

# ANNUAL PRESIDENT'S REPORT

For the year ending March 31, 2019



CAMA  ACAM

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 650 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"**.





# Statement of Purpose

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

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

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

To fulfil its role, CAMA provides its members with networking and professional development opportunities and resources to enhance their proficiency in municipal leadership and management. Sharing of innovative and best practices are integral components of CAMA's mission. To help achieve that mission it is expected that members will take advantage of networking opportunities and will actively participate in professional development events hosted or supported by CAMA.

The ultimate goal is the enrichment of the municipal public service and the quality of life of our citizens. This can be achieved when members are forthright and provide sound advice to public policy makers; when they exhibit honour and integrity in their public and personal relationships; and, when they respect diversity and inclusivity in their decision making. In the final analysis, it is CAMA's desire that each of its members shall have a public service career characterized by wisdom and integrity.



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

### Goal #1

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

### Goal #2

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

### Goal #3

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

### Goal #4

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

### Goal #5

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

### Goal #6

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

### Goal #7

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



# 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.

# Emerging Trends in Local Government

CAMA reviewed the “CAO Report: A candid look at the issues on the minds of Canada’s CAOs” report prepared by StrategyCorp in June 2018 that a number of our members participated in.

It was felt that the following overarching trends were relevant to our Association:

- The Growing Fiscal Crunch
- The “War For Talent”
- Municipal Restructuring – The Issue That Won’t Go Away
- Disruption
- Innovation
- Reconciliation
- Populism



# President's Message

"Looking back over the past year, your Board has continued to focus on the many goals and objectives of the Strategic Plan. We are excited to launch the Political Acumen Toolkit and the CAO Members in Transition Toolkit at this year's Conference."

On behalf of the CAMA Board of Directors, I am pleased to present the 2018-2019 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 2019-2020. The Board continues to be focused on our Strategic Plan objectives and to be the national membership of choice for local government professionals across Canada.

The connections and friendships I have made across the country, and the fantastic opportunities I have leveraged through this Association have been invaluable. I want to thank all the current and former Board members I have served with who have done amazing work with CAMA through the years. We 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.

Chief Administrative Officers (CAOs) stand at the crossroads of municipal management and politics. They are the only employee of Council, and therefore, their job is to follow the direction set by the municipality's elected officials. However, the CAO is also a leader. In this role, the CAO is responsible for managing Council relationships outside of the municipality at other levels of government, supporting and negotiating the interactions between other municipal employees and elected officials, administering the municipality's relationship with the public they serve, and providing continuity during Council changes. While it is imperative that senior administrators remain apolitical, being able to understand and maneuver politics plays a crucial part in managing the ambiguities that are inherent to their roles. We hope that the Political Acumen Toolkit will assist you, your direct reports, and the next generation of leaders.

CAMA also recognizes that the landscape of transitioned CAOs throughout the country continues to grow. The Members in Transition Toolkit that will be launched at the Conference has been developed based on the personal experiences of those members that have experienced transition. Our goal with this toolkit is to offer our support and let you know you're not alone if you find yourself in this unfortunate situation.

Thank you for your ongoing support and for doing the excellent work you do each and every day providing strong leadership in your own communities.

It has been an honour to serve all of you and this great Association.

*Marc Landry*

Marc Landry  
President



# 2018-2019 Board of Directors

The Canadian Association of Municipal Administrators is governed by a 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.



**Marc Landry**, President  
NEW BRUNSWICK  
CITY MANAGER, CITY OF MONCTON, NB



**Jack Benzaquen**, Treasurer  
QUÉBEC  
CITY MANAGER,  
CITY OF DOLLARD-DES-ORMEAUX, QC



**Louis Coutinho**, Director  
NOVA SCOTIA & PRINCE EDWARD ISLAND  
CAO, TOWN OF WINDSOR, NS



**Rodney Sage**, Director  
MANITOBA & SASKATCHEWAN  
CITY MANAGER/CAO,  
CITY OF BRANDON, MB



**Jeff Renaud**, First Vice-President  
MEMBER-AT-LARGE  
CAO, TOWN OF ST. STEPHEN, NB



**Janice Baker**, Past President  
CITY MANAGER/CAO,  
CITY OF MISSISSAUGA, ON



**Beverly Hendry**, Member-At-Large  
CAO, TOWNSHIP OF WEST LINCOLN, ON



**Tony Kulbisky**, Director  
ALBERTA  
CAO, TOWN OF DEVON, AB



**Jake Rudolph**,  
Second Vice-President  
BRITISH COLUMBIA  
CAO, CITY OF NANAIMO, BC



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



**Brenda Orchard**  
ONTARIO  
CAO, LENNOX AND ADDINGTON COUNTY



**Cory Bellmore**  
NORTHWEST TERRITORIES, YUKON  
TERRITORY & NUNAVUT  
CAO, CITY OF DAWSON, YT



# Executive Director's Message

Each day I come to work and have the privilege to work with my City of Fredericton colleagues and elected officials, but also many municipal administrators across the country.

As the 2018 year ended, it was with great pride and satisfaction when the Board and staff reviewed the progress of CAMA's Strategic Plan. Service to people and communities means there is much in common, notwithstanding the differences in size or geographic region.

One of this year's highlights for me personally was the opportunity to host the 2018 Annual Conference in Fredericton - the proud home of the CAMA National Office since 2005. The amazing reviews that we received from delegates truly touched my heart and we will be forever grateful that some of you visited and loved our City as much as I do!

I would like to thank the Board of Directors who bring a broad perspective to every meeting. Their dedication and collective commitment are a big part of how we knit together a Canadian-wide

perspective. Of great value as well are our many Sub-Committees who have helped us develop some of our new services which are a big part of our success. We hear more and more from our members about how they benefit from the quality of our work and efforts to represent the membership. Your comments - kudos and otherwise are important.

I would especially like to acknowledge the talents and commitment of the highly motivated CAMA team: Rose Fernandes, Manager of Partnerships and Exhibitors; Stacey Murray, Social Media Specialist; and the wonderful Conference team Alycia Bartlett, Denika Weir-Cotnoir, and Robert Forsythe. We look forward to seeing you all in Québec City!

***The 2018 CAMA Conference Team**  
From Left to Right: Robert Forsythe,  
Alycia Bartlett, Jennifer Goodine,  
Denika Weir-Cotnoir,  
Rose Fernandes, Stacey Murray*

This year we are pleased to have a record number of exhibitors at our tradeshow. Our Association is the success that it is because of you, the members, and our loyal sponsors and exhibitors. Thank you! They say that these are the two most important words in any language, and we are saying them from the heart.

Jennifer Goodine  
Executive Director





# CAMA National Office

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



*Platinum Recognition to the City of Fredericton at the 2018 CAMA Conference: Janice Baker, 2017-2018 CAMA President; Mayor Mike O'Brien; Chris MacPherson, Fredericton CAO*



# Membership

The membership of our Association continues to grow with CAMA currently having approximately 650 members from across the country.

Sixty percent of our membership is from communities with populations under 20,000. The Board will be continuing its outreach to new members focusing on small, large and francophone municipalities. A new membership campaign will be launched in September 2019.

Population	Percentage of Members
Under 5,000	27%
Between 5,000 and 10,000	16%
Between 10,000 and 20,000	17%
Between 20,000 and 50,000	11%
Between 50,000 and 100,000	13%
Over 100,000	16%

Following is the breakdown of membership by Province:

Province	November 2018
Alberta	27%
British Columbia	13%
Manitoba	7%
New Brunswick	9%
Newfoundland/Labrador	3%
Northwest Territories	1%
Nova Scotia	4%
Nunavut	1%
Ontario	24%
Prince Edward Island	2%
Québec	4%
Saskatchewan	4%
Yukon	1%



# Composition of the Board of Directors

One of the strategic priorities identified by the Board is to meet the needs of all member communities. It was felt that dedicating the two Board Member-At-Large positions as follows, to small municipalities (with a population under 100,000) and large municipalities (with a population of 100,000 and over) would be a good way to ensure that the voice of all populations and their needs are identified.

The Member-At-Large for a Large Municipality position will become available in 2020 and the Member-At-Large for a Small Municipality will become available for election in the future. At this year's Annual General Meeting the members will consider the endorsement of the proposed amendments to the By-law and the Articles of Continuance to reflect these changes.

# Strategic Plan

CAMA's Strategic Plan was initially developed in 2016 and looks ahead to 2021.

2019 marks the fourth year of our Strategic Plan. This plan was developed through member surveys and CAMA Board focus groups. We have sought to gather information about the priorities that are important to you, and the trends that we see affecting the future of the municipal administrator profession, municipal government and the Association. We have focused on priority items and trends that are shaping our environment.

The Board held a complete Annual Strategic Plan review in September 2018 and reviewed the seven strategic themes with a discussion being held on our successes, areas that need to be improved, and what priorities need to be focused on moving forward. The Emerging Trends were also updated to reflect the current local government environment. [Click here](#) to read the full updated Strategic Plan or the [Executive Summary](#).

This Strategic Plan has led us to some very important initiatives:

Year (CAMA Fiscal Year)	Activity Completed
April 2016-March 2017	<ul style="list-style-type: none"><li>• A Scholarship Program that has been made available to smaller and remote communities and the next generation of leaders to attend the Annual Conference.</li><li>• 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.</li><li>• Participation in an International Panel and a <a href="#">Discussion Paper</a> on local government issues with our affiliates (United Kingdom, Australia and New Zealand).</li><li>• The launch of the “<a href="#">Cultivating Leadership: A Guide For the Next Generation in Local Government</a>” 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.</li><li>• The launch of a new <a href="#">website</a>.</li><li>• 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 <a href="#">Position Paper</a> presented to the federal government.</li></ul>
April 2017-March 2018	<ul style="list-style-type: none"><li>• The addition of a Northern representative to the Board for Yukon, Northwest Territories, and Nunavut.</li><li>• A partnership with six Provincial Associations which resulted in the launch of the <a href="#">Making Life Happen Campaign</a> and <a href="#">website</a> to recruit the next generation of municipal leaders.</li><li>• Workshops with FCM and CNAM on Infrastructure, Asset Management, and Climate Change at the 2017 and 2018 CAMA Conferences.</li><li>• The development and launch of the <a href="#">CAO Performance Evaluation Toolkit</a> with a marketing campaign to CAOs and elected officials.</li><li>• Outreach to the Provinces and Territories where municipal elections were held to advise of CAMA's support should you become a Member in Transition.</li><li>• The development of a new <a href="#">Statement of Purpose</a> for the Association.</li></ul>

## Year (CAMA Fiscal Year)

## Activity Completed

### April 2018-March 2019

- Outreach to the large municipalities noting the value of CAMA.
- A marketing/awareness campaign about CAMA and its benefits to the First Nations Band Administrators.
- Launch of a new partnership with [muniSERV.ca](http://muniSERV.ca), Canada's leading online platform to connect municipalities and the businesses that serve them all in one convenient location. You can find municipal consultants, post RFPs, bids and tenders and find municipal services.
- Increased focus on [LinkedIn](https://www.linkedin.com/) and other social media tools.
- Continued work on the Political Acumen Toolkit which will provide advice on the following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial, Federal, and Media. This on-line document will also have a Mentorship Program.
- Continued work on the Members in Transition Toolkit to offer support and let you know you're not alone if you find yourself in this unfortunate position.
- Regular updates and dialogue with our Provincial/Territorial Association partners, international affiliates and FCM.

There are two years remaining in our Strategic Plan (April 2019 to March 2020 and April 2020 to March 2021) and we plan to focus on the following:

- Outreach to small, large and francophone municipalities to join CAMA and attend the Conference.
- 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 Annual Conference will continue to be the priority for professional development.
- New innovative tools/white papers will be provided on topics of interest to members.
- Continue to promote the CAO Performance Evaluation Toolkit to CAOs and elected officials across the country.
- Launch and promote the Members in Transition Toolkit and the Political Acumen Toolkit which includes a Mentorship Program (at the 2019 Conference).

- Develop a CAO Employment Contract Toolkit that will support CAOs when their negotiating their contract and also the elected officials during the recruitment process.
- Continue to work with our Provincial/Territorial Association partners, international affiliates, and FCM.

It's our expectation that this Strategic Plan will continue to provide us with a blueprint for a stronger Association and we continue to look forward to sharing many exciting initiatives with you that will continue to improve local government!

In September 2020, the CAMA Board of Directors will begin the strategic planning process for our new Strategic Plan for 2021 and beyond. Our planning journey is an inclusive process dependent on the voice of CAMA members. CAMA will continue to provide a number of opportunities for you to provide input into priorities moving forward.

A special thanks to Jake Rudolph who continues to lead us thru our Strategic Plan. Please don't hesitate to provide us with your feedback and ideas at anytime.





## 2019 Annual Conference

Our 48<sup>th</sup> Annual CAMA Conference is being held in Québec City from May 27-29, 2019 at the Hilton Québec and Québec Convention Centre.

Our Annual Conference continues to be the single most important professional development initiative we deliver and is a fantastic networking opportunity. The Board in collaboration with the Conference Committee spends a great deal of its time devoted to the programming of this event. I had the privilege to Chair this year's Conference Committee and I would like to say a special thank you to this year's Committee members: Jack Benzaquen, Dawn Chaplin, Brenda Orchard, Rodney Sage, Janice Baker, Jake Rudolph, Sallie-Ann Burnett, and Duncan Campbell.

The theme is "Resiliency: Leading in Today's Complex Environment" with speakers focusing on topics like Positive Psychology, Populism in Canada, Crisis Management, Building and Supporting a More Positive and Respectful Workplace, Creating a Positive Environment for Employees with Mental Health Issues, Political Acuity, Building a Resilient-Ready Organization, and of course the launch of our two toolkits (Political Acumen and Members in Transition).

The Casual Night Out will feature a Quebec Night at the [Érablière du Cap](#) Sugar Shack with a traditional French-Canadian meal and musical entertainment.

This year on the Wednesday afternoon delegates will have the choice of attending a Knowledge Café on the CAO and Council Interpersonal Working Relationship where an open dialogue will take place. We will also offer a Coaching Session for the Next Generation and a tour of the new Videotron Centre.

The President's Dinner will be held at Le Capitole Theatre with entertainment and a dance by the [Painchaud Family](#).

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, four scholarships were provided which covered the registration fee for the 2019 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.





## Future Conferences

Looking ahead, our 2020 Conference will be at the **Deerhurst Resort** in the Muskoka Region from June 1-3, 2020. FCM will be held following the CAMA Conference in Toronto.

The Board is pleased to announce that the 2021 CAMA Conference will be held at the **Fairmont Tremblant** and will be a great location and a more affordable option for our members. FCM will be held in Montreal.

The City of Regina will be the host for the 2022 CAMA Conference - the same location as FCM.





# Networking and Partnerships

## Affiliate Organization Partnerships

CAMA is very proud of its relationships with our affiliate partners and other organizations. CAMA continues to meet with all of our affiliate partners annually at the ICMA Conference.



### ICMA

Congratulations to David Johnstone, CAMA Past President and former City Manager of the City of Candiac (QC), who completed his year as ICMA's President in September 2018. It was an honour to also have David attend our Conference in Fredericton.

Tim Anderson, CAO for the City of Waterloo is in the second year of his term as ICMA's International Vice-President. He continues to provide quarterly updates to the Board on ICMA's activities.

I had the honour of representing CAMA this year at the ICMA Conference in Baltimore, Maryland and along with their great speaker program, attended several International Affiliate meetings. The Canadian Dinner, hosted by CAMA, was also well attended with approximately 60 individuals from across Canada.

Mark your calendars for the 2019 ICMA Conference being held in Nashville, Tennessee from October 20-23, 2019 and for the 2020 Conference in Toronto. CAMA has the pleasure of working with City of Toronto, the Ontario Municipal Administrators Association (OMAA) and Tim Anderson on the Host Committee for this event.

The ICMA membership currently has approximately 12,000 members, representing 50 US states, and 33 countries. Canada is the largest affiliate with 216 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](#).

CAMA continues to be a National Outreach Partner for the [ICMA Coaching Program](#) (webinars, 1-1 coaching resources, career stories, etc.) that can help you and your employees gain insights and explore best practices. We also 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!



The Storytellers in Chief publication (How top local government managers use storytelling to lead) produced in partnership with CAMA, ICMA and SOLACE will be launched in the near future. This project was started approximately 18 months ago and a number of our CAMA members were interviewed as part of the research.

### 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 2018 Baltimore ICMA Conference, the Presidents and Executive Directors had their annual update meeting to discuss topics of mutual interest in our respective countries.

We are very honoured to have Tony DeFazio, President of LG Professionals Australia and Craig Stevenson, Vice-President of SOLGM in attendance in Québec City.

For the second year, we were also pleased to invite CAMA members to participate in a Canadian local government manager exchange with the Queensland Local Government in cooperation with the Local Government Managers of Australia. Last year CAMA member Russell Phillips participated in this exchange. Congratulations to Nathan Peto, City Manager for the City of Portage-la-Prairie who will travel to Queensland in September 2019 to participate in the LGMA Annual Conference and spend a week learning about their local government; policies, practices, innovations and challenges. We look forward to welcoming Australia's representative Bernard Smith, CEO Gympie Regional Council, to the CAMA Conference who will also spend some time in Manitoba learning about Canadian local government.

We cherish these relationships between our associations as we learn local government best practices around the world.

### Alliance for Innovation

CAMA continues to have a strong partnership with The Alliance for Innovation. We are pleased to have Joel Carnes, President and CEO in attendance at this year's Conference and value our great relationship with Sallie Ann Burnett, Community Relations Director who was on our Conference Planning Committee.



The Alliance for Innovation (AFI) is guided by research and real-world experience and impacts organizations and communities, changing the way local government performs. The Alliance offers all CAMA members the following opportunities:

- 30% off your first year of membership or 15 months of membership for the price of the first 12 months.
- To become a Transforming Local Government (TLG) Conference Partner. This year's TLG Conference was held in early April in Reno, Nevada and if you didn't participate you will have the opportunity to purchase four registrations to attend future TLG Conferences in bulk at a significant cost savings for three years.

To sign up or receive more information on the above-noted partnerships, contact Sallie Ann Burnett, Community Relations Director for the Alliance at [saburnett@transformgov.org](mailto:saburnett@transformgov.org).

I had the opportunity to attend the Big Ideas 2018 Conference in Austin, Texas last Fall. The theme of the Conference was Opioid Crisis – Social Issues which is an issue in several of our communities across North America.

## muniSERV

At the 2018 Conference, CAMA was pleased to launch its new partnership with muniSERV.

FREE for municipalities to use, [muniSERV.ca](http://muniSERV.ca) is Canada's leading online solution for helping municipalities search, find and connect with the right municipal experts and services saving you and your staff time and money. Here are some of muniSERV's services that CAMA members have access to for free:

- Find municipal consultants for your projects.
- Post RFPs, Bids & Tenders
- Find municipal services
- Find a CAO to fill interim or long-term vacancies or former CAMA retired/transitioned CAOs available for contract work.
- Advertise your community events to a national audience.
- Innovations.
- Lunch & Learn Webinars.
- Read and Publish articles to share with your peers on the muniBLOG.
- Save money with muniLEARN for professional development opportunities for staff.

Recently muniSERV also introduced **muniJOBS** - Canada's new interactive career and recruitment platform with a 100% municipal focus, Candidate/Employer matching capabilities and searchable job postings, to make it easy for municipal job seekers to find all available municipal jobs across Canada, in one convenient location.

**Registration** is free. **As a CAMA member you can post your first job for free too.** Use coupon code "munijobsCAMA" at checkout. To learn more about this and the other services that muniSERV offers visit CAMA's [website](#).

We are also pleased to partner with Civicjobs.ca where your posting reaches our members in every Province/Territory and also the broad, public audience. CivicJobs.ca is Canada's largest online source for municipal postings. For more details visit the CAMA [website](#).





## Federation of Canadian Municipalities & Federal Government

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. We continue to get updates from them each quarter on the latest topics that they are working on with the federal government.

FCM's role is to be the national convenor 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.

Brock Carlton, Chief Executive Officer of the Federation of Canadian Municipalities, joined the Board at our November 2018 meeting and provided an update on FCM's strategic direction and their strategy and goals for the upcoming 2019 federal election.

Over the next five years they plan to continue to empower and enable cities and communities to improve the lives of all Canadians, build municipal capacity, and manage an efficient organization to maximize results.

CAMA will continue to work with FCM in assisting them in these areas of work where possible. We are also very pleased to have a booth at their Conference this year in Québec City to promote our organization and the benefits of municipal administrators being CAMA members. We will also promote CAO Performance Evaluation Toolkit to the elected officials.

While in Ottawa in November 2018, CAMA was also pleased to host a special breakfast meeting with several Federal representatives to discuss a number of topics important to Canadian municipalities. There was representation from Transport Canada, Infrastructure & Communities, Immigration, Refugees & Citizenship Canada, and Canada Mortgage and Housing. The Federal representatives are looking forward to continued dialogue and collaboration with CAMA moving forward.



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

## Provincial/Territorial Associations

Jennifer Goodine, Executive Director, continues to chair quarterly Conference Calls with the Executive Directors of the Provincial/Territorial Associations. A very successful Annual Meeting with our Provincial/Territorial Associations was held in Fredericton sharing best practices from across the country.

## External Relations

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

- Cory Bellmore attended the LGANT Conference in October 2018 to provide members with an update on CAMA activities.
- Tony Kulbisky updated the LGAA on CAMA projects at their Annual Conference in April 2019 in Red Deer.
- Dawn Chaplin is also the Board's representative on the National Steering Committee for the CNAM MAMP2 Partners Project.





# Member Engagement and Support

## Update on Communications/Member Campaign

The “Refer A Member” Campaign in June was a success. An additional campaign was launched in November 2018 that focused on the fact that CAMA is an “Association for All Sizes” - urban, rural, large and small municipalities. Testimonials from large City Managers were featured in this campaign.

Our next marketing strategy, to be launched in September 2019, will feature new testimonials from members. Think of who in your organization is ready for leadership development? Which neighbouring local government leaders would benefit from access to CAMA’s resources? All new members can sign-up for 50% off the regular member rate for the first year. We believe that shared wisdom leaves a lasting impact and we are seeking your support in growing our Association.

### LinkedIn

CAMA has also been working hard on our social media strategy with a focus on LinkedIn. LinkedIn is beneficial for your career development and networking. However, even if you are happy in your current role and do not intend to job hunt, an updated profile is still important. As your municipality works to recruit new talent, those recruits will want to know more about the leadership team. With 300 million active users around the world, know that people are searching for you and your municipality on the LinkedIn platform. Don’t forget to join the CAMA Company Page. 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 would also love to have you join the CAMA Discussion Group by following these steps:

- In the LinkedIn search bar, type **CAMA Members’ Discussion Group**.

- This search will bring to you a page of people who are members of the group where you click “More” and then “Groups”. Click on the group to open it up. Once inside the group, you’ll see a button called “Ask to join”. Click this button and we’ll approve your request!
- Once you have joined, please confirm your settings to ensure you will get notifications of discussions.

We thank you for giving back to the profession and promoting CAMA to your colleagues and team members.

### Signature Line for CAMA Members

Don’t forget about the graphic that you are welcome to add to your signature line if your municipality’s policy permits it. This graphic promotes the fact that you are a member and can be linked to the CAMA website as well. It can be found with the instructions in the CAMA **Member’s Section** under Resources.

### 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.

### Member Engagement

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

# 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: <http://www.makinglifehappen.ca>. Visit the CAMA [website](#) for all the tools.

Also, don't forget about CAMA's **"Cultivating Leadership: A Guide for the Next Generation in Local Government"** project which will help you during different stages of your career. Many of your colleagues from across the country provide their advice on their accomplishments, challenges faced, lessons learned, and key competencies to be great leaders in local government.

## Public Sector Digest Paper Writing Competition

CAMA partnered once again with Public Sector Digest (PSD) for an essay writing competition on topics related to current municipal challenges. The topic for this year's essay competition focused on issues related to infrastructure resiliency, fiscal resiliency, or climate change resiliency. Canadian graduate students were invited to submit an essay exploring solutions and best practices for strengthening local government resiliency, from infrastructure asset management to climate change adaptation.

The winning paper will be published in the May issue of the Public Sector Digest and the author will also be attending CAMA's Annual Conference.



# Member Services

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

## CAO Performance Evaluation Committee

CAMA has had great success with the [CAO Performance Evaluation Toolkit](#) since it was launched at the 2017 Conference. Over the past eighteen months we have marketed this toolkit as widely as possible across the country to the elected officials and the Chief Administrative Officers. With several municipal elections being held in 2018 we will be continuing to actively promote this document into 2019 to ensure that the newly elected officials are aware of this important process. Requests have been made to the Elected Official Associations to make presentations, and each FCM delegate will be receiving a brochure at the 2019 Conference.

Since the launch of the toolkit the feedback has been extremely positive and we have also tried to make it more user-friendly as it does have a lot of gears and options that might, at first glance, make it appear to be dauntingly complicated. It's not! It's really a simple tool. We now have a short [webinar](#) (approximately 20 minutes in length) that is designed to show CAOs and elected officials just how easy it is to use and how it can be customized and scaled to each municipality. We also just recently completed a [Frequently Asked Questions by Chief Administrative Officers document](#) and a [Frequently Asked Questions by Elected Officials document](#) which will help navigate everybody through the toolkit.

CAMA will also have a booth at the FCM Tradeshow to promote this process along with the [Making Life Happen Campaign](#), the [CAMA Awards of Excellence](#) and encouraging the advantages of [membership](#) to our Association (to their senior managers).

A special thanks to Janice Baker for continuing to lead this project.

## Awards of Excellence Program



*Photo: 2018 CAMA Award of Excellence Recipients*

*Janice Baker, CAMA President & CAO/City Manager for the City of Mississauga, ON; Thomas Webster, CAO - Town of East Gwillimbury, ON; Paul Gill, CAO - City of Maple Ridge, BC; Harry Janda, Solid Waste & Contracts Manager - City of Surrey, BC; Robert Costanzo, General Manager of Corporate Services - City of Surrey, BC; Bob Lapham, CAO - Capital Regional District, BC; Dan Chapman, CAO - City of Kitchener, ON*

Chair Louis Coutinho led our Awards of Excellence Program this year and I am pleased to announce that eight successful municipalities will be honoured at the Awards Luncheon held on May 29th, 2019 in Québec City. This year we received 35 submissions, all of excellent quality from across the country.

## Awards of Excellence Program

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

- Martin Taylor, CAO, Town of Hinton, AB
- John Morrissey, Directeur Général, Communauté Rurale de Saint-André, NB
- Kim Wingrove, CAO, Grey County, ON
- Theresa Van Oort, CAO, County of Northern Lights, AB
- Susan Gardner, CEO & Publisher, Municipal World Inc.
- Michael Rudkin, SAO, Hamlet of Fort Liard, NWT

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

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

## Long Service Recognition Awards Program

This year there will be 70 members that will be receiving their recognition pins. Ten and fifteen-year recipients will be receiving their pins in mid-April and those with twenty years or more of service will be presented their pins at the Long Services Awards Luncheon in Quebec City. Congratulations to all for your dedication and commitment to the profession!

## Honourary Life Member Awards

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

## Additional Member Services Coming to CAMA Members

As noted in our Statement of Purpose "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."

CAMA is pleased to be announcing a partnership with a [BoxOfDocs](#) at the Conference. BoxOfDocs is the one and only Canadian Municipal Administrative Document Library. Members get easily searchable access to municipal documents such as bylaws, policies and standards from municipalities across Canada, all in one place. Documents are automatically loaded to their platform from municipality websites, with little to no effort required by members. BoxOfDocs offers individual as well as municipal memberships. Members receive access to thousands of ever-changing Canadian municipal documents, all kept current on the BoxOfDocs platform by the BoxOfDocs team and their proprietary technology. CAMA members will be offered a discount on the monthly or annual fees based on your population.



## Political Acumen Toolkit Project

The Political Acumen Toolkit Committee was chaired by Bev Hendry and included the following CAMA members: Gordon Howie, John Enns-Wind, Sheila Bassi-Kellett, Diane Burton, Louis Coutinho, and Jeff Renaud. This Committee worked with consultant Transitional Solutions Inc.

This resource will strengthen political acumen as a core competency for CAOs, their direct reports, and the next generation of municipal leaders. It provides information, downloadable resources, and links to additional materials that will support CAOs and senior managers in building a bridge between the administrative and the political realms. Specifically, the toolkit offers advice that clarifies roles and responsibilities with governance, supports relationship-building at all levels, encourages situational and self-awareness in municipal leaders, helps manage personal risk, and furthers effective communication and stakeholder engagement.

The toolkit also acts as a resource for CAOs to use with aspiring leaders to mentor them in the less tangible skills required to achieve success in the role. Political acumen is a skill that is best learned through coaching, observation, and

experience. While every effort has been made to capture the knowledge of experienced CAOs in this toolkit, mentorships are needed to learn firsthand how to navigate the political nature of municipal management. CAMA's Mentorship Forum was developed in tandem with the toolkit to encourage and facilitate these relationships between experienced and new leaders, as well as support succession planning in local government. Similar to other social networking sites, the Forum is a resource for connecting with other CAMA members, finding mentors, obtaining support from colleagues across the Country, and discussing municipal issues on a pan-Canadian level.

CAOs operate in a unique position, and because of this, they can often feel a lack of support in their roles as they face challenging or even overwhelming situations. Every municipal leader has been there at some point. CAMA hopes this toolkit will become a valuable resource to support senior administrators in their careers, and that the Mentorship Forum will provide a practical way for CAMA members to reach out to each other for support.

Watch for the launch of this exciting toolkit at the 2019 Annual Conference in Québec City.

## CAO Members in Transition Toolkit

*"Experiencing transition has made me a better person and a better CAO."*

The Committee led by Tony Kulbisky and members Jake Rudolph, Jeff Renaud, Rodney Cumby, and Glen Davies worked with our consultant Susan Shannon to build the CAO Members in Transition Toolkit also being launched at the 2019 Conference.

When a CAO is experiencing the turmoil and flow of emotions that immediately follows transition, it is often difficult to even begin to think about the resources you need and/or where to locate them quickly when you need them. Everyone experiences transition in their own way and throughout the project we learned that often just hearing the experiences of others can be helpful. In addition, it became evident that having the right tools and resources readily available when needed, made transition easier for many. The goal of the Toolkit is to provide our Members in Transition with a support tool that when needed made transition easier for many.



## What is CAMA's Next Toolkit You Ask?

CAMA currently has a basic sample CAO Employment Contract which includes a list of some of the most common provisions found in administrative employment contracts. This document is in the **Member's Section**. In a world in which employment relationships are becoming more and more contentious, municipal administrators should consider the importance of an employment contract.

It was the decision of the Board at their March 2019 meeting that the current contract should be expanded to include additional tools for the CAMA membership.

The goal is to prepare a CAO Employment Contract Toolkit that will support CAOs when negotiating their contract and also the elected officials during the recruitment process. This toolkit will also take into consideration the work that has already been completed on CAMA's Performance Evaluation Toolkit, the CAO Members in Transition Toolkit, and the Political Acumen Toolkit.

We will be seeking CAMA members to sit on this Committee which will be created in June 2019.

# Association Governance

## Financial Stability

CAMA continues to be in a healthy financial position and a detailed review of the Association's finances will be presented at our Annual General Meeting in Québec City by Treasurer Jack Benzaquen. We will have a clean audit once again with a member's accumulated surplus of \$631,219.

## Election Process

Two positions opened up on the Board for the 2019-2020 year and an election was held for the Nova Scotia and Prince Edward Island position. The successful candidate will be announced at the Annual General Meeting. Congratulations to Marc Melanson, City Manager for the City of Dieppe, who was acclaimed as the CAMA Board representative for New Brunswick.

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

# Closing Remarks

It has been a very rewarding experience to serve as your President and I want to thank you for this opportunity. It has been a pleasure to work on a number of initiatives with several of you and to have served on the Board for these past seven years. I would like to thank the members of the Board for their hard work and for their unwavering support to the Association and its strategic objectives. Your dedication contributes so much to our Association making it a great organization for all its members.

Thank you to Janice Baker, our Past President who will leave the Board this year, along with Louis Coutinho, our Nova Scotia and Prince Edward Island representative who will be enjoying retirement. We will miss you both and appreciated your contribution to the Association!

I would like to extend my sincerest best wishes to the new Board and incoming President, Jeff Renaud, as they continue to make this organization even better. To CAMA members, thank you for having made this organization so strong through the years and your support and participation in our programs. As you can see from this report, the Association is favourably positioned to continue to be a national and international leader in the municipal field.

*Marc Landry*

Marc Landry  
CAMA President  
City Manager, Moncton, New Brunswick





# Treasurer's Report 2018-2019

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 31<sup>st</sup>, 2019. 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 \$8,761, and an accumulated surplus of \$631,219. This is the fifteenth consecutive year that we have recorded a surplus, thanks mostly to our very successful Annual Conferences. I am sure you can appreciate this is a strong position for the Association. The 2018 Fredericton Conference saw a surplus of \$80,000 thanks to Chris MacPherson, CAO and the Fredericton Host Committee, our thrifty Executive Director Jennifer Goodine, Rose Fernandes, Manager of Partnerships and Exhibitors, and of course our sponsors and exhibitors. Please remember these folks when you need a product or service!

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

- \$25,200 for the new CAO Member in Transition Toolkit.
- \$45,200 for the Political Acumen Toolkit.
- \$5,350 was earmarked to continue marketing the Performance Evaluation Toolkit and the membership campaign in which we continue to see an increase with an additional \$10,000 in revenue this year. Recruitment and retention tactics will continue for the next year.

Over the next year the Board will continue to focus on the marketing and promotion of the three toolkits: Performance Evaluation, Members in Transition and Political Acumen. Monies will also be earmarked for the completion of our next project - a CAO Employment Contract Toolkit.

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

I would ask that the following motions be passed.

**Be it resolved that the Financial Statements of the Canadian Association of Municipal Administrators for the year ended March 31, 2019 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 2019 - 2020 fiscal year.**

Sincerely,



Jack Benzaquen  
CAMA Treasurer



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

**FINANCIAL STATEMENTS  
ÉTATS FINANCIERS**

**2019**

**DRAFT**

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## 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, 2019, 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, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted 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.

### *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 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

## 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 2019, 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 2019 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.

### *Basis 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.

### *Responsabilité de la direction et des personnes chargées de la gouvernance pour les 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.

### *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 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

## INDEPENDENT AUDITORS' REPORT (CONTINUED)

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)

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.



*Chartered Professional Accountants / Comptables agréés professionnels*

Fredericton, New Brunswick  
May 27, 2019

Fredericton, au Nouveau Brunswick  
le 27 mai 2019

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2019

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
ÉTAT DE LA SITUATION FINANCIÈRE  
AU 31 MARS 2019

	2019	2018	
<b>ASSETS</b>			<b>ACTIF</b>
<b>CURRENT</b>			<b>À COURT TERME</b>
Cash and cash equivalents	\$ 770,534	816 023	\$ Encaisse et équivalents de trésorie
Accounts receivable	15,359	43 883	Comptes débiteurs
Prepaid expenses (note 3)	78,713	74 030	Frais payés d'avance (note 3)
	<u>\$ 864,606</u>	<u>933 936</u>	<u>\$</u>
<b>LIABILITIES AND MEMBERS' SURPLUS</b>			<b>PASSIF ET SURPLUS DES MEMBRES</b>
<b>LIABILITIES</b>			<b>PASSIF</b>
Accounts payable	\$ 46,347	68 080	\$ Comptes créditeurs
Deferred revenue (note 4)	187,040	243 398	Revenus reportés (note 4)
	<u>233,387</u>	<u>311 478</u>	
<b>MEMBERS' SURPLUS</b>	<u>631,219</u>	<u>622 458</u>	<b>SURPLUS DES MEMBRES</b>
	<u>\$ 864,606</u>	<u>933 936</u>	<u>\$</u>

**DRAFT**

Approved by the Board:  
Approuvé par la Direction:

Member/membre

Title/titre

Member/membre

Title/titre



**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS  
STATEMENT OF OPERATIONS AND  
MEMBERS' SURPLUS FOR THE YEAR  
ENDED MARCH 31, 2019**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE L'EXPLOITATION ET DU SURPLUS  
DES MEMBRES POUR L'EXERCICE  
TERMINÉ LE 31 MARS 2019**

	<b>2019</b>	<b>2018</b>	
<b>REVENUE</b>			<b>REVENUS</b>
Membership dues	\$ 229,573	219 171	\$ Cotisations des membres
Job scene broadcast	16,520	17 008	FAX d'emploi
Annual conference	397,603	391 104	Conférence annuelle
Interest	13,999	11 988	Intérêts
Awards nominations	3,050	2 998	Nominations - prix et récompenses
Communications	-	8 439	Communications
Advertising	4,535	1 015	Publicité
	<u>665,280</u>	<u>651 723</u>	
<b>EXPENSES</b>			<b>DÉPENSES</b>
Administrative and operating expenses (Schedule 1)	268,359	221 422	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	70,556	80 950	Activités des comités (Tableau 1)
Annual Conference	317,604	336 725	Conférence annuelle
	<u>656,519</u>	<u>639 097</u>	
<b>EXCESS OF REVENUE OVER EXPENSES</b>	8,761	12 626	<b>SUFFISANCE DES REVENUS SUR LES DÉPENSES</b>
<b>MEMBERS' SURPLUS, BEGINNING OF YEAR</b>	<u>622,458</u>	<u>609 832</u>	<b>SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE</b>
<b>MEMBERS' SURPLUS, END OF YEAR</b>	<u>\$ 631,219</u>	<u>622 458</u>	<b>SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE</b>

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**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2019

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX ÉTAT**  
DE MOUVEMENTS DE TRÉSORERIE POUR  
L'EXERCICE TERMINÉ LE 31 MARS 2019

	2019	2018	
<b>CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES</b>			<b>FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION</b>
Excess of revenue over expenses	\$ 8,761	12 626	\$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	28,524	(7 031)	Comptes débiteurs
Prepaid expenses	(4,683)	(12 290)	Frais payés d'avance
Accounts and fees payable	(21,733)	20 958	Comptes créditeurs et honoraires à payer
Deferred revenue	(56,358)	(90 026)	Revenus reportés
	<u>(54,250)</u>	<u>(88 389)</u>	
<b>NET CHANGE IN CASH POSITION</b>	<b>(45,489)</b>	<b>(75 763)</b>	<b>VARIATION NETTE DE LA POSITION DE TRÉSORERIE</b>
<b>CASH POSITION, BEGINNING OF YEAR</b>	<b><u>816,023</u></b>	<b><u>891 786</u></b>	<b>POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE</b>
<b>CASH POSITION, END OF YEAR</b>	<b><u>\$ 770,534</u></b>	<b><u>816 023</u></b>	<b>\$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE</b>

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**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2019

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**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.

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**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS  
31 MARS 2019

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**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.



**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2019

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS  
31 MARS 2019

**3. PREPAID EXPENSES**

Components of the ending balance are as follows:

Conference 2017 expenses	\$ -
Conference 2017 deposits	-
Conference 2018 expenses	-
Conference 2018 deposits	-
Conference 2019 expenses	28,194
Conference 2019 deposits	30,710
Conference 2020 deposits	10,000
Conference 2021 deposits	9,809
Other	-
	<u>\$ 78,713</u>

**3. FRAIS PAYÉS D'AVANCE**

Le solde à la fin de l'exercice comprend :

\$	Dépenses pour la conférence de 2017
	Dépôts pour la conférence de 2017
31 784	Dépenses pour la conférence de 2018
27 246	Dépôts pour la conférence de 2018
-	Dépenses pour la conférence de 2019
5 000	Dépôts pour la conférence de 2019
10 000	Dépôts pour la conférence de 2020
-	Dépôts pour la conférence de 2021
-	Autre
<u>74 030</u>	<u>\$</u>

**4. DEFERRED REVENUE**

Components of the ending balance are as follows:

Conference	\$ 27,630
Membership	159,410
Other	-
	<u>\$ 187,040</u>

**4. REVENUS REPORTÉS**

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

55 695	\$	Conférence
187 703		Adhésion
		Autre
<u>243 398</u>	<u>\$</u>	

**5. FINANCIAL INSTRUMENTS**

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

**5. INSTRUMENTS FINANCIERS**

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

# DRAFT

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
SCHEDULE 1  
FOR THE YEAR ENDED MARCH 31, 2019

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
TABLEAU 1  
POUR L'EXERCICE TERMINÉ LE 31 MARS 2019

	2019	2018	
ADMINISTRATIVE AND OPERATING EXPENSES			FRAIS D'ADMINISTRATION ET D'EXPLOITATION
Interest and bank charges	\$ 7,346	7 779 \$	Intérêt et frais bancaires
Postage and courier	720	4 450	Affranchissement et messagerie
Professional fees	4,000	3 835	Honoraires professionnels
Telephone and fax	2,036	2 115	Téléphone et fax
Web-site	5,081	6 734	Site web
Management fees	134,793	76 902	Frais de gestion
Executive director costs	79,771	77 813	Coûts du directeur exécutif
Public relations	3,152	5 500	Relations publiques
Office	5,567	6 913	Bureau
Rent	4,600	4 500	Loyer
Travel	1,633	4 206	Frais de déplacement
Translation	16,661	17 940	Traduction
Insurance	2,999	2 735	Assurance
	<u>\$ 268,359</u>	<u>221 422 \$</u>	
COMMITTEE ACTIVITIES			ACTIVITÉS DES COMITÉS
Awards	\$ 4,620	5 490 \$	Prix et récompenses
E-Learning & job broadcast	243	93	FAX d'emploi
Communications	-	21 956	Communications
Board meetings	65,693	53 411	Réunions du conseil
	<u>\$ 70,556</u>	<u>80 950 \$</u>	