



Administrative Excellence



CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

Annual President's Report
For the year ending March 31, 2017

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 570 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.

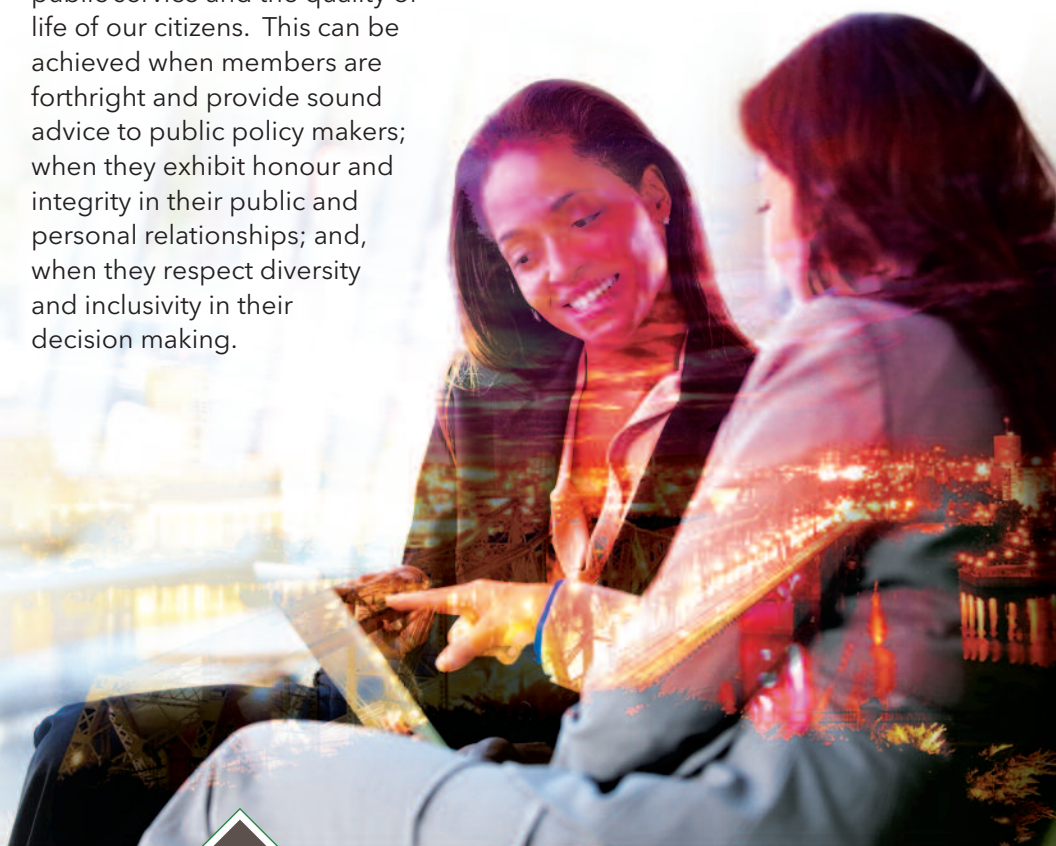
Building upon that professional base, CAMA's primary role is to champion excellence in municipal administration by providing its members with opportunities to grow and develop their personal knowledge and skills in best serving the public; and, to assist members with building a culture of service within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

To fulfill 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 twelve months since I took over the post of CAMA President, your Board has continued to develop the many objectives of the new Strategic Plan, launched the CAO Performance Evaluation Toolkit, continued to recruit new members to our Association and look at ways to attract the next generation of municipal leaders to the profession."

It's been a great honour to be your President this past year, and I am pleased to report that we had a very busy and successful year.

I am so proud to be part of an organization that continues to provide our members with great services and also keeps growing and improving each year. We look forward to sharing many exciting accomplishments with you that will continue to improve local government.

As I leave the position of President, I feel proud of the work that was accomplished and feel confident that the Association is well positioned to continue to serve its members. I would also like to thank the Board and the volunteers that ensure the relevance and success of this Association. And most of all, thanks to you the members for your continued support.

On behalf of staff and your Board of Directors, it is my pleasure to provide you with an update on our new Strategic Plan, our goals and objectives and some key accomplishments for 2016-2017 in this Annual Report.




Marie-Hélène Lajoie
President

2016-2017 Board of Directors

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



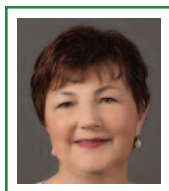
Marie-Hélène Lajoie
President
Director-At-Large



Don MacLellan
Past President



Rodney Cumby
Director
Newfoundland & Labrador



Janice Baker
First Vice-President
Ontario



Jean-Marc Nadeau
Director
Manitoba, Saskatchewan &
Nunavut



Louis Coutinho
Director
Nova Scotia & Prince Edward
Island



Marc Landry
Second Vice-President
Alberta & Northwest Territories



Jack Benzaquen
Director
Québec



Christy Arseneau
Director
New Brunswick



Jeff Renaud
Treasurer
Director-At-Large



Jake Rudolph
Director
British Columbia & Yukon

Executive Director's Message

When I think about all of the things that I enjoy most about working for CAMA, it has to be that I have been given an incredible opportunity for personal and professional growth in addition to working with outstanding local government professionals across the country.

For the CAMA National Office, 2016 was an exciting year of growth and progress with many of our strategic objectives being implemented. I have appreciated the extraordinary support and talent of the highly motivated CAMA team – Rose Fernandes, Alycia Bartlett, Stacey Murray, Wayne Knorr, Robert Forsythe, and Denika Weir-Cotnoir, for their assistance with the Annual Conference and the delivery of our member services.

Congratulations to Alycia on the birth of her baby girl, Audrey, in February 2017.

I want to thank the CAMA Board of Directors for their support and leadership this past year guiding a number of important projects. As well, a special thank you to our loyal sponsors and exhibitors, for your trust in us.

We are committed to providing the best services and support possible to our members. The

2016-2017 Annual Report captures the progress of the organization over the past year. As always we appreciate any and all feedback.

Jennifer Goodine

Jennifer Goodine
Executive Director



The 2016 CAMA Conference Team

From Left to Right: Rose Fernandes, Stacey Murray, Jennifer Goodine, Alycia Bartlett, Robert Forsythe, Denika Weir-Cotnoir

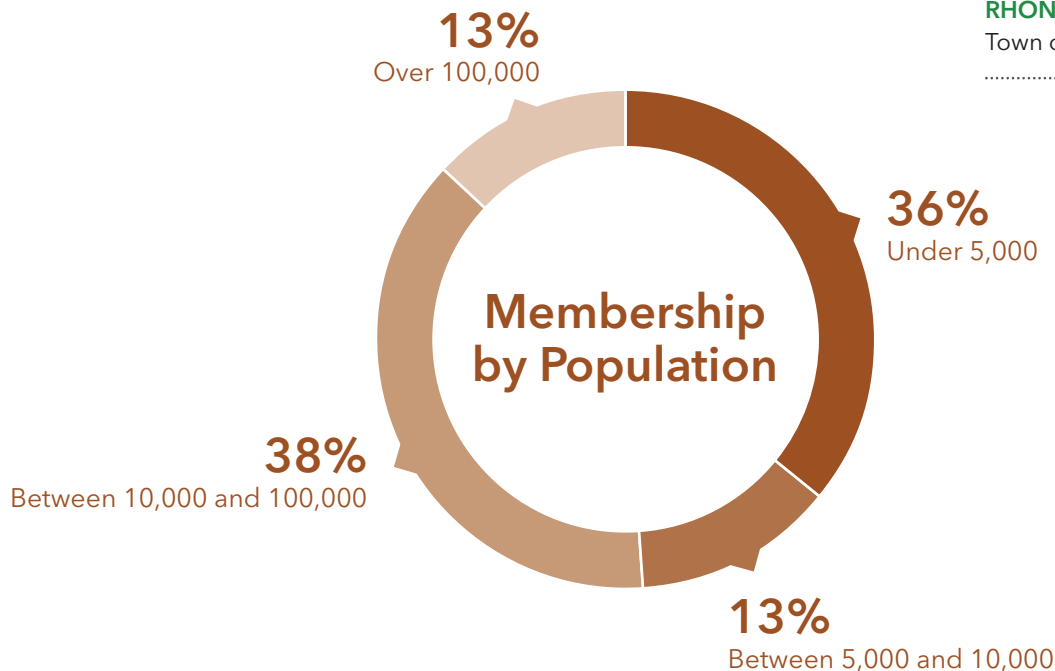
CAMA National Office

A tremendous thanks to CAO Chris MacPherson, Mayor Mike 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 567 members from across the country. The breakdown by Province and population is outlined below:



"CAMA provides the best resources - including training and peer support - to create successful municipalities"

RHONDA STEWART
Town of Virden, Manitoba

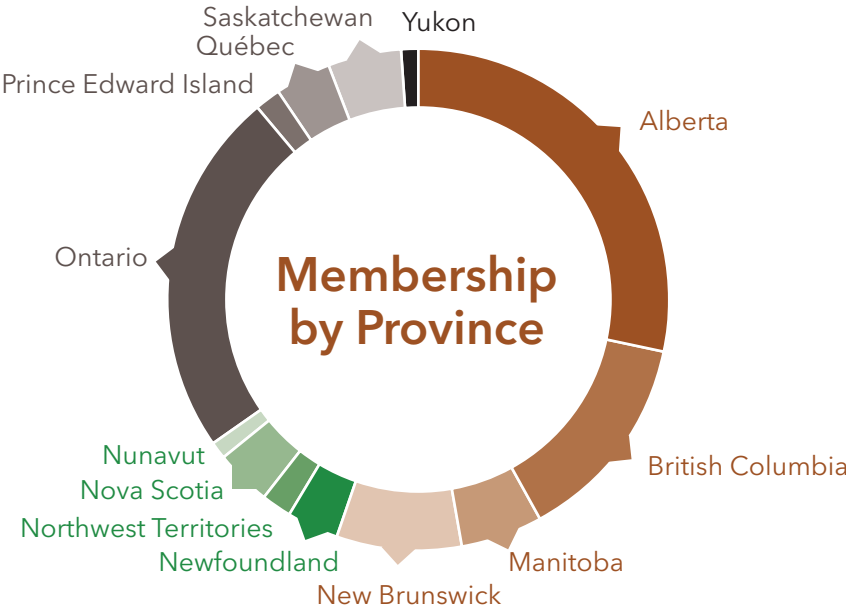
Following is the breakdown of membership by Province:

Province	Number of Members
Alberta	162
British Columbia	77
Manitoba	29
New Brunswick	46
Newfoundland/Labrador	19
Northwest Territories	11
Nova Scotia	20
Nunavut	7
Ontario	134
Prince Edward Island	9
Québec	20
Saskatchewan	27
Yukon	6

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

"The benefits of membership are tremendous, there is always a new perspective on the challenges we all face."

JANICE BAKER
City of Mississauga, Ontario



Strategic Plan

CAMA is entering in to the second year of our new Strategic Plan (2016-2021) and will continue to focus on the following four pillars which will continue to be the focus for the Association's future programs:

Professional Development

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

Networking and Partnerships

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

Member Engagement and Support

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

Resilient Leadership

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

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

The Strategic Planning Team is chaired by Jake Rudolph along with Board members Jack Benzaquen, Jeff Renaud, Rodney Cumby, Don MacLellan and Christy Arseneau.

This year's Plan will continue with the Marketing and Communications Plan of the CAO Performance Evaluation Toolkit, the Membership Development Campaign and a partnership with the Provincial and Territorial Associations to recruit the next generation of municipal leaders. Please visit our [website](#) to see the full Strategic Plan.



Professional Development

Annual Conference

I would like to acknowledge our hosts from Winnipeg for their tremendous support of the 2016 Conference which was a success.

As the CAO for the City of Gatineau, I am truly honoured to have the opportunity to host the 2017 CAMA Conference. Our Annual Conference is the single most important professional development initiative and the Board spends a great deal of time on the programming of this important networking event. A special thank you to this year's members of our Conference Program Sub-Committee: Jean-Marc Nadeau, Sallie Ann Burnett, Bernie Morton, Jeff Renaud, Mike Dolter, Jake Rudolph, Christy Arseneau and Rodney Cumby.

This year's theme "Exploring What's Ahead for Local Government" will focus on

sessions that will highlight the skills required to keep ahead of the trends that our communities will be facing in the future. This year is very special for the Outaouais region as we celebrate Gatineau 2017 as part of the 150th anniversary of Canadian Confederation. I would like to thank my staff for all of the support that they have provided to the CAMA National Office for this year's event. I also hope you have the opportunity to come early and stay later in our beautiful City of Gatineau.

New this year, the Board implemented a program for any "Members in Transition" which 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.

For the second year, CAMA was pleased to 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, five scholarships were provided which covered the registration fee for the 2017 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.



The 2016 Conference in Winnipeg

We are very pleased to have the City of Fredericton, home of the CAMA National Office, hosting the 2018 Conference (May 28-30, 2018), and Québec City (Hilton Québec and Québec Convention Centre) in 2019.

CAMA has always held its Conference preceding the FCM Conference in the same location (or a location in close proximity). The Board felt that it was important to assess the option of having its Annual Conference in locations not necessarily in the same Province as FCM's Conference. The rationale would be to allow smaller communities to host CAMA's Conference.

Thank you to those of you that took the time to complete the recent survey on this topic. Based on the feedback received from the survey, it is clear that members are not specifically tied to having CAMA in the same location as FCM, however there is concern about the travel costs of having to attend both if they are in a totally different Province/ location. This would be very difficult for the smaller municipalities with restricted budgets.



Gatineau, Québec

Subject to your feedback, it was felt that it was important to continue to host the CAMA Conference prior to FCM (in late May/early June) and based on the location (of FCM) the Board will discuss the options of hosting the CAMA Conference in the same place, in a municipality in close proximity to FCM in the same Province, or in the same region if FCM is held in the smaller Provinces (i.e. 2018: Fredericton and Halifax).

The 2020 FCM Conference will be held in Toronto and in Montreal in 2021. The Board will be discussing the CAMA Conference locations at future meetings.

View of downtown Fredericton, New Brunswick from the Saint John River



Networking and Partnerships

Affiliate Organization Partnerships



ICMA

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

We were pleased to sign a new five year agreement with ICMA at their Conference held in Kansas City in September 2016. Congratulations to ICMA Executive Director Marc Ott, former City Manager of Austin, Texas on his new role with ICMA. We are also very proud of David Johnstone, CAMA Past President and Director General of the City of Candiac (QC), who will be installed as ICMA President at the conclusion of the 2017 ICMA Annual Conference in October 2017.

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

- Canada is ICMA's largest affiliate with over 250 members.
- This year's Annual Canadian Dinner at the ICMA hosted by CAMA was well attended with approximately 55 individuals from Canada in attendance.
- Marc has done some tremendous work with ICMA as one of their International Vice-Presidents with his term coming to an end in September 2017. The CAMA Board was asked to assist in identifying candidates for the interview process for the 2017 nominee for the ICMA International Vice President. The successful candidate will be announced by ICMA in the near future.
- In the Fall 2016, CAMA became a National Outreach Partner for the ICMA Coaching Program. This program provides 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.
- CAMA continues to partner with ICMA University's Online Learning Portal which offers you and your staff access to a wide variety of webinars to increase your professional knowledge and skills all from the comfort of your own office! Visit the CAMA [website](#) to learn more about this opportunity!



President Marie-Hélène Lajoie (CAMA) and President Pat Martell (ICMA)

- A special thanks to some CAMA members who agreed to participate in an international research program being carried out by the University of St. Andrews (UK) in partnership with ICMA and SOLACE. This Research Paper will outline some leadership practices of CAOs and local government and how storytelling and narrative are embedded in those practices.

I had the honour and privilege to represent CAMA this year at the ICMA Conference in Kansas City. We continue to work with ICMA staff on areas of potential collaboration and knowledge sharing opportunities.

If you aren't already a member of ICMA please watch this [promotional video](#) outlining the benefits also noted on the [website](#).

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 2016 Kansas City ICMA Conference the Presidents and Executive Directors met to discuss topics of mutual interest in our respective countries.

CAMA was excited to take part in the International Affiliate Panel in Canada, Australia, New Zealand and the United Kingdom last year. This panel focused on an overview of what the key trends are that are happening in local government in each country. If you haven't already done so, please take some time to read the [white papers](#) from all four countries.

The Alliance for Innovation

CAMA continues to have a great partnership with the Alliance for Innovation and are pleased to have Karen Thoreson (President and CEO) in attendance at this year's Conference to present on the Next Big Things including Climate Change, Sharing Economy, Infrastructure and Trust in Government. Sallie Ann Burnett, East Regional Director will also assist with the Lean Six Sigma Rapid Fire Session.

In April 2016, staff from the Town of Devon, City of Moncton and City of Surrey travelled to Tulsa to share their best practices at the Alliance for Innovation's TLG Conference. These municipalities were winners of CAMA's 2016 CAMA Awards of Excellence.

CAMA members, Marc Landry and Gary Kent have also participated in the Alliance's Canadian Innovation Consortium.





Business district in the city of Ottawa

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

FCM

Alana Lavoie, Manager of Policy and Research/Policy and Government Relations, FCM, joined the CAMA Board at its meeting in November 2016. A discussion was held on the Fall Economic Statement, Phase 2 of the Infrastructure Fund, Smart Cities, and the CETA Agreement. We also are pleased to have quarterly updates from FCM at our meetings.

CAMA participated in a meeting in Ottawa on November 3rd, 2016, coordinated by FCM, with the Deputy Clerk of the Privy Council and several Deputy Ministers and Assistant Deputy Ministers. CAMA members Janice Baker, Marc Landry, Don MacLellan and Gary Dyke were pleased to be in attendance. The purpose of this meeting was to discuss lessons learned during the deployment of Phase 1 of the federal infrastructure program, and particularly the design and delivery of Phase 2 of the infrastructure program. They also focused on public transit, housing and green infrastructure.

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

Canada's Federal Funding Programs for Municipal Infrastructure

CAMA continues to keep in contact with Infrastructure Canada since we presented our formal Position Paper on Federal Funding Programs for Municipal Infrastructure in March 2016. We had the opportunity to meet with Jeff Moore, Assistant Deputy Minister, while we were in Gatineau in November 2016.

It is evident already that some changes have been made and if the government has heard CAMA then we will see it in the roll out of their programs over the next few years.

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

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

For more information about this Position Paper, please visit CAMA's [website](#).



Provincial/Territorial Associations

CAMA and the Provincial/Territorial Associations continue to meet quarterly with the Annual Meeting being held at the CAMA Conference with 16 representatives being in attendance in Winnipeg. This forum provides an opportunity for the representatives from all Provincial and Territorial Associations and CAMA to come together to discuss issues of mutual interest.

External Relations

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

- Past President Robert Hughes attended the OMAA Conference on May 12, 2016 in Alliston and participated in the CAO Performance Evaluation Panel. He provided an overview of what CAMA is doing, what will be included in the toolkit, and how it will be distributed to the membership. Robert also represented CAMA at the AMAPEI Annual Meeting held in Miltonvale, PEI and provided an update on CAMA's activities.
- Upon invitation, Christy Arseneau attended the Canadian Community of Practice (COP) for Canadian Fire Services Meeting held in Ottawa on September 12, 2016.
- Jeff Renaud participated in the International Panel Session and attended the SOLGM Conference in Auckland, New Zealand (September 21-23, 2016).
- Janice Baker travelled to Newcastle to be a panelist on the International Session and attend the SOLACE Conference (October 12-14, 2016).
- Rodney Cumby attended the 2016 BIG Ideas: The Future of Local Government Conference in Dublin, Ohio (October 28-30, 2016) which is hosted by the Alliance for Innovation.
- Marc Landry travelled to Yellowknife in October 2016 and presented on the CAO Performance Evaluation Toolkit and CAMA membership.
- Jake Rudolph was pleased to go to Whitehorse in December 2016 to attend the Association of Yukon Communities Conference and make a presentation on the toolkit and encourage membership. This conference has attendance from the administrators and elected officials.
- Rodney Cumby attended the Conference of the Professional Municipal Administrators of Newfoundland in Gander from April 5-7, 2017.
- Marc Landry updated the LGAA regarding CAMA projects and initiatives (via video) at their Annual Conference in April 2017.
- Louis Coutinho made a presentation on the CAO Performance Evaluation Toolkit to several Nova Scotia CAO's and elected officials at the end of April 2017.

Member Engagement and Support

Communications/ Marketing Plan

The Board Communications Sub-Committee is chaired by Louis Coutinho with members Robert Hughes, Janice Baker, Jake Rudolph, Marc Landry and Beverly Hendry. We just finished the final year of our three year plan which included a membership campaign that was launched in June 2015 across the country using several communication tools including a testimonial video featuring our own members, and a Refer a Member Campaign encouraging direct reports with the option to sign up at a reduced rate of 50% off the first year. Thank you for promoting CAMA to your colleagues and staff.

In assessing the results, it is estimated that 139 of the 172 members (80%) that have joined CAMA since the launch are as a direct result of the campaign with a net gain of 56 members as members retire and leave their profession. Over the next year, the Committee will continue to reach out to non-members and direct reports given that succession planning in the municipal administrator field is such an important issue. The Committee has studied the membership trends over the years to help determine different tactics for the future based on what is happening in the local government field across the country. A sustainment strategy is being developed to retain existing members and continue to attract new members.

CAMA was pleased to launch its new website in January 2017 and is also spending more time developing a LinkedIn page that will feature interesting articles that are relevant to the municipal profession. We encourage you to connect with your CAMA colleagues through our social media tools: Twitter and Facebook.

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. As CAMA begins to roll out its new Strategic Plan there will be opportunities to participate in Sub-Committees. We look forward to your interest as these opportunities become available.



Resilient Leadership

Recruiting the Next Generation of Leaders

One of CAMA's goals is to ensure that we are 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.

CAMA has been working on two particular projects related to recruiting the next generation of leaders in municipal government.

A Toolkit to Attract The Next Generation

CAMA is pleased to have had the opportunity to work on a Communications partnership with six of our Provincial/Territorial Associations: LGMA (British Columbia), AMCTO (Ontario), OMAA (Ontario), LGAA (Alberta), ARMAA (Alberta), and AMANB (New Brunswick).

One of the goals was to increase awareness of municipal administration as a career choice for students among academia/leadership in institutions which offer Public Administration and recruiting the next generation of municipal leaders. A survey was undertaken by Insights West to gain insights into young Canadians' current perceptions of municipal and local government careers; to measure awareness and familiarity with municipal and local governments; and, to compare and contrast perceptions of municipal and local government careers to those in federal and provincial governments. The overall objective of this project is to develop a communications strategy that will encourage younger Canadians to consider careers in this field.

A toolkit will be launched at the 2017 Conference that can be used to attract new employees to the local government profession as a great place to start to build a career with the main audience being the "soon to be post secondary graduates". The campaign theme is "Local Government. Making Life Happen. Every Day."

You can view the [executive summary](#) of the Insights West research with the full report being in the [Member's Section](#) of the CAMA website. This report has some interesting insights which you may wish to pass along to your Human Resources Department's when recruiting your own employees.

CAMA's Next Generation Project

In July 2016, CAMA launched its ["Cultivating Leadership: A Guide for the Next Generation in Local Government"](#) project. You will also find several videos of your colleagues providing some great advice on the [website](#).

Considerable research and a survey of the membership was undertaken to guide the development of our new Strategic Plan which was launched in April 2016. From that information, it was determined that a number of trends are emerging that could impact local government in the future. Over the next five years, municipal senior management and elected officials should therefore expect to operate in a context of radical, ongoing, and accelerating change, which will require strong leadership. On the other hand, it is a unique opportunity to attract and retain talented people, committed to the mission of local government and ready to embrace a change.

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.

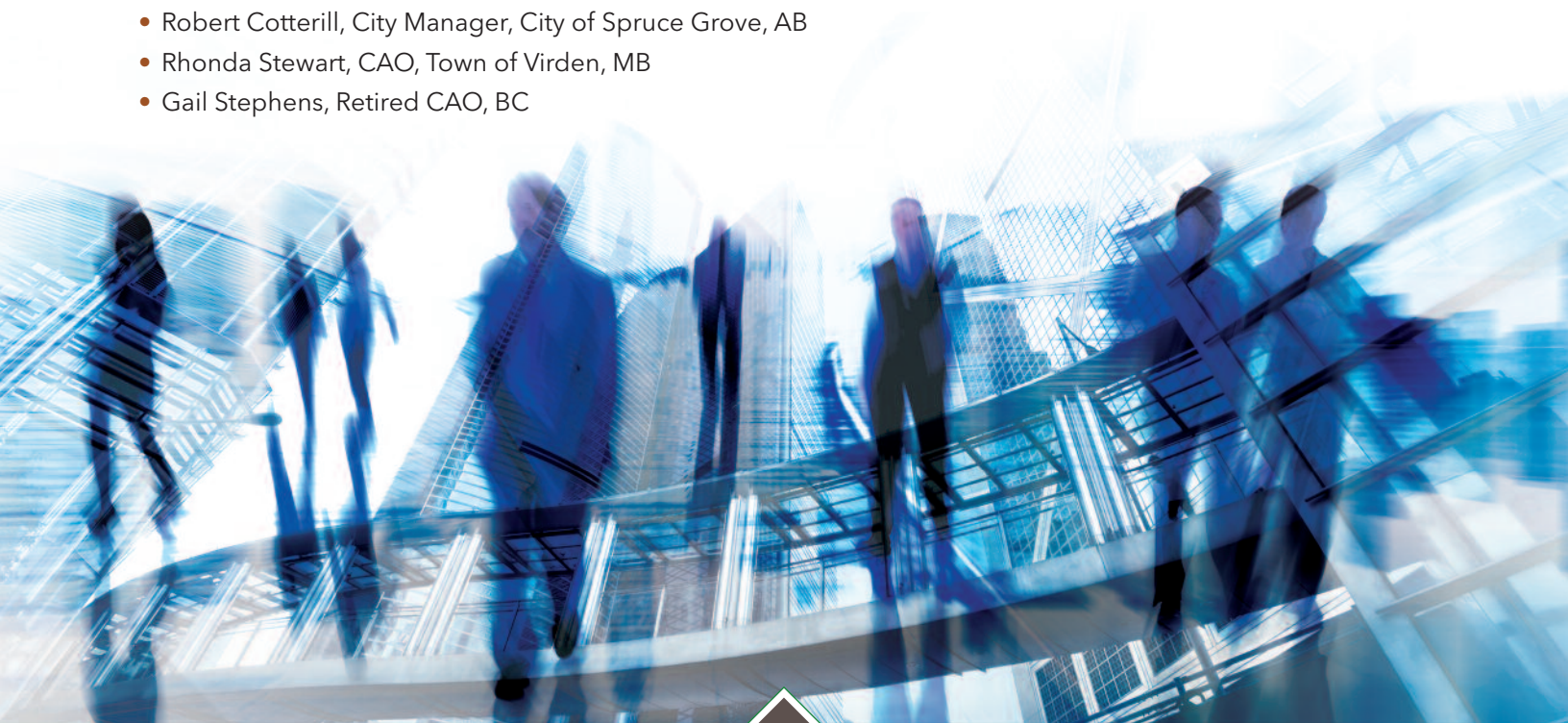
It wouldn't have been possible to produce this document without the leadership of our Chair Marc Landry (CAMA Second Vice-President and Representative for Alberta and the Northwest Territories), CAMA Staff, and the following nine CAMA members/mentors who have provided their great words of wisdom and advice:

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

It is our hope that this wealth of information will assist all of us to create stronger municipalities and communities. We want the next generation of leaders to be ready!

Public Sector Digest Paper Writing Competition

CAMA partnered with Public Sector Digest to launch a paper writing competition for Canadian grad students looking at challenges of municipal administration/management today. The winner of the competition was Catalina Blumenberg, an MPA candidate at Western's Local Government Program for her paper entitled "Municipal Revenue Opportunities via Marijuana Legalization". Catalina will provide a brief summary of her research at the 2017 CAMA Conference.



Member Services

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

Code of Conduct Committee

The Code of Conduct Committee wrapped up their work in November 2016 after reviewing various aspects of CAMA's Code of Conduct. This Committee was chaired by Jack Benzaquen and consists of the following other CAMA members: Jake Rudolph, Bernie Morton, Gary Dyke and Paul Stapleton.

The Committee discussed ways that CAMA should support ethics in local government administration and the profession. The current Code of Conduct was replaced with a **Statement of Purpose** which describes what CAMA is (and is not); what it offers its members; what it expects from its members; and, what is the measure of success. It was felt that this would make more sense since the current Code of Conduct is not enforceable.

Each member will be receiving a professional certificate of the Statement of Purpose and Values during the summer months which we hope you will display proudly in your office.

CAO Performance Evaluation Committee

In a survey conducted by CAMA in 2014, while a majority of elected officials and CAOs indicated they participated in a performance evaluation process, far less reported that they feel prepared for the process or that the outcomes are tied to actual results. Overwhelmingly, both parties identified the need to establish a performance evaluation system benefiting each.

As a result, CAMA spent two years developing a three-step CAO Performance Evaluation Toolkit. It was prepared using surveys and best practice research, with input and support from CAMA members, the Federation of Canadian Municipalities (FCM), public sector / human resource experts, and the International City/County Managers Association (ICMA). It was piloted in several communities in 2015 and further tested over the past year.

The result is a toolkit that uses a "pick and choose" format, which can be adapted to support existing evaluation processes. It builds on foundational steps and core competencies to help set clear goals for the success of the municipality, to guide and support the evaluation process, and to foster open conversations between Council and the CAO.

At the 2016 CAMA Conference, CAMA was pleased to launch this three-step CAO Performance Evaluation Toolkit that will benefit municipalities across the country and enhance the CAO/Council relationship and help Council achieve their strategic goals and objectives.

Thank you to our Chair Janice Baker; Task Force members Don MacLellan, Robert Hughes, Patrick Draper, and Scott Barton; our professional writer, Nancy MacKenzie from Bronze Horse Communications; and our Executive Director, Jennifer Goodine for leading this project.

The toolkit was in the Member's Section of the CAMA website for the past year and hopefully you had an opportunity to use this tool for your own annual review. Through the survey, you told us that this has been a great tool and we hope that you will continue to implement it in your own communities. We are excited to give back to our profession by making this toolkit available for free to member and non-member municipalities in June 2017. A formal Communications Plan has been developed to reach out to the elected officials over the next year. Presentations will be made at some of the Provincial/Territorial Elected Association Conferences; ads and articles will be placed in publications directing the audiences to the CAMA website to the toolkit, and a brochure will be included in the FCM delegate bags at this year's Conference.

Mayors and Councillors rely on their CAO to be the connecting link between elected officials and municipal operations; to implement the municipality's policies and programs; and, to help them achieve their strategic goals and objectives.

As a national association focused on administrative excellence in local government, this toolkit is all about building better municipalities together.

Awards of Excellence Program

Chairman Jean-Marc Nadeau led our Awards of Excellence Program this year and I am pleased to announce that nine successful municipalities will be honoured at the Awards Luncheon held on May 31st, 2017 at the Gatineau Conference. This year we received a record 59 submissions. There are countless examples of innovative practices in local government administration across this country and we are pleased as an organization to highlight the very best our member communities have to offer.

A special thanks to Jury members (and CAMA members): Todd Becker, Yves Leger, Ann Mitchell, Melissa Schafter, and Gary Kent for their many volunteer hours in reviewing the submissions.



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 nine years can be found in a best practices database in the Members Section. Members can do their own searches and look for items that interest them.

Long Service Recognition Awards Program

The Long Service Recognition Awards Program of CAMA is intended to recognize and celebrate the dedication of our members to the profession of municipal management. This year there will be 72 members receiving their pins. While some will receive their pins prior to the Conference, all those with more than twenty years service will be recognized at the Annual Conference.

Of particular mention is the fact that five CAMA Members will receive their forty year pin this year: Paul Benedetto, Terry Hager, Larry McCabe, Tony Martens and Ron Campbell.



2016 Long Service Recognition Award recipients

Association of Governance

Financial Stability

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

Election Process

During our recent election process for the 2017-2018 CAMA Board of Directors, there were four positions available: one for New Brunswick, one for the Member-At-Large, one for Alberta, and one for the new position for Yukon Territory, Northwest Territories and Nunavut.

The Board of Directors is pleased to announce that we had one nomination for New Brunswick. Thus, by acclamation, we would like to congratulate Marc Landry, City Manager for the City of Moncton.

This year's election, using the e-Voting process, was held to elect a new member for the Member-At-Large, one for Alberta, and one for the Yukon Territory, Northwest Territories and Nunavut. The successful candidates for these three positions will be announced at the Annual General Meeting.

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

Closing Remarks

In closing, I sincerely thank you for the honour to serve as CAMA President this past year. I would encourage you to become involved in your Association and stay in touch with your fellow colleagues, Provincial/Territorial Associations, and CAMA Board representatives; let them know about local challenges and solutions.

I would like to thank the Board of Directors for their support. It has been an absolute pleasure to work with such a dynamic and devoted group of fellow local government professionals.

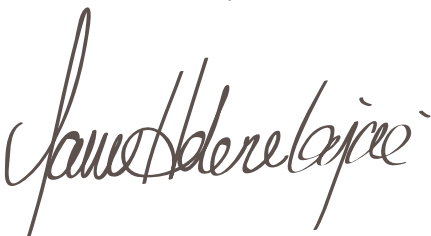
Thank you to our CAMA staff who work so diligently to make CAMA successful.

Thank you to Don MacLellan, our Past President who will leave the Board this year, along with Christy Arseneau, our New Brunswick representative. We will miss your wise advice and good humour.

As well, a special thank you again to Chris MacPherson, Past President and the continued support that we receive from the City of Fredericton for always making CAMA the best organization that it can be.

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

Merci beaucoup!



Marie-Hélène Lajoie
CAMA President

Treasurer's Report 2016 - 2017

It is my pleasure to provide the members of the Canadian Association of Municipal Administrators with the report on our finances for the year ended March 31st, 2017. The audited financial statements are attached for your consideration. Once again, you will find another clean auditors' report.

Our Association continues to be in a strong financial position. The 2016 Winnipeg Conference achieved a surplus of \$65,000. Thanks to Don MacLellan, Past President, the Winnipeg Host Committee, our Executive Director Jennifer Goodine, Rose Fernandes, Manager of Partnerships and Exhibitors, and of course our sponsors and exhibitors.

For the 2016-2017 fiscal year, it is my pleasure to announce that CAMA has a surplus of \$12,707. Our accumulated surplus now stands at \$609,832.

I would like to bring your attention to significant variances in the statements for the year. These include an additional \$14,000 in translation costs associated with two of our larger projects (CAO Performance Evaluation Toolkit and the Advice from CAMA Members for the Next Generation). We also had savings of \$8,500 in Board meeting expenses.

In terms of expenditures, I would like to highlight the following key projects that have been funded from the accumulated surplus:

- This year was the final year of our three year Membership Campaign where the Board approved \$25,000/year with \$12,000 of this budget being spent this year. We were very pleased with the results and \$10,000 has been budgeted over the next year to continue with recruitment and also a sustainment strategy for the current membership.
- CAMA's new website (\$18,000) was launched in January 2017.
- The Communications Partnership with six of the Provincial and Territorial Associations continued with \$4,500 being spent this year for CAMA's portion (50%). This project will be finalized over the coming year with a toolkit for recruiting the next generation to local government.

Lastly, I would like to thank the Association for your confidence in me to act as your Treasurer over the past year.



I would ask that the following motions be passed.

Be it resolved that the Financial Statements of the Canadian Association of Municipal Administrators for the year ended March 31, 2017 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 2017 - 2018 fiscal year.

Sincerely,

Jeff Renaud
CAMA Treasurer

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

**FINANCIAL STATEMENTS
ÉTATS FINANCIERS**

2017

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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, 2017, and the statements of operations, members' surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

RAPPORT DE L'AUDITEUR INDÉPENDANT

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

Nous avons effectué l'audit des états financiers ci-joints de **L'ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX** au 31 mars 2014, qui comprennent l'état de la situation financière au 31 mars 2017, 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, 2017, 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
(CONTINUÉ)**

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 2017, 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 professionnel

Fredericton, New Brunswick
May 5, 2017

Fredericton, au Nouveau Brunswick
le 5 mai 2017

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2017

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
ÉTAT DE LA SITUATION FINANCIÈRE
AU 31 MARS 2017

	2017	2016	
ASSETS			ACTIF
CURRENT			À COURT TERME
Cash and cash equivalents	\$ 891,786	845 277	\$ Encaisse et équivalents de trésorerie
Accounts receivable	36,852	53 609	Comptes débiteurs
Prepaid expenses (note 3)	61,740	57 987	Frais payés d'avance (note 3)
	<u>\$ 990,378</u>	<u>956 873</u>	\$
LIABILITIES AND MEMBERS' SURPLUS			PASSIF ET SURPLUS DES MEMBRES
LIABILITIES			PASSIF
Accounts payable	\$ 47,122	54 266	\$ Comptes créditeurs
Deferred revenue (note 4)	333,424	305 482	Revenus reportés (note 4)
	<u>380,546</u>	<u>359 748</u>	
MEMBERS' SURPLUS	<u>609,832</u>	<u>597 125</u>	SURPLUS DES MEMBRES
	<u>\$ 990,378</u>	<u>956 873</u>	\$

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Approved by the Board:
Approuvé par la Direction:

Member/membre

Title/titre

Member/membre

Title/titre

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

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF OPERATIONS AND
MEMBERS' SURPLUS FOR THE YEAR
ENDED MARCH 31, 2017

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
ÉTAT DE L'EXPLOITATION ET DU SURPLUS
DES MEMBRES POUR L'EXERCICE
TERMINÉ LE 31 MARS 2017

	2017	2016	
REVENUE			REVENUS
Membership dues	\$ 207,868	207 017	\$ Cotisations des membres
Job scene broadcast	23,138	22 554	FAX d'emploi
Annual conference	339,015	448 509	Conférence annuelle
Interest	10,855	9 841	Intérêts
Partnership revenue	-	10 000	Revenus de partenariat
Awards nominations	5,460	3 932	Nominations - prix et récompenses
Communications	4,480	14 306	Communications
Advertising	5,263	2 964	Publicité
	<u>596,079</u>	<u>719 123</u>	
EXPENSES			DÉPENSES
Administrative and operating expenses (Schedule 1)	234,854	244 836	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	74,960	98 736	Activités des comités (Tableau 1)
Annual Conference	273,558	337 819	Conférence annuelle
	<u>583,372</u>	<u>681 391</u>	
EXCESS OF REVENUE OVER EXPENSES	12,707	37 732	SUFFISANCE DES REVENUS SUR LES DÉPENSES
MEMBERS' SURPLUS, BEGINNING OF YEAR	<u>597,125</u>	<u>559 393</u>	SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE
MEMBERS' SURPLUS, END OF YEAR	<u>\$ 609,832</u>	<u>597 125</u>	SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE

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**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2017

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX ÉTAT**
DE MOUVEMENTS DE TRÉSORERIE POUR
L'EXERCICE TERMINÉ LE 31 MARS 2017

	2017	2016	
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES			FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION
Excess of revenue over expenses	\$ 12,707	37 732	\$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	16,757	13 963	Comptes débiteurs
Prepaid expenses	(3,753)	5 713	Frais payés d'avance
Accounts and fees payable	(7,144)	(9 665)	Comptes créditeurs et honoraires à payer
Deferred revenue	27,942	(58 518)	Revenus reportés
	<u>33,802</u>	<u>(48 507)</u>	
NET CHANGE IN CASH POSITION	46,509	(10 775)	VARIATION NETTE DE LA POSITION DE TRÉSORERIE
CASH POSITION, BEGINNING OF YEAR	<u>845,277</u>	<u>856 052</u>	POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE
CASH POSITION, END OF YEAR	<u>\$ 891,786</u>	<u>845 277</u>	\$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE

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**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2017

**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.

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
31 MARS 2017

**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 canadiens 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.

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2017

3. PREPAID EXPENSES

Components of the ending balance are as follows:

Conference 2017 expenses	\$ 46,987
Conference 2017 deposits	6,290
Conference 2018 deposits	5,463
Conference 2019 deposits	3,000
Other	-
	<u>\$ 61,740</u>

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
31 MARS 2017

3. FRAIS PAYÉS D'AVANCE

Le solde à la fin de l'exercice comprend :

37 234	\$	Dépenses pour la conférence de 2016
9 000		Dépôts pour la conférence de 2016
6 290		Dépôts pour la conférence de 2017
5 463		Dépôts pour la conférence de 2018
-		Autre
<u>57 987</u>	<u>\$</u>	

4. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	\$ 142,644
Membership	181,587
Other	9,193
	<u>\$ 333,424</u>

4. REVENUS REPORTÉS

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

136 518	\$	Conférence
163 052		Adhésion
5 912		Autre
<u>305 482</u>	<u>\$</u>	

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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 ADMINSTRATORS**
SCHEDULE 1
FOR THE YEAR ENDED MARCH 31, 2017

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
TABLEAU 1
POUR L'EXERCICE TERMINÉ LE 31 MARS 2017

	2017	2016	
ADMINISTRATIVE AND OPERATING EXPENSES			FRAIS D'ADMINISTRATION ET D'EXPLOITATION
Interest and bank charges	\$ 9,809	7 633	\$ Intérêt et frais bancaires
Postage and courier	2,030	1 260	Affranchissement et messagerie
Professional fees	3,715	3 685	Honoraires professionnels
Telephone and fax	2,402	2 085	Téléphone et fax
Web-site	7,824	4 765	Site web
Management fees	91,067	120 433	Frais de gestion
Executive director costs	75,677	73 829	Coûts du directeur exécutif
Public relations	601	2 218	Relations publiques
Office	8,696	8 435	Bureau
Rent	4,420	4 409	Loyer
Travel	2,143	3 540	Frais de déplacement
Translation	23,735	9 742	Traduction
Insurance	2,735	2 802	Assurance
	<u>\$ 234,854</u>	<u>244 836</u>	\$
COMMITTEE ACTIVITIES			ACTIVITÉS DES COMITÉS
Awards	\$ 9,751	7 398	\$ Prix et récompenses
E-Learning & job broadcast	-	327	FAX d'emploi
Communications	9,019	26 360	Communications
Board meetings	56,190	64 651	Réunions du conseil
	<u>\$ 74,960</u>	<u>98 736</u>	\$

DRAFT

**Influential.
Inspiring.
Get Involved.**



397 Queen Street | PO Box 128, Station A | Fredericton, NB | Canada E3B 4Y2
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