33 802</u>	
<b>NET CHANGE IN CASH POSITION</b>	(75,763)	46 509	<b>VARIATION NETTE DE LA POSITION DE TRÉSORERIE</b>
<b>CASH POSITION, BEGINNING OF YEAR</b>	<u>891,786</u>	<u>845 277</u>	<b>POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE</b>
<b>CASH POSITION, END OF YEAR</b>	<u>\$ 816,023</u>	<u>891 786</u>	<b>\$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE</b>

**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.

**DRAFT**

**3. PREPAID EXPENSES**

Components of the ending balance are as follows:

Conference 2017 expenses	\$ -
Conference 2017 deposits	-
Conference 2018 expenses	31,784
Conference 2018 deposits	27,246
Conference 2019 deposits	5,000
Conference 2020 deposits	10,000
Other	-
	<u>\$ 74,030</u>

**3. FRAIS PAYÉS D'AVANCE**

Le solde à la fin de l'exercice comprend :

46 987	\$	Dépenses pour la conférence de 2017
6 290		Dépôts pour la conférence de 2017
-		Dépenses pour la conférence de 2018
5 463		Dépôts pour la conférence de 2018
3 000		Dépôts pour la conférence de 2019
-		Dépôts pour la conférence de 2020
-		Autre
<u>61 740</u>	<u>\$</u>	

**4. DEFERRED REVENUE**

Components of the ending balance are as follows:

Conference	\$ 55,695
Membership	187,703
Other	-
	<u>\$ 243,398</u>

**4. REVENUS REPORTÉS**

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

142 644	\$	Conférence
181 587		Adhésion
9 193		Autre
<u>333 424</u>	<u>\$</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.

**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, 2018

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
TABLEAU 1  
POUR L'EXERCICE TERMINÉ LE 31 MARS 2018

	2018	<b>DRAFT</b>	2017	
<b>ADMINISTRATIVE AND OPERATING EXPENSES</b>				<b>FRAIS D'ADMINISTRATION ET D'EXPLOITATION</b>
Interest and bank charges	\$ 7,779		9 809	\$ Intérêt et frais bancaires
Postage and courier	4,450		2 030	Affranchissement et messagerie
Professional fees	3,835		3 715	Honoraires professionnels
Telephone and fax	2,115		2 402	Téléphone et fax
Web-site	6,734		7 824	Site web
Management fees	76,902		91 067	Frais de gestion
Executive director costs	77,813		75 677	Coûts du directeur exécutif
Public relations	5,500		601	Relations publiques
Office	6,913		8 696	Bureau
Rent	4,500		4 420	Loyer
Travel	4,206		2 143	Frais de déplacement
Translation	17,940		23 735	Traduction
Insurance	2,735		2 735	Assurance
	<u>\$ 221,422</u>		<u>234 854</u>	\$
 <b>COMMITTEE ACTIVITIES</b>				 <b>ACTIVITÉS DES COMITÉS</b>
Awards	\$ 5,490		9 751	\$ Prix et récompenses
E-Learning & job broadcast	93		-	FAX d'emploi
Communications	21,956		9 019	Communications
Board meetings	53,411		56 190	Réunions du conseil
	<u>\$ 80,950</u>		<u>74 960</u>	\$

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