

ANNUAL PRESIDENT'S

REPORT

FOR THE YEAR ENDING MARCH 31, 2021



CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS



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 approximately 620 City Managers, Chief Administrative Officers, City Managers 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, partnerships and advocacy".

620 City Managers,
Chief Administrative Officers,
City Managers and
Senior Appointed Officials

Montréal, Québec

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.



City of Pitt Meadows, British Columbia

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.

CAMA Values

Promoting an ethical culture is a key leadership responsibility in local government. CAMA members value accountability and professional integrity, collaboration, transparency and honesty, innovation and excellence, and diversity and inclusivity.



President's Message

"This past year has been a difficult one for our communities and our profession. Never have we been challenged like we have in 2020 and 2021. Just like our communities have had to change and adapt, so has our professional Association. CAMA has remained active and relevant to our members and your Board of Directors and staff have been committed to providing meaningful virtual professional development opportunities while remaining financially stable. I think I can speak for us all that we crave to return to our normal lives, and we are eager to see all our colleagues in person once again. The vaccines give us hope that normal is just around the corner. In this, our 50th year of existence, I wish to extend my many thanks to the membership for your continued support and encouragement as we maneuver the many facets of the pandemic."

On behalf of the CAMA Board of Directors, I am pleased to present the 2020-2021 Annual Report to the CAMA membership which provides you with an overview of the work of CAMA over the past year, including a progress report of the Five-Year Strategic Plan (2016-2021) and what's in store leading into 2021-2022. Although we have delayed our strategic planning process, the time will provide us with an opportunity to determine what you and your municipalities need after this global pandemic. I think you will agree that things will be different in all our communities and workplaces as we start to return to some normalcy. The current Strategic Plan ended in March 2021 and the annual workplan in the Spring of 2022, so the Board will need to discuss next steps going forward - it will certainly be easier if the pandemic is in our past.

Looking back over the past year, your Board has continued to focus on the many goals and objectives of the current Strategic Plan and we were excited to launch the CAO Employment Contract Toolkit and the Council Orientation Toolkit in the Fall of 2020. We also pivoted to the virtual webinar environment like everybody else. We are continually reviewing the "Lifecycle of the CAO" and are committed to assisting both the next generation of managers and those with deep experience with the development of new tools and programs to address your everyday challenges. A new toolkit that is currently in progress is a Human Resources Toolkit for CAOs. Another

significant accomplishment is the compilation, development and inventory of our Association's policies and procedures. Many thanks to our Executive Director for taking on this project.

It has been an honour to serve this great Association. Now more than ever before is a great time to build relationships with your neighbouring CAOs and those across the country. Thank you for the excellent work that you do each day to keep your employees and citizens safe. We will continue to lead our communities thru this challenging time with resiliency and strength. As we work remotely and seek our new normal, we are reminded that we are a big CAMA family.

I would invite you to join the virtual Annual General Meeting on June 1st at 11:30 a.m. EST.



Jake Rudolph
President



2020-2021 Board of Directors

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



Cory Bellmore
Second Vice-President
NORTHWEST TERRITORIES, YUKON TERRITORY & NUNAVUT
CAO, CITY OF DAWSON, YT

Mike Dolter Director
NOVA SCOTIA & PRINCE EDWARD ISLAND
CAO, TOWN OF TRURO, NS



Dawn Chaplin Director
NEWFOUNDLAND & LABRADOR
CAO/TOWN CLERK, TOWN OF TORBAY, NL



Marc Melanson Director
NEW BRUNSWICK
CAO, CITY OF DIEPPE, NB



Jamie Paik Director
MANITOBA & SASKATCHEWAN
CAO, TOWN OF LANGHAM, SK



Jack Benzaquen
First Vice-President
QUÉBEC
CITY MANAGER,
CITY OF DOLLARD-DES-ORMEAUX, QC



Jeff Renaud
Past President
CAO, TOWN OF ST. STEPHEN, NB



Tony Kulbisky Director
ALBERTA
CAO, TOWN OF DEVON, AB



Brenda Orchard
Director
ONTARIO
CAO, LENNOX AND
ADDINGTON COUNTY



Jake Rudolph President
BRITISH COLUMBIA
CAO, CITY OF NANAIMO, BC



Beverly Hendry Treasurer
MEMBER-AT-LARGE
(UNDER 100,000 POPULATION)
CAO, TOWNSHIP OF WEST LINCOLN, ON



Gary Kent
MEMBER-AT-LARGE (OVER 100,000 POPULATION)
COMMISSIONER OF CORPORATE SERVICES/CHIEF FINANCIAL OFFICER
REGION OF PEEL, ON

Executive Director's Message

Many of us are celebrating the end of a challenging 2020 which has been a devastating situation for all our CAMA member communities, business partners and exhibitors. Of course, the global pandemic continues to affect public health, our economy, and our interactions with family, friends, and work. But there is reason to be optimistic that 2021 will be an opportunity for us to regain some sense of "normal", and to act on valuable lessons we've learned in the last year about work and life. I am certain with the help of CAMA's network we can come out of the pandemic even stronger than we went into it.

These are challenging times for everyone, and CAMA is committed to serving and supporting our members throughout 2021, as you focus on your operations and employees.

This past year has been successful on a number of fronts, and I am exceptionally proud of the efforts of the CAMA staff in shifting our networking and professional development opportunities to a virtual environment. In addition to providing a diverse range of webinars, the team has also been working on providing a strong,

lasting legacy to commemorate the Association's 50th Anniversary, with many interesting communication materials and historical documents that will forever be a testament to the growth and strength of the municipal profession across Canada. I know you will join me in recognizing the outstanding work of the small but mighty CAMA team: Manager of Partnerships & Exhibitors Rose Fernandes, Social Media Specialist Stacey Murray, and Consultant for our 50th Anniversary Celebrations Alycia Bartlett.

I would like to also especially acknowledge our incredible partners and sponsors - we simply could not deliver these high-quality webinars without you.

Through a very dedicated Board of Directors we were able to launch our two additional toolkits last Fall (CAO Employment Contract Toolkit and the Council Orientation Toolkit). Although we were very disappointed to have to cancel our Annual Conferences in Deerhurst and now Mont Tremblant, we are looking forward to seeing you all again in person at our 2022 Conference in Regina. We will have to make up for lost time and renew all our friendships and catch up with our colleagues.

On a personal front, in April 2021, I decided that it was time to go from two full time jobs to just one full time job. After 26 years, I resigned from my position as Office Administrator for the Mayor and CAO of the City of Fredericton so that I could focus all my time on CAMA. A special thanks to the Board of Directors for their support in this change. I am excited for many new things for the Association.

Always remember, you have the CAMA National Office, your Board of Directors and these 600+ friends that are more than happy to help and support you in any way that they can - on any journey or path that this profession may lead you to.

Please stay connected with us during these challenging times.

Jennifer Goodine
Executive Director



CAMA National Office

We continue to be very grateful to the City of Fredericton and Fredericton City Council for hosting the CAMA National Office at their City Hall since 2005.

CAMA and the City of Fredericton recently renewed their operating agreement for another five-year term with an option for an additional five years. The agreement sees the City of Fredericton provide IT support to CAMA.

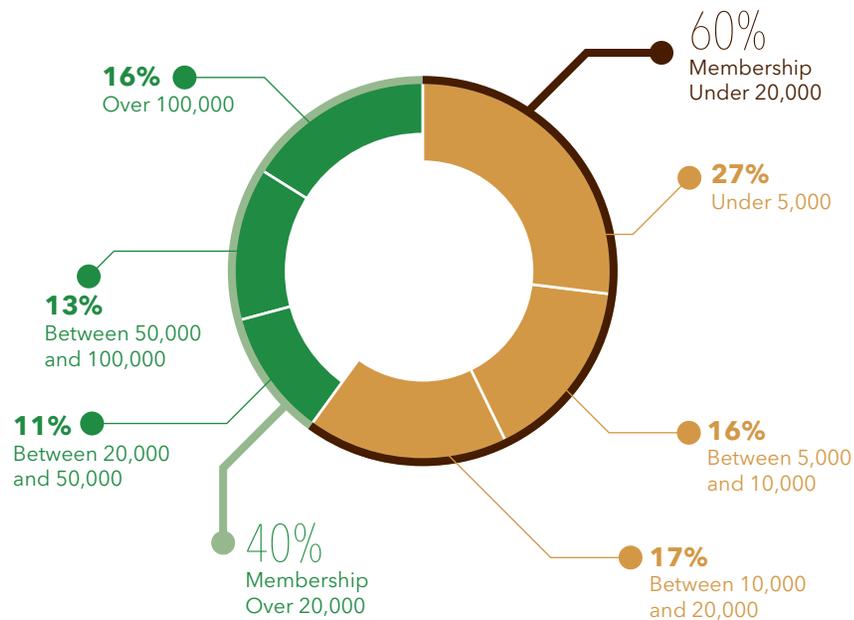
The City of Fredericton has a new CAO, Steven Hart who has been an active CAMA member over the past number of years and we look forward to his continued support of the Association. Congratulations to retiring CAO and Honourary Life Member Chris MacPherson for his 45 year career with Fredericton.

Fredericton, New Brunswick

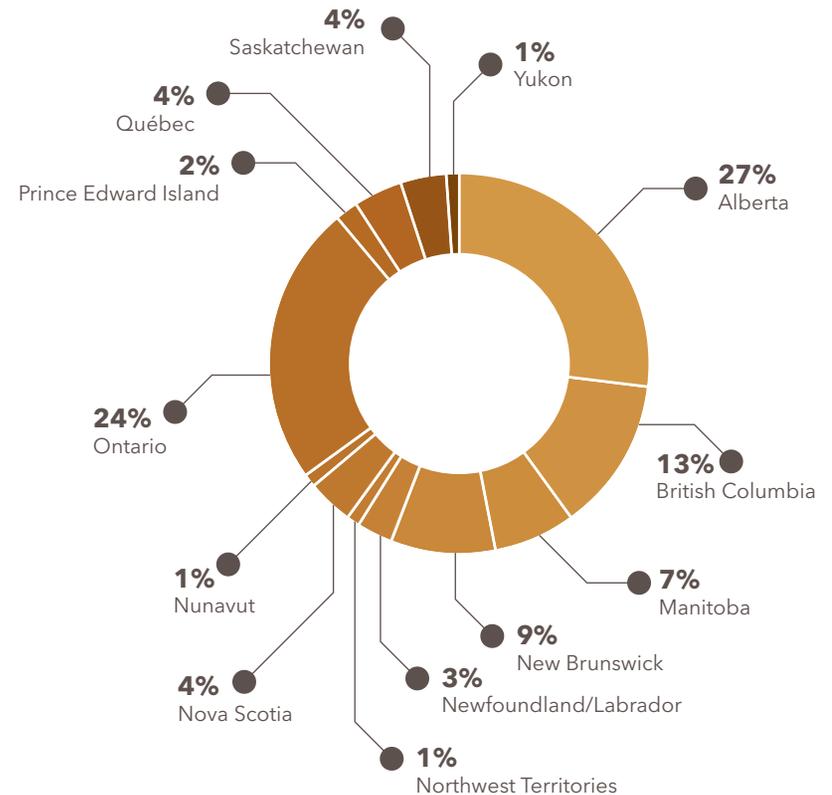
Membership

The membership of our Association continues to remain solid with CAMA currently having 620 members from across the country with sixty percent of our membership being from communities with populations under 20,000.

Population



Province



Strategic Plan

The year (2020-2021) marks the last year of our Strategic Plan. The Board completes an Annual Review each September to stay focused on the trends that continue to shape the local government environment and municipal administrator profession.

In addition to our core services that we provide our membership on a regular basis, the past five years have been quite ambitious with the launch and promotion of five toolkits (Performance Evaluation, Political Acumen, Members in Transition, CAO Employment Contract Toolkit, and Council Orientation Toolkit), a Making Life Happen Campaign for the next generation, and the creation of a Mentorship Forum. We will also be launching the Human Resources Toolkit later this year.

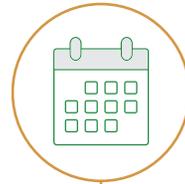
Click [here](#) to read the full updated Strategic Plan or the **Executive Summary**. Following is a Report Card outlining all initiatives undertaken by the Board since the beginning of our plan in 2016.



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Gravenhurst, Ontario

Activities Completed (April 2016-March 2017)



A successful three-year membership campaign with a net retention of 117 members with the continuation of a sustainability strategy to retain existing members and continue to attract new ones.

A Scholarship Program that has been made available to smaller and remote communities and the next generation of leaders to attend the Annual Conference.

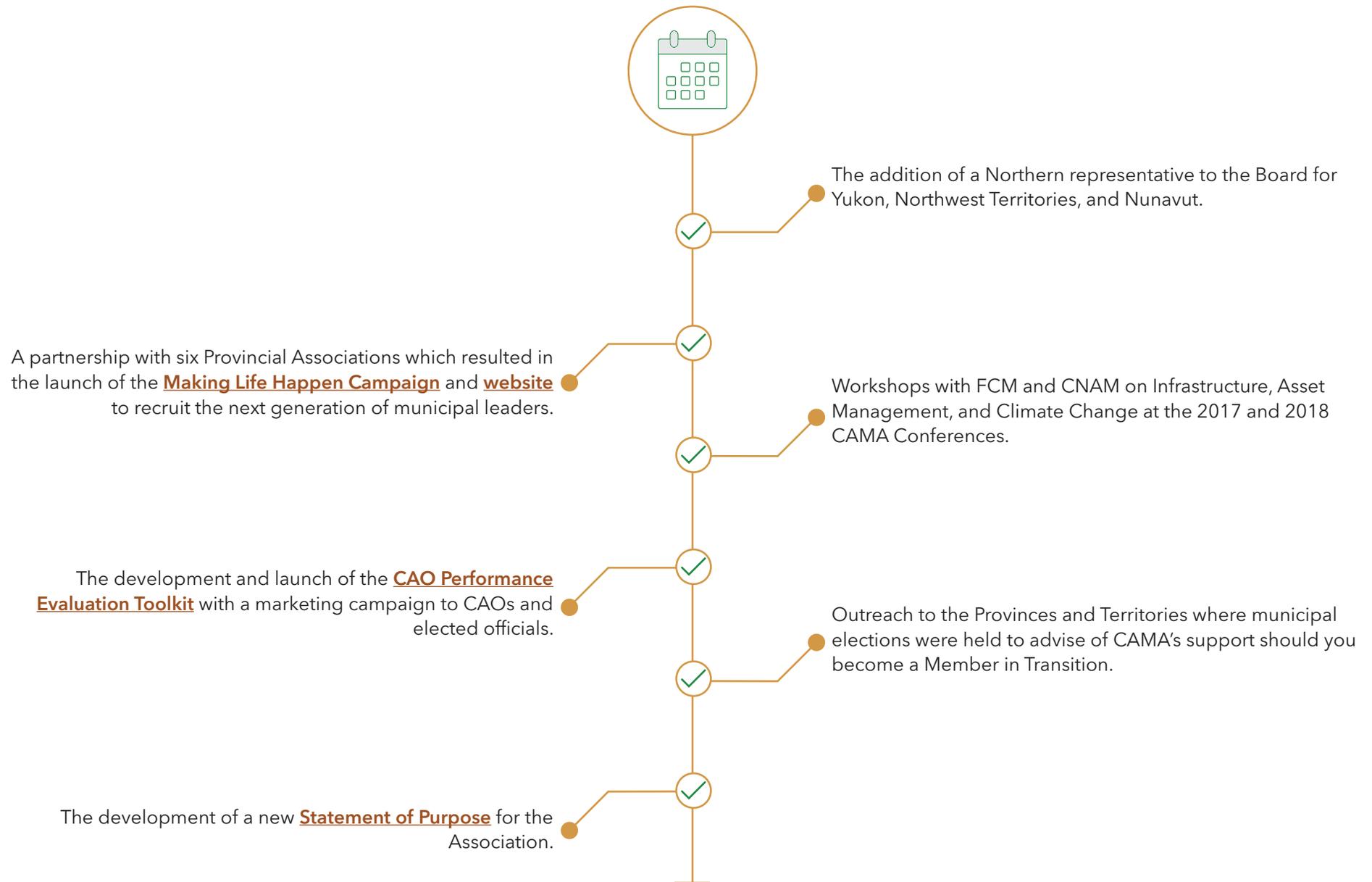
The launch of the **"Cultivating Leadership: A Guide For the Next Generation in Local Government"** which was designed in recognition of the importance of providing useful career advice to the next generation of local government leaders, and to provide an opportunity for our more experienced CAMA members 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.

Participation in an International Panel and a **Discussion Paper** on local government issues with our affiliates (United Kingdom, Australia and New Zealand).

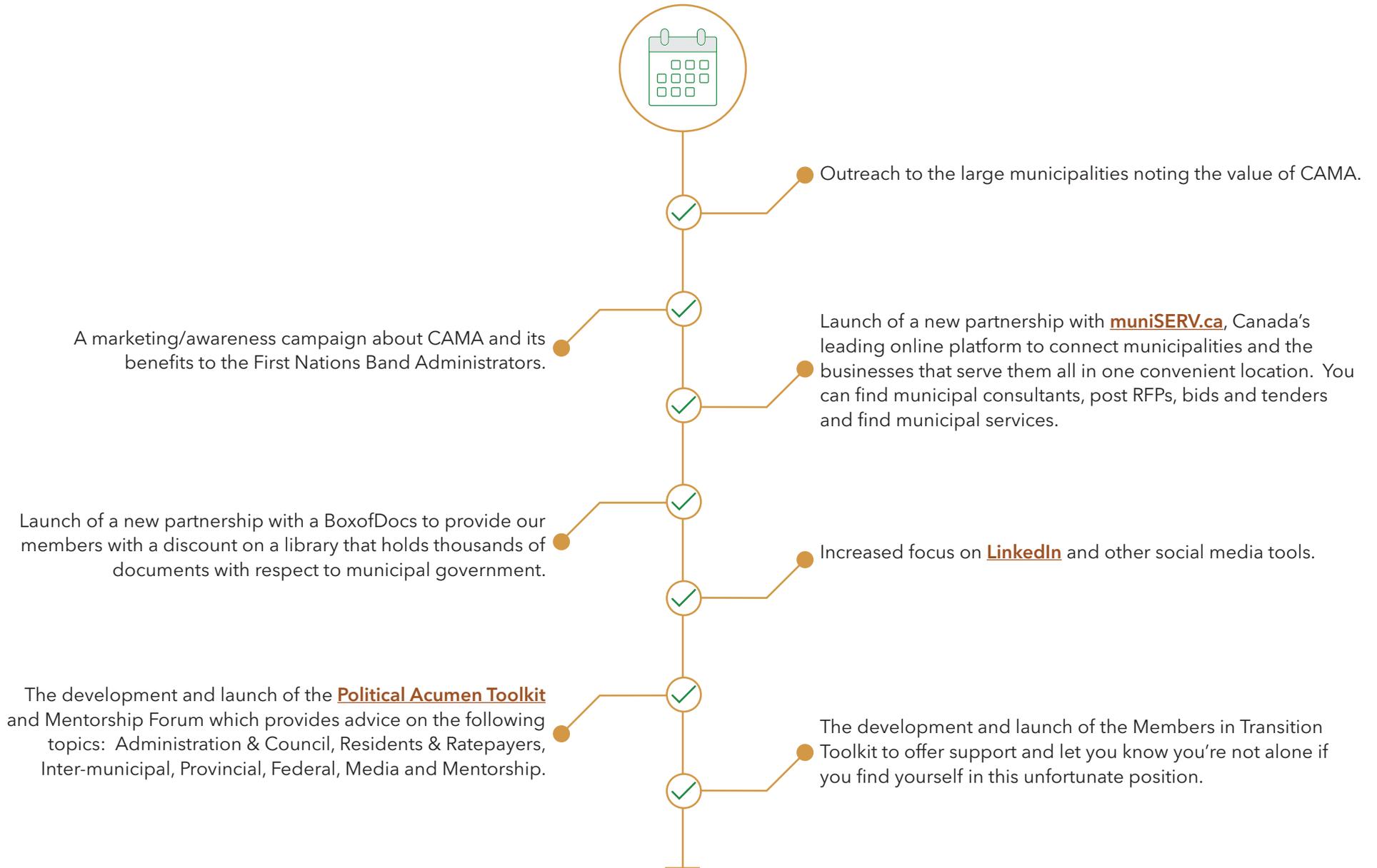
The launch of a new website.

Significant changes were made to the Federal Funding Programs for Municipal Infrastructure as a result of a series of administrative recommendations made by CAMA through a **Position Paper** presented to the federal government.

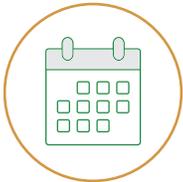
Activities Completed (April 2017-March 2018)



Activities Completed (April 2018-March 2019)



Activities Completed (April 2019 to - March 2020)



Continued outreach to the elected officials and administrators on the **CAO Performance Evaluation Toolkit** including some sample completed templates. A sample **mandate letter** and **performance evaluation template** for Directors/Commissioners was also completed.



A membership campaign featuring member testimonials promoting the benefits of our toolkits to administrators and elected officials thru our social media channels and digital advertising.



A review of CAMA's assets in preparation of the next Strategic Planning process.



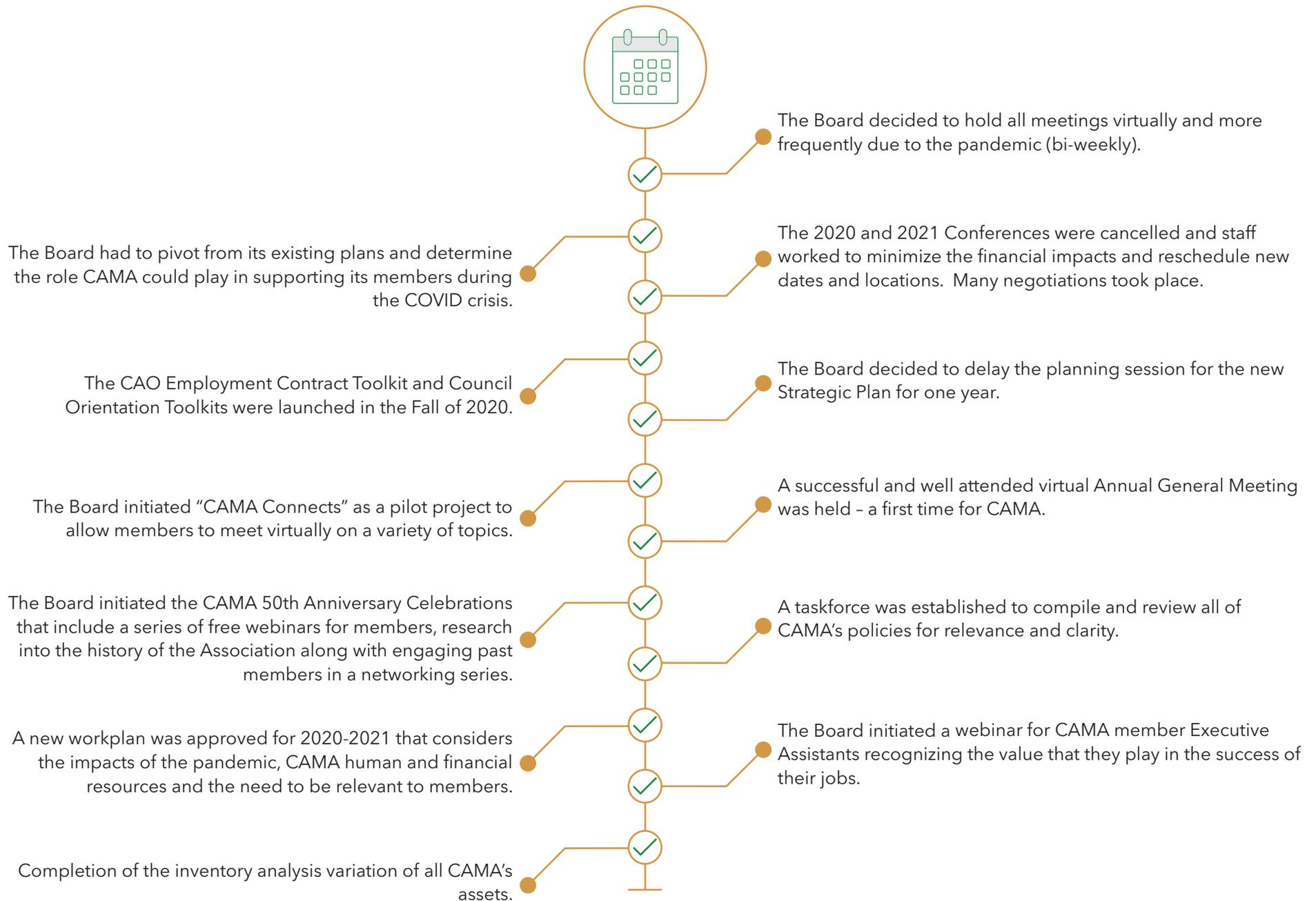
Development of a CAO Employment Toolkit Contract to be launched in the Fall of 2020.



Development of a Council Orientation Toolkit to be launched in the Fall of 2020.



Activities Completed (April 2020 to March 2021)



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

- Outreach to municipalities to join CAMA.
- Increase the outreach to elected officials so that they will see the value when their senior managers would like to join CAMA and/or attend the Conference.
- The 2022 Annual Conference will continue to be the priority for professional development (if its safe) since the 2020 and 2021 events were cancelled.
- Free webinars will be offered as part of the 50th Anniversary Professional Development series.
- Launch the CAO Human Resources Toolkit in the Fall of 2021.
- Continue to promote the CAO Performance Evaluation Toolkit, Political Acumen Toolkit, Making Life Happen Campaign, Mentorship Program, CAO Employment Contract Toolkit, Council Orientation Toolkit and Members in Transition Toolkit to CAOs across the country (and the first three to elected officials).
- Promote CAMA's 50th Anniversary.
- Continue to work with our Provincial/Territorial Association partners, international affiliates, and FCM.

Below is a table outlining the Lifecycle of a CAO which the Board reviews on a regular basis to ensure that we are providing the appropriate resources to our members at the different stages of their careers. The activities already undertaken for each stage are noted in the table below:

Lifecycle Steps	Activities
Recruiting the Next Generation of Leaders to Local Government	<ul style="list-style-type: none"> • Making Life Happen Campaign
Mentoring and Succession of Aspiring CAOs	<ul style="list-style-type: none"> • The Political Acumen Toolkit includes information on political acuity for all employees in the organization. • A Mentorship Forum. • CAO Employment Contract Toolkit
Support to the CAO During Their Career	<ul style="list-style-type: none"> • Performance Evaluation Toolkit • Political Acumen Toolkit • Member in Transition Toolkit • A Quality Annual Conference for Professional Development and Networking (with scholarships and first-time delegate rates). • CAO Employment Contract Toolkit. • Council Orientation Toolkit.
Retirement of the CAO	<ul style="list-style-type: none"> • The option to sign up in muniSERV for interim CAO opportunities. • Attendance at the Annual Conference at a reduced fee. • The option to sign up as a mentor in the Mentorship Forum.

The Next Five Years...

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

A special thanks to Rose Fernandes, our Manager of Partnerships and Exhibitors who completed an inventory analysis variation of all our assets with Brent Barootes, President and CEO of Partnership Group - Sponsorship Specialists®. This review will assist us in ensuring we are providing our sponsors and exhibitors with the best programs possible and that our other core services are being the most effective for you, our members. This will also provide us with a complete list of our assets to guide us thru the next five years in appropriately valuing CAMA's brand.

50th Anniversary of the Canadian Association of Municipal Administrators

2021 marks the golden year of our Association. In lieu of a gift to each member to mark this special anniversary CAMA donated \$5,000 to the Canadian Mental Health Association which has been our designated charity since 2013.

This donation was announced in January 2021 during a webinar hosted by CAMA, featuring guest speaker Fredericton Police Chief Roger Brown who spoke about mental health and addictions in the workplace and PTSD.

While we would much rather celebrate with all of you in person at our Annual Conference, we will have to settle for a virtual journey of sorts. Over the next year, we will be revisiting each of CAMA's five decades of service and speaking to the people who helped build the organization over the past 50 years. From that first meeting in a board room at an FCM Conference in Western Canada, to today's thriving network of over 600 strong, our accomplishments are many and varied.

Our story starts at THE BEGINNING - the 1970s. Born out of a meeting of the Canadian Federation of Mayors and Municipalities, CAMA started small and out of a necessity for administrators to engage in their own meetings separate from the elected officials.



A small but mighty group, focused on networking and building up the profile of the profession, it wasn't until the 1980s, when BIG CHANGES saw the formal incorporation of the Canadian Association of Municipal Administrators, with a new awards program, exchange opportunities and an improved membership fee structure. Enhanced communications saw more frequent 'bulletins' to the membership and more attention paid to engaging the nationwide network. This decade was the foundation for a strong professional organization moving into the future.

BIG IDEAs came in the 1990s, as local government became a federal priority and a task force was developed to generate dialogue and raise the profile of local government across Canada. Several new partnerships and programs were launched and technological advancements drove the second half of the decade. After a few tough years, and a renewed vision and image, CAMA finished the 90s with their first website and a desire to build a bigger and better organization.

Y2K. With the launch of a new century came the launch of the CAMA conferences much like we see them today. Sponsorship improved, the tradeshow expanded and CAMA began to brand itself as an agent for excellence in municipal government management. Electronic mail became a more efficient way to network and grow the membership, and the website was translated and more layers added to meet the needs of the members and adapting to the changing local government landscape. Perhaps the most significant event in BUILDING A MODERN-DAY CAMA took place in 2005, when the administration of the Association moved to its new home in Fredericton, New Brunswick, and the governance model that we know today was born.

The LAST TEN YEARS has seen CAMA grow significantly, and since 2010, has adapted and responded to the everchanging needs of City Managers. Membership has grown consistently, and the organization prides itself not only on administrative excellence, but on transparent operations, value in

professional development, enhanced guidance and leadership on key issues, and an annual conference that is second to none. The strategic direction of CAMA has built a financially sound and sustainable organization well positioned for the future. And despite the challenges in recent years, including the worldwide pandemic, the Canadian Association of Municipal Administrators continues to rise above those challenges. We can't wait to see what the next 50 years will bring.

We hope you will come along with us as we celebrate 50 amazing years of administrative excellence in Canada and share your memories and experiences along the way. For more information and to connect with us, please visit the [website](#).

A special thanks to some of our Honourary Members (Paul Stapleton, Bob Linner, Cecil Vincent, Duncan Campbell and Doug Lagore) for their help in documenting some of CAMA's early history.

Dawson, Yukon

Professional Development

Annual Conference

Cancellation of 2020 and 2021 Annual Conferences

Due to the unprecedented situation with COVID-19, CAMA's 49th and 50th Annual CAMA Conferences scheduled to take place from June 1-3, 2020 at the Deerhurst Resort in Huntsville, Ontario and May 31 to June 2, 2021 in Mont Tremblant, Québec were cancelled. The Federation of Canadian Municipalities also cancelled their in-person Conferences. We are mindful that the Annual Conference is a key benefit for CAMA members and were saddened to reschedule such a valuable professional development and networking opportunity for our profession.

Rescheduling the Conference to later in 2020 and 2021 was not an option as most municipalities are still in or soon to be recovering from COVID-19. CAMA has financial commitments and contractual obligations to these Conference locations and therefore these events were rescheduled to 2023 at the Deerhurst Resort and 2025 at Mont Tremblant.

This year's Annual General Meeting will be held virtually on Tuesday, June 1st, 2021 at 11:30 a.m. EST.

We are pleased to continue to offer our First Time Delegates Program, a complimentary registration for any "Members in Transition", and our Scholarship Program.

Through the Scholarship Program, eight scholarships were provided which covered the registration fee for the 2020 Annual Conference. This program engages the young Canadians to be champions in their communities in subsequent years, assists CAMA members of smaller municipalities who have limited training funds, and also helps the remote northern Canadian communities who have higher travel costs to attend the Conference. These recipients were offered the opportunity to carry over their scholarships to the 2022 Conference. Additional scholarships will also be offered for this event.

Several CAMA Connects sessions were held on the pandemic over the past year to provide an opportunity for members to share best practices.

Professional Development Series

As part of our ongoing commitment to our members and in celebration of our 50th Anniversary we introduced the CAMA Professional Development Series for 2021. This new program is comprised of various webinars that are coordinated for the CAO/City Manager, senior managers and your employees. Along with our own webinar series, CAMA Partner companies will be providing educational and informative learning opportunities that showcase innovative services and products relevant to municipal management. Free of charge to all CAMA members this is a wonderful way to provide an eclectic selection of resources to all your employees. Check the [Calendar of Events](#) regularly for updates.

A special thanks to the following webinar partners: Microsoft, FlashVote, DataVisual, Vortex, PSD, Calix, Eleven-X, StrategyCorp, and CSA Group. We are also very pleased to have RSM Canada as our silver partner this year.

Webinars have already been held on mental health and addictions in the workplace and PTSD, how to adapt to virtual meetings, responding to complex social issues, community engagement, economic recovery from COVID-19 and the impact on municipalities, how your splashpad can become a reality through funding programs and community engagement, tips to help transition from being a manager to a Deputy CAO to a CAO, optimizing your technology in the Council Chambers, and asset management. The recordings and presentations to some of these sessions can be found in our [Partner Information Library](#) or the [CAMA Member's Section](#).

Networking and Partnerships

Affiliate Organization Partnerships

CAMA is very proud of its relationships with our affiliate partners and other organizations.

ICMA

A special thanks to Tim Anderson, CAO of the City of Waterloo who completed his last year of his term as ICMA's Canadian International Vice-President. Tim has been replaced by Chris MacPherson, CAO for Fredericton who was elected to the ICMA Board in September of 2020 for a three year term.

The 2020 ICMA Conference, scheduled to take place in Toronto from September 23-26, 2020 was held virtually, however ICMA has indicated it does plan to return to Toronto before the end of the decade.

The ICMA membership currently has approximately 12,000 members, representing 50 US states, and 33 countries. Canada is the largest affiliate with 211 members.

CAMA members have a special rate of only \$135.00 US to join. Even if you are not able to attend the ICMA Annual Conference, the information and resources available on their website is very valuable for CAMA Members of all size communities. If you would like to join ICMA or need additional details please visit the [website](#).

SOLACE, Taituarā - Local Government Professionals Aotearoa, and LG Professionals

CAMA's agreements with the Society of Local Authority Chief Executives (SOLACE), Taituarā – Local Government Professionals Aotearoa (formerly known as 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 Annual ICMA Conference, the Presidents and Executive Directors host an update meeting to discuss topics of mutual interest in our respective countries. We hope to get back to this tradition in 2022.

Alliance for Innovation

The Alliance for Innovation's focus is on developing and sustaining thriving communities and they assist in transforming strategy, culture and ecosystems. The Alliance offers a special discount to all CAMA members and learning resources for your entire organization. If you are interested in this opportunity e-mail join@transformgov.org for more information on how to leverage these benefits for your community.

CAMA was pleased to be a partner of the TLG Govapalooza event which was hosted by AFI from March 1-5, 2021. This massive virtual festival featured world-class keynote speakers, local government legends, and next-gen talent and brought together thousands of elected officials, appointed leaders, department heads, local government employees, academics, students, business executives, nonprofit partners, and committed individuals to engage in an incredible celebration of the very best in local government.

muniSERV

Don't forget about CAMA's partnership with muniSERV.

FREE for municipalities to use, 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. Visit the website to see some of muniSERV's services that CAMA members have access to for free.

Federation of Canadian Municipalities & Federal Government

Congratulations to Carol Saab, FCM's new Chief Executive Officer.

Over the years CAMA has had a positive working relationship with FCM and has been pleased to assist them with program and policy development on several national issues.

FCM's role is to be the national convener and voice of local governments, leading the development of a common municipal agenda and also to be the nationally and internationally respected hub for sharing knowledge and best practices in local government.

CAMA will continue to work with FCM in assisting them in these areas of work where possible. This year our members provided them with some information to help them determine the major priorities of communities during COVID-19 in the early days.

Provincial/Territorial Associations

Jennifer Goodine, Executive Director, continues to chair quarterly Conference Calls with the Executive Directors of the Provincial/Territorial Associations. These great relationships that have been formed across the country have been extremely helpful during this unprecedented time to share best practices and other information to help all our organizations.

External Relations

I enjoyed representing CAMA as the opening keynote on March 24, 2021 at the Smart Infrastructure Planning virtual event hosted by the Public Sector Network speaking on "Creating a Smart Infrastructure Plan". This event featured ways that your infrastructure can adapt to changing citizen expectations.

I will also be making a presentation on the role of public services and how technology is impacting these services in the 5th Annual Intelligent Cities Summit taking place virtually from May 26-28, 2021 in collaboration with the City of Mississauga.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer and Fire Chief Tim Beckett from the City of Mississauga also represented CAMA on the June 17th, 2020 Virtual Mayors Forum in the Philippines and presented on the following topic: "Rising to the COVID-10 Leadership Challenge: Area Focused Mitigation and Response Strategies". This session was organized by SURGE (Strengthening Urban Resilience for Growth with Equity) and ICMA.

Partnership with BoxOfDocs Connects Members to the Next Wave of Search Technology

CAMA's partnership with the BoxOfDocs will benefit you and your staff by providing a **discounted rate** on monthly and annual memberships for this service. The partnership gives CAMA members access to the next generation of municipal documentation tools from municipalities across Canada, in one place. Using BoxOfDocs makes our members more efficient, saving significant time and money for the communities that they serve. Visit the **website** for more information.

Member Engagement and Support

Update on Communications/Member Campaign

CAMA launched a membership campaign in the Fall 2020 in Manitoba and Saskatchewan which focused on our five toolkits. The Communications Committee (chaired by Brenda Orchard with Board members Mike Dolter, Cory Bellmore, Beverly Hendry and Tony Kulbisky) continues to work on different marketing tactics to promote our Association this year in the Provinces and Territories that are not holding municipal elections: British Columbia, Ontario, Nova Scotia, PEI, and Nunavut.

One of our goals is to continue to increase the outreach to the elected officials so that they will see the value when their senior managers would like to join CAMA or attend our Conference. When the FCM Conference meets again we hope to continue to have a booth at their tradeshow.

CAMA has had continued success on social media platforms, and more and more members are using LinkedIn and using it to stay connected with CAMA and with colleagues and in municipal news.

Don't forget to join the CAMA Company page on LinkedIn. In the LinkedIn search bar, type **Canadian Association of Municipal Administrators**. This search will bring to you a page of people who follow the CAMA company page where you need to click the "more" dropdown field, click "Companies" and then "Follow".

We thank you for giving back to the profession and promoting CAMA to your colleagues and team members. New members can join for 50% off the first year. Now, more than ever, it is important to develop a network to help get thru everything together.

Ask CAMA?

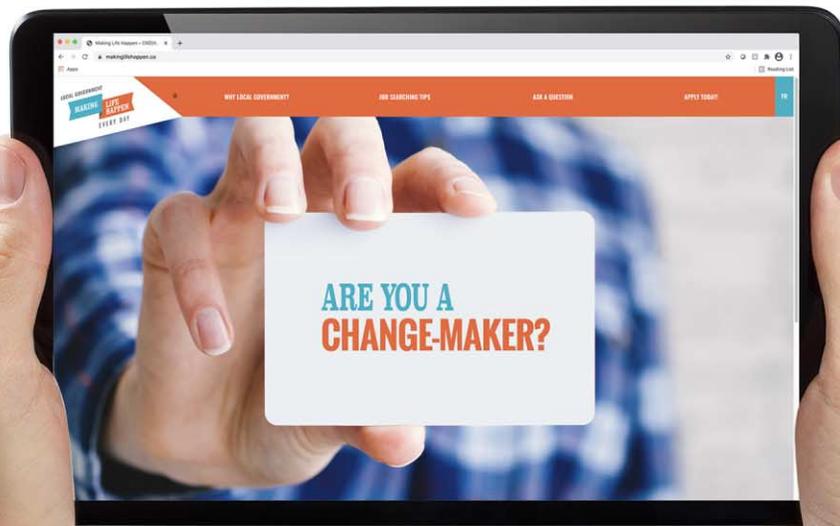
If you have a question that you think your colleagues can assist with, please don't be shy in using the "Ask CAMA?" tool by sending us an e-mail.

Resilient Leadership

Toolkit to Attract the Next Generation of Leaders in Local Government

Don't forget about the "Making Life Happen" toolkit to attract the next generation of leaders to local government. The "Making Life Happen" program was created in partnership with six Provincial Associations, with a mandate of raising awareness of local government with a specific focus encouraging younger Canadians to consider a municipal career.

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. We are also pleased to have a bilingual website for this campaign: www.makinglifehappen.ca. Visit the [CAMA website](#) for all the tools.



Member Services

CAO Performance Evaluation Toolkit

CAMA has had great success with the [CAO Performance Evaluation Toolkit](#) and continues to market this resource as widely as possible across the country to the elected officials and the Chief Administrative Officers. To make it easier to see the final product, we have prepared the following sample final evaluation report for the elected officials when completing the CAO's performance evaluation using form [1.6A Performance Evaluation](#) and [1.6B Additional Core Competencies](#). A template with the same competencies (chosen from form 1.6A and 1.6B) should be agreed on prior to starting the evaluation process. The word and PDF documents of the sample final evaluation report can also be found on the CAMA [website](#).

Also, don't forget about conducting a performance evaluation review for your direct reports (Directors/Commissioners/Chiefs/Department Heads). CAMA also has some examples for your use:

- A [Performance Evaluation Review template](#) to be completed by the CAO/City Manager and the employee and reviewed during the performance evaluation.
- A [Mandate Letter](#) that the CAO/City Manager can provide to each direct report each year at their performance evaluation. This outlines the expectations for all Departments and also lists some specific expectations for each Department.

The word and PDF documents can also be found on the CAMA [website](#).

Awards of Excellence Program

Chair Marc Melanson led our 2021 Awards of Excellence Program this year and I am pleased to announce that eight successful municipalities will be honoured. This year we received 35 submissions, all of excellent quality.

A special thanks to the following Jury members for their time and dedication in reviewing all the nominations:

- John Skorobohacz, Retired Member
- Murray Clarke, Retired Member
- Rick Quail, Retired Member
- Chris MacPherson, Retired Member
- Kim Wingrove, CAO, Grey County, ON

The Awards of Excellence Ceremony was held virtually and the following CAMA member municipalities were honoured. Click on the awards below to view the videos:

Willis Award for Innovation Under 20,000	Municipality of Meaford: Deep-Rooted in Serving Our Community
Willis Award for Innovation Between 20,001 and 100,000	County of Lennox & Addington: "It's OK to not be OK" - Lennox & Addington's Corporate Peer Support Program
Willis Award for Innovation Over 100,000	City of Surrey: Surrey Makes PPE
Environment Award Between 20,001 and 100,000	Town of Okotoks - Natural Asset Inventory
Environment Award Over 100,000	City of Markham: TAKING THE LEAD - Markham Targets Single-Use Plastics Styrofoam Packaging Recycling
Professional Development Award Under 20,000	Municipality of Hastings Highlands - Succession Planning in Hastings Highlands
Professional Development Award Between 20,001 and 100,000	City of Moose Jaw: Succession Planning
Professional Development Award Over 100,000	Regional Municipality of York and York Regional Police: YORKLEADS

A CAMA Board representative will also attend a virtual Council meeting to make the presentation to the Mayor and Council along with showing the video.

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 **79 members** that will be receiving their pins as part of our Long Service Recognition Awards Program. This year all recipients received their pins by Canada Post in April 2021 due to the cancellation of the Annual Conference. Of particular note were three forty year recipients that were honoured at the May 11th Awards of Excellence and Leadership Recognition Ceremony:

- Chris Fulsher, CAO, RM of Headingly, MB
- Garth Mitchell, CAO, RM of Wallace-Woodworth, MB
- Harry Riva Cambrin, Municipal Manager, Municipal District of Foothills #31, AB

Honourary Membership for Life

Janice Baker, who has more than three decades of experience in municipal government and fiscal administration, as well as being a long-time member and Past President of CAMA was named an Honorary Life Member of the association during the virtual Awards of Excellence Ceremony held on May 11, 2021.

Janice is currently the CAO of the Region of Peel and was previously City Manager and CAO for the City of Mississauga, ON. She joined the City of Mississauga in May 1999 as Commissioner of Corporate Services and Treasurer and served as Mississauga's City Manager and Chief Administrative Officer (CAO) from 2005 to 2020. Prior to that, she was the Commissioner of Corporate Services and then Commissioner of Public Works for the City of Oshawa, Ontario from 1995-1999, as well as the Director of Finance and City Treasurer for the City of St. John's, Newfoundland from 1991-1994.

Janice joined CAMA in 2005. She became a member of the CAMA Board of Directors in 2013 and served as the Association's Treasurer in 2014 and 2015. In 2016, she served as First-Vice President and in 2017 was elected for a one-year term as President.

During her career, she has received numerous professional awards. These included the 2019 Vanier Medal from the Institute of Public Administration of Canada (IPAC); being a three-time Women's Executive Network (WXN) Top 100 Award winner in the Public Sector Leaders category (2005, 2007, and 2009). She was inducted into the WXN Canada's Top 100 Most Powerful Women's Hall of Fame in 2010. Janice was also elected to the designation of Fellow from the Institute of Chartered Accountants of Ontario (ICAO) in 2011. That same year, she received the Excellence in Municipal Finance Award from the Municipal Finance Officers Association of Ontario (MFOA). She also found the time to serve on various municipal and community boards.

Under her leadership as CAMA's President, she helped launch several initiatives of value to municipal administrators, including a CAO Performance Evaluation Toolkit, a CAO Members in Transition Toolkit, and a Political Acumen Toolkit. She also contributed to a document entitled "Cultivating Leadership: A Guide for the Next Generation in Local Government". Janice helped with a "Making Life Happen" campaign to raise awareness of local government with a specific focus of encouraging younger Canadians to consider a career in municipal government. She was the Chair of the successful CAMA 2018 National Conference held in Fredericton, NB.

Janice also becomes the first woman in the Association's 50-year history to receive CAMA's Honorary Life Member Award.

Congratulations Janice!



New Member Services

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

CAO Employment Contract Toolkit

In a world in which employment relationships are becoming more and more contentious, municipal administrators should consider the importance of an employment contract. This toolkit will support the Chief Administrative Officer position (or senior administrator positions) which include existing CAOs with past experience in the role or potential future CAO's with no experience as a CAO when negotiating their contract with elected officials.

I had the pleasure of chairing this Committee. Thanks to the members Jeff Renaud, Dawn Chaplin, Marc Landry, Andy Brown, Phyllis Carlyle and David Stewart who worked with consultant Transitional Solutions Inc. gathering research including case studies and best practices from members coast to coast.

This resource (which is located in the [Member's Section](#)) also includes the components required based on the size of your municipality and references the following:

- How to Assess the Political Environment and Culture of the Community
- How to Negotiate an Employment Contract
- Important Provisions to Include in an Employment Contract
- Details on the Importance of an Exit Strategy/Severance Package
- The different Legislation Requirements between Provinces and Territories
- Pension/Pension Portability and Benefits
- The Importance of Having a Performance Evaluation
- Legal Advice
- Tips on when to Re-negotiate a Contract
- Advice on reputational protection in media relations
- Sample contracts, clauses, CAO By-law and job description

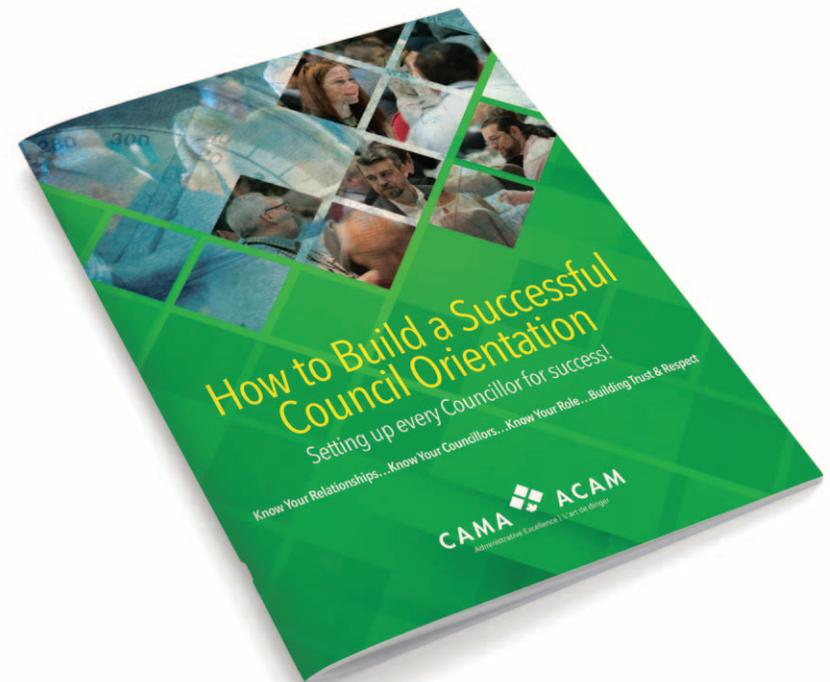
This resource, along with the CAO Performance Evaluation Toolkit and the Political Acumen Toolkit will build upon and improve all relationships to help create stronger cities and communities.

Council Orientation Toolkit

Council changeover happens any time there is an election or by-election. Municipal elections in Canada fall within the jurisdiction of the various Provinces and Territories. With municipal elections mostly occurring every four years, the probability of change is high. Even if all the same individuals are voted in, each term brings a new Council. With each election, the culture of Council may differ, the politics may vary, and return Councillors may become more confident in their role.

While the agenda may vary across jurisdictions and municipalities, the overarching purpose and importance of an orientation session is to ensure elected officials understand their role in governance and municipal service delivery. By providing each new Council with the information they require to get off to a good start and govern successfully, a CAO can build trust from the get-go, establish a strong Council-CAO working relationship and ensure Council has confidence in the CAO's abilities.

This [toolkit](#) which was launched in the Fall of 2020 will provide you with recommendations and best practices to provide you and your staff with some resources to ensure that your Councils are trained properly after a municipal election.



Some of the topics that are included are the Swearing-In Ceremony, checklists for staff for incoming and outgoing elected officials, ideas for teambuilding, suggestions on how to explain the different roles of staff and Council including the mechanics of governance of a municipality and committee systems, the decision making process, how to chair a meeting, administrative reports, the life of a Capital Project, and media relations - just to name a few. This resource will also provide some tips on setting the priorities for your community and a staff orientation on working with Council.

What is our next Toolkit You Ask?

CAO Human Resources Toolkit

In the survey that we sent out to the membership on September 8th, 2020 it was clear that the human resources topic is one that the members feel that CAMA can assist them with, especially those in the small to medium sized municipalities that don't have in-house resources. Therefore, the CAMA Board of Directors, struck a Committee to explore the topic of human resources in municipal government.

The goal of the Committee is to prepare a Human Resources Toolkit that will provide a high-level overview of Human Resources Management to support Chief Administrative Officers, direct reports and managers working in local government. The primary audience for this toolkit is the Chief Administrative Officer position with the secondary audience being the senior managers and Human Resource Managers for all size populations/ municipalities with or without a Human Resources Department.

This toolkit will be available to CAMA members and housed in the Member's Section of the website.

This Human Resources Toolkit will include advice on the following important themes:

- Leadership & Building A Successful Team
- Recruitment & Hiring Practices
- Employee & Labour Relations
- Compensation & Benefits
- Correction & Discipline
- Development and Training
- Promotion
- Health & Wellness
- Performance Management
- Human Resource Information Systems
- Human Resource Policies
- Human Resources Metrics
- Equity, Diversity & Inclusion

Jack Benzaquen is the Chair of this Committee along with the following CAMA members:

- Brenda Orchard
- Beverly Hendry
- Marc Melanson
- John Thomas
- Gordon Howie
- Caroline Blair-Smith
- Lori Kelly.

Association Governance

Board Meetings

Even prior to the pandemic the CAMA Board had committed to a one-year pilot to reduce the number of Board meetings from four to three in an effort to reduce costs. However, that changed with the pandemic and the Board meetings actually increased in frequency but they were all held virtually. The Board will meet in person once again as soon as its safe.

Financial Stability

Even though we carried some "sunk" costs this fiscal year due to the cancellation of the 2020 Conference, we are in a surplus position and continue to be in a healthy financial position and a detailed review of the Association's finances will be presented at our virtual Annual General Meeting by Treasurer Beverly Hendry.

Election Process

One position opened up on the Board for the 2021-2022 year and we congratulate Vincent Lalonde, the City Manager for the City of Surrey, BC who was acclaimed as the Representative for British Columbia.

Town of Torbay, Newfoundland



Closing Remarks

It has been a busy and productive year for the Board, and it has passed all too quickly. I have thoroughly enjoyed my time as President and I want to thank you for this honour. It has been a pleasure to have served on the Board these past seven years. I can say it was certainly a different year for all of us and being unable to meet in person as a Board was frustrating, however it was still a great experience that I will never forget.

I thank the members of the Board for their hard work and for their unwavering support to the Association and its strategic objectives. I also thank our staff for their work. While we provide overall direction and guidance, they are the ones who carry out the work of our Association's business day in and day out efficiently and effectively. They also provide great guidance to the Board.

I would also like to acknowledge Jeff Renaud, Past President who will be retiring from the Board - we will miss your wisdom around the table and your friendship.

I want to wish the new Board and the incoming President, Jack Benzaquen all the best as they continue to make our organization even better. Ladies and Gentlemen, we have a great Association, I want to thank you for letting me be part of it.



Jake Rudolph
CAMA President
Chief Administrative Officer, City of Nanaimo, British Columbia



Treasurer's Report 2020-2021

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, 2021. 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 \$42,394 and an accumulated surplus of \$644,720. The Board did have some one-time costs in the amount of \$5880 due to the cancellation of the 2020 CAMA Conference. On the positive side, there were significant savings on our travel expenses due to all Board meetings being held virtually because of the pandemic.

In terms of variances, you will note in the Statement of Revenue and Expenses that the Executive Director costs are higher than last year because in the past the salary was allocated to a number of line items including the Conference and Management Fees. However, due to the cancellation of the Annual Conference, the decision was made this year to charge the Executive Director's salary to one line item so you will see an equal decrease to offset the other line items and there is no extra cost.

I am sure you can appreciate we are still in a strong position for the Association. This year the Board and staff had to pivot from organizing an in-person Conference to offering free webinars for our members and your staff. Thank you to our many sponsors for supporting this new professional development opportunity which has been a great success. Please remember to support these companies when your municipality needs a product or service!

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

- The remaining amount (\$3,000) for the CAO Employment Contract Toolkit which was launched in November 2021.
- \$3,000 for strategic advice on our asset inventory from Partnership Group Sponsorship Specialists.
- \$15,000 for 50th Anniversary Celebrations (which included a \$5,000 donation to the Canadian Mental Health Association in lieu of member gifts)
- \$15,000 (of a \$40,000 project) for the CAO Human Resources Toolkit.

Over the next year, monies have been budgeted to complete the CAO Human Resources Toolkit and our 50th Anniversary celebrations.

Thank you for allowing me to serve as your Treasurer. 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, 2021 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 2021 - 2022 fiscal year.

Sincerely,

Beverly Hendry
CAMA Treasurer
CAMA Board Member-At-Large
(For Municipalities With A Population Under 100,000)



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

**FINANCIAL STATEMENTS
ÉTATS FINANCIERS**

2021

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STATEMENT OF OPERATIONS AND MEMBERS' SURPLUS	3	ÉTAT DE L'EXPLOITATION ET DU SURPLUS DES MEMBRES
STATEMENT OF CASH FLOWS	4	ÉTAT DES MOUVEMENTS DE TRÉSORERIE
NOTES TO FINANCIAL STATEMENTS	5-6	NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
SCHEDULE 1	7	TABLEAU 1

INDEPENDENT AUDITORS' REPORT

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

Opinion

We have audited the financial statements of **CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS**, which comprise the statement of financial position as at March 31, 2021, and the statements of operations, members' surplus and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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, 2021, 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to

RAPPORT DU VÉRIFICATEUR INDÉPENDANT

Aux membres de
**L'ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**

Opinion

Nous avons vérifié les états financiers de l'**Association canadienne des administrateurs municipaux** (ACAM), qui comprennent l'état de la situation financière au 31 mars 2021, et les états des opérations, du compte des excédents et des flux de trésorerie de l'exercice terminé à cette date ainsi que les notes des états financiers, y compris un résumé des politiques comptables importantes.

À notre avis, ces états financiers présentent fidèlement, à tous égards importants, la situation financière de l'ACAM au 31 mars 2021 et les résultats de ses opérations et ses flux de trésorerie pour l'exercice terminé à cette date, selon les principes comptables généralement reconnus du Canada quant aux normes comptables destinées aux organisations à but non lucratif.

Fondement de l'opinion

Notre vérification respecte les normes de vérification généralement reconnues du Canada. Les responsabilités que nous imposent ces normes sont décrites davantage dans la section de notre rapport concernant les Responsabilités du vérificateur pour la vérification des états financiers. Nous sommes indépendants de l'Association, conformément aux exigences déontologiques pertinentes à notre vérification d'états financiers au Canada. Nous avons aussi rempli nos autres responsabilités déontologiques dans le respect de ces exigences. Les preuves obtenues pour effectuer la vérification sont, à notre avis, suffisantes et adéquates pour fonder notre opinion.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers selon les normes comptables destinées aux organisations à but non lucratif au Canada et du contrôle interne qu'elle juge nécessaire pour lui permettre de préparer des états financiers exempts de déclarations inexactes, qu'elles résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité de la société à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider la société ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière de la société.

Responsabilité du vérificateur pour la vérification des états financiers

Nos objectifs consistent à fournir l'assurance raisonnable que l'ensemble des états financiers est libre de déclarations inexactes, qu'elles résultent de fraudes ou d'erreurs, et à fournir un rapport

INDEPENDENT AUDITORS' REPORT (CONTINUED)

issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

RAPPORT DU VÉRIFICATEUR INDÉPENDANT (SUITE)

de vérification contenant notre opinion. Une assurance raisonnable est d'un degré élevé, mais elle ne garantit pas qu'une vérification menée selon les normes de vérification généralement reconnues du Canada repérera nécessairement une déclaration inexacte importante, s'il en existe une. Celles-ci pourraient découler de fraudes ou d'erreurs et seraient considérées importantes si, individuellement ou globalement, elles pourraient raisonnablement influencer les décisions économiques prises par les utilisateurs en se basant sur ces états financiers. Dans le cadre d'une vérification conforme aux normes de vérification généralement reconnues du Canada, nous exerçons un jugement professionnel et conservons un scepticisme professionnel tout au long de la vérification. De plus,

- Nous repérons et évaluons les risques de déclaration inexacte importante dans les états financiers, qu'ils résultent de fraudes ou d'erreurs, et concevons et exécutons les procédures de vérification ayant trait à ces risques, en plus d'obtenir des preuves suffisantes et adéquates sur lesquelles fonder notre opinion. Le risque de ne pas repérer une déclaration inexacte importante découlant d'une fraude est plus élevé que celui résultant d'une erreur, car une fraude peut impliquer ce qui suit : collusion, falsification, omission intentionnelle, tromperie ou dérogation au contrôle interne.
- Nous atteignons une compréhension du contrôle interne pertinente à la vérification afin de concevoir des procédures de vérification propres à la situation, mais pas aux fins d'exprimer une opinion sur l'efficacité du contrôle interne de l'Association.
- Nous évaluons le bien-fondé des politiques comptables utilisées et l'aspect raisonnable des estimations comptables et des renseignements connexes transmis par la direction.
- Nous portons une conclusion sur la nature appropriée de l'utilisation, par la direction, de la base comptable de l'organisation et, d'après les preuves obtenues pour la vérification, sur l'existence d'une incertitude importante quant aux événements ou conditions pouvant jeter un doute important sur la capacité de l'Association de poursuivre ses activités. Si nous concluons qu'il existe une incertitude importante, nous devons attirer l'attention, dans notre rapport de vérification, sur les renseignements correspondants mentionnés dans les états financiers ou, si ces mentions sont insuffisantes, modifier notre opinion. Nos conclusions sont fondées sur les preuves obtenues aux fins de la vérification jusqu'à la date du rapport. Cependant, des situations ou circonstances persistantes pourraient entraîner la fin des activités de l'Association.
- Nous évaluons la présentation générale, la structure et le contenu des états financiers, y compris les divulgations, et vérifions si les états financiers présentent fidèlement les opérations et circonstances sous-jacentes.

Nous communiquons avec les personnes chargées de la gouvernance au sujet, entre autres, de la portée et du calendrier planifiés de la vérification, de ses constatations notables, y compris toute insuffisance de contrôle interne que nous pourrions constater pendant notre vérification.

Spence Armstrong & Nostrand

Chartered Professional Accountants / Comptables agréés professionnels

Fredericton, New Brunswick
May 7, 2021

Fredericton, au Nouveau Brunswick
le 7 mai 2021

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
ÉTAT DE LA SITUATION FINANCIÈRE
AU 31 MARS 2021

	2021	2020	
ASSETS			ACTIF
CURRENT			À COURT TERME
Cash and cash equivalents	\$ 776,729	814 167	\$ Encaisse et équivalents de trésorerie
Accounts receivable	40,292	10 031	Comptes débiteurs
Prepaid expenses (note 3)	56,932	73 932	Frais payés d'avance (note 3)
	<u>\$ 873,953</u>	<u>898 130</u>	\$
 LIABILITIES AND MEMBERS' SURPLUS			 PASSIF ET SURPLUS DES MEMBRES
LIABILITIES			PASSIF
Accounts payable	\$ 44,656	114 381	\$ Comptes créditeurs
Deferred revenue (note 4)	184,577	181 423	Revenus reportés (note 4)
	<u>229,233</u>	<u>295 804</u>	
MEMBERS' SURPLUS	<u>644,720</u>	<u>602 326</u>	SURPLUS DES MEMBRES
	<u>\$ 873,953</u>	<u>898 130</u>	\$

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, 2021**

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX
ÉTAT DE L'EXPLOITATION ET DU SURPLUS
DES MEMBRES POUR L'EXERCICE
TERMINÉ LE 31 MARS 2021**

	2021		2020	
REVENUE		REVENUS		
Membership dues	\$ 242,205	245 270	\$	Cotisations des membres
Job scene broadcast	14,126	20 836		FAX d'emploi
Annual conference	20,000	408 087		Conférence annuelle
Interest	16,631	17 212		Intérêts
Awards nominations	2,950	3 150		Nominations - prix et récompenses
Advertising	1,500	1 275		Publicité
	<u>297,412</u>	<u>695 830</u>		
EXPENSES		DÉPENSES		
Administrative and operating expenses (Schedule 1)	242,299	254 953		Frais d'administration et d'exploitation (Tableau 1)
Cancellation costs	5,880	39,606		Frais d'annulation
Committee activities (Schedule 1)	6,839	63 973		Activités des comités (Tableau 1)
Annual Conference	-	366 191		Conférence annuelle
	<u>255,018</u>	<u>724 723</u>		
EXCESS OF REVENUE OVER EXPENSES	42,394	(28 893)		SUFFISANCE DES REVENUS SUR LES DÉPENSES
MEMBERS' SURPLUS, BEGINNING OF YEAR	<u>602,326</u>	<u>631 219</u>		SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE
MEMBERS' SURPLUS, END OF YEAR	<u>\$ 644,720</u>	<u>602 326</u>	\$	SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE

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, 2021

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX ÉTAT**
DE MOUVEMENTS DE TRÉSORERIE POUR
L'EXERCICE TERMINÉ LE 31 MARS 2021

2021	2020	
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES		FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION
Excess of revenue over expenses	\$ 42,394	(28 893) \$ Excédent des revenus sur les dépenses
Change in non-cash working capital		Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	(30,261)	5 328 Comptes débiteurs
Prepaid expenses	17,000	4 781 Frais payés d'avance
Accounts and fees payable	(69,725)	68 034 Comptes créditeurs et honoraires à payer
Deferred revenue	3,154	Revenus reportés
	<u>(79,832)</u>	<u>(5 617)</u>
		<u>72 526</u>
NET CHANGE IN CASH POSITION	(37,438)	43 633 VARIATION NETTE DE LA POSITION DE TRÉSORERIE
CASH POSITION, BEGINNING OF YEAR	<u>814,167</u>	<u>770 534 POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE</u>
CASH POSITION, END OF YEAR	<u>\$ 776,729</u>	<u>814 167 \$ 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.

3. PREPAID EXPENSES

Components of the ending balance are as follows:

Conference 2020 expenses	-
Conference 2020 deposits	-
Conference 2021 deposits	\$ 5,809
Conference 2023 deposits	25,000
Conference 2025 deposits	5,000
Other	21,123
	<u>\$ 56,932</u>

4. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	\$ -
Membership	184,577
Other	-
	<u>\$ 184,577</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.

6. SIGNIFICANT EVENTS

The outbreak of coronavirus disease (Covid-19) and declaration of a global pandemic by the World Health Organization on March 11, 2020 and subsequent government measures to combat the health threat of this virus have caused significant economic slowdown. At this time, it is not possible to estimate the impact of these events on the future financial results of the organization.

3. FRAIS PAYÉS D'AVANCE

Le solde à la fin de l'exercice comprend :

\$	Dépenses pour la conférence de 2020
50 000	Dépôts pour la conférence de 2020
9 809	Dépôts pour la conférence de 2021
-	Dépôts pour la conférence de 2023
-	Dépôts pour la conférence de 2025
14 123	Autre
<u>73 932</u>	<u>\$</u>

4. REVENUS REPORTÉS

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

50 \$	Conférence
181 373	Adhésion
	Autre
<u>181 423</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.

6. EVÉNEMENTS IMPORTANTS

La flambée de maladie à coronavirus (Covid-19), la déclaration de pandémie par l'Organisation mondiale de la Santé le 11 mars 2020 et les mesures de lutte sanitaire contre le virus mises en place par les différentes autorités sont autant d'événements qui ont provoqué un ralentissement très marqué de l'économie. Pour l'heure, il est impossible d'estimer les conséquences qu'aura cette situation sur le futur bilan financier de notre organisation.

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
SCHEDULE 1
FOR THE YEAR ENDED MARCH 31, 2021

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
TABLEAU 1
POUR L'EXERCICE TERMINÉ LE 31 MARS 2021

	2021		2020	
ADMINISTRATIVE AND OPERATING EXPENSES				FRAIS D'ADMINISTRATION ET D'EXPLOITATION
Interest and bank charges	\$ 8,618	10 581	\$	Intérêt et frais bancaires
Postage and courier	851	1 163		Affranchissement et messagerie
Professional fees	9,570	14 255		Honoraires professionnels
Telephone and fax	2,743	2 767		Téléphone et fax
Web-site	10,075	4 581		Site web
Management fees	44,029	98 802		Frais de gestion
Executive director costs	131,376	81 783		Coûts du directeur exécutif
Public relations	5,313	6 949		Relations publiques
Office	5,859	9 583		Bureau
Rent	3,525	4 600		Loyer
Travel	-	1 648		Frais de déplacement
Translation	18,184	15 242		Traduction
Insurance	2,156	2 999		Assurance
	<u>\$ 242,299</u>	<u>254 953</u>	<u>\$</u>	
 COMMITTEE ACTIVITIES				 ACTIVITÉS DES COMITÉS
Awards	\$ 6,839	6 400	\$	Prix et récompenses
Board meetings		<u>57 573</u>		Réunions du conseil
	<u>\$ 6,839</u>	<u>63 973</u>	<u>\$</u>	