

Annual President's **REPORT**

For the year ending March 31, 2020



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.



President's Message

"As we continue to navigate this unprecedented situation, CAMA remains committed to supporting you, our members, in any way we can. Now, more than ever it is a reminder of how deeply we're all connected and our collective efforts will help weather this storm. We're all in this together."

On behalf of the CAMA Board of Directors, I am pleased to present the 2019-2020 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 2020-2021. Although we have delayed our new strategic planning process for one year, this time will provide us with an opportunity to determine what you and your municipalities need after this global pandemic. I think you will agree that things will be different in all our communities and workplaces as we start to return to some normalcy.

Looking back over the past year, your Board has continued to focus on the many goals and objectives of the current Strategic Plan and we are excited to launch the CAO Employment Contract Toolkit and the Council Orientation Toolkit in the Fall of 2020. We are continually reviewing the "Lifecycle of the CAO" and are committed to assisting both the next generation of managers and those with deep experience with the development of new tools and programs to address your everyday challenges.

We hope that these new toolkits along with the others already available to you, will assist you, your direct reports, and the next generation of leaders.

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

I would invite you to join the virtual Annual General Meeting on June 2nd at 11:30 a.m. EST. We do look forward to seeing your faces again in Mont Tremblant for the 2021 Conference and to celebrate CAMA's 50th Anniversary!



Jeff Renaud
President



2019-2020 Board of Directors

The Canadian Association of Municipal Administrators is governed by an 11-member Board of Directors who are elected by the membership along with the Past President. It has been a pleasure working with these dedicated professionals. A special thanks to Rodney Sage, former CAO/City Manager for the City of Brandon, Manitoba who retired from the Board in January 2020 after serving as the representative for Manitoba and Saskatchewan for the past two years.



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

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



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



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



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



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



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



Brenda Orchard, Director
ONTARIO
CAO, LENNOX AND ADDINGTON COUNTY



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



Beverly Hendry,
MEMBER-AT-LARGE
CAO, TOWNSHIP OF WEST LINCOLN, ON



Marc Landry, Past President
CITY MANAGER, CITY OF MONCTON, NB

Executive Director's Message

Wow – what a year! CAMA is extremely saddened by the devastating situation that COVID-19 has caused for all our CAMA member communities, business partners and exhibitors. These are challenging times for everyone, and we know that our members are working tirelessly to prepare for changes and for operations to resume as the situation allows for it.

CAMA had a great year with a very dedicated Board of Directors and the development of an additional two toolkits to be made available to you in the Fall. Although we were very disappointed to have to cancel our Annual Conference we are already looking forward to seeing your smiling faces in Mont Tremblant as we celebrate our 50th Anniversary! Dig out your gold shoes, bowties, dresses, and suits for a wonderful time!

A special thanks to our exceptional CAMA staff: Alycia Bartlett, Stacey Murray, Denika Weir-Cotnoir, Maryn Walzak, Robert Forsythe and our “little bit of Texas” Rose Fernandes.

We truly are a unique team as we come from all parts of Canada (and America) and “meet in the middle” for the Conference. The most amazing thing about our team is that they are all professionals with their full-time day jobs, and they take their vacation to come each year to help out. How amazing is that? Most of these talented individuals started their careers as students working for the City of Fredericton at one time.

I would also like to take this opportunity to thank our two CAMA heroes, Chris MacPherson (current CAO of Fredericton) and Paul Stapleton (former CAO of Fredericton) for saving CAMA years ago and for continuing to support the National Office. These gentlemen are also both Honourary Members of CAMA – and for good reason.

The 2019 CAMA Conference Team - Québec City

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

Continue to take care of yourself so that you can be strong for your Councils and your employees. Help each other remain resilient in the very challenging jobs that you all have – it is these lifelong relationships that we all have across the country that help us be warriors and continue to shine that bright light throughout our own municipalities every day – more now than ever.

And always remember, you have the CAMA National Office, your Board of Directors and these 650 friends that are more than happy to help and support you in any way that they can – on any journey or path that this profession may lead you to.

Please stay connected with us during these challenging times.

Jennifer Goodine

Jennifer Goodine
Executive Director



CAMA National Office

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

The Board was also pleased to present Chris with the The Honorary Life Membership in CAMA at the 2019 Quebec City. This is an honour presented to individuals who have made an extraordinary contribution to the field of municipal administration and to the work of CAMA.

Previous recipients of the award include: the late John Robison, Cy Armstrong, the late Robert Byron, Wes Lancaster, Murray MacLean, Paul Stapleton, Richard White, Bob Linner, Doug Lagore, Gerard Lewis, Cecil Vincent, Jim Toye, Doug Lychak, Ron Shaw, and Duncan Campbell.



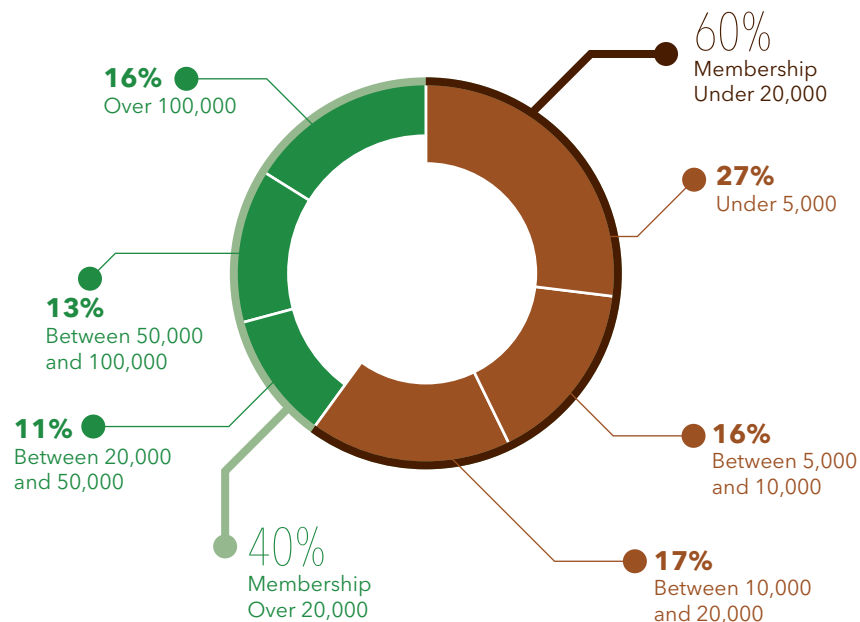
Janice Baker, Past President; Chris MacPherson, Honourary Member; Marc Landry, Past President



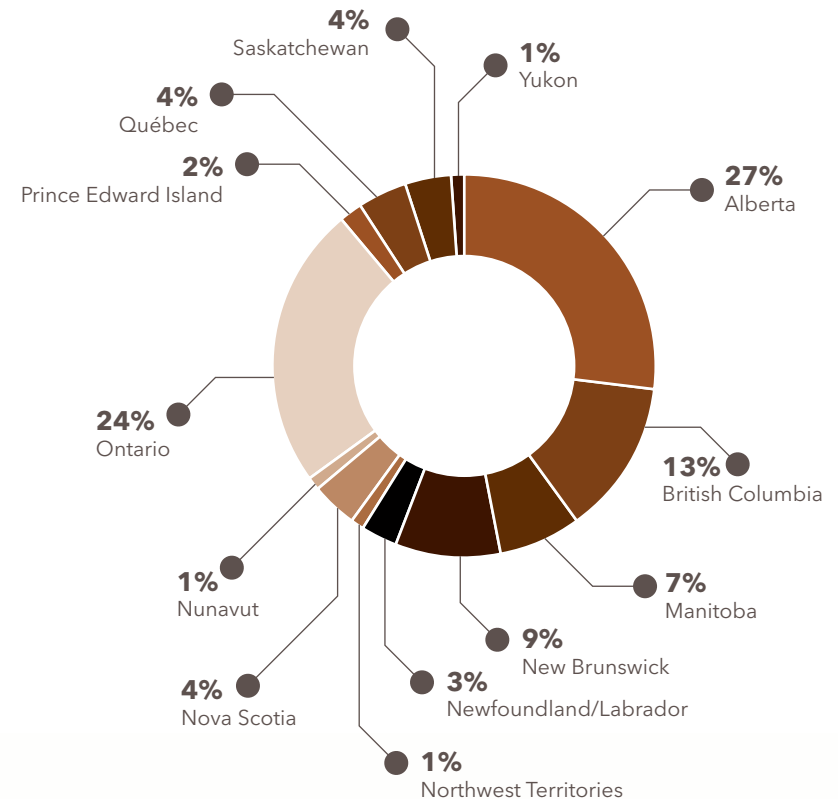
Membership

The membership of our Association continues to remain solid with CAMA currently having 650 members from across the country with sixty percent of our membership being from communities with populations under 20,000.

Population



Province



Strategic Plan

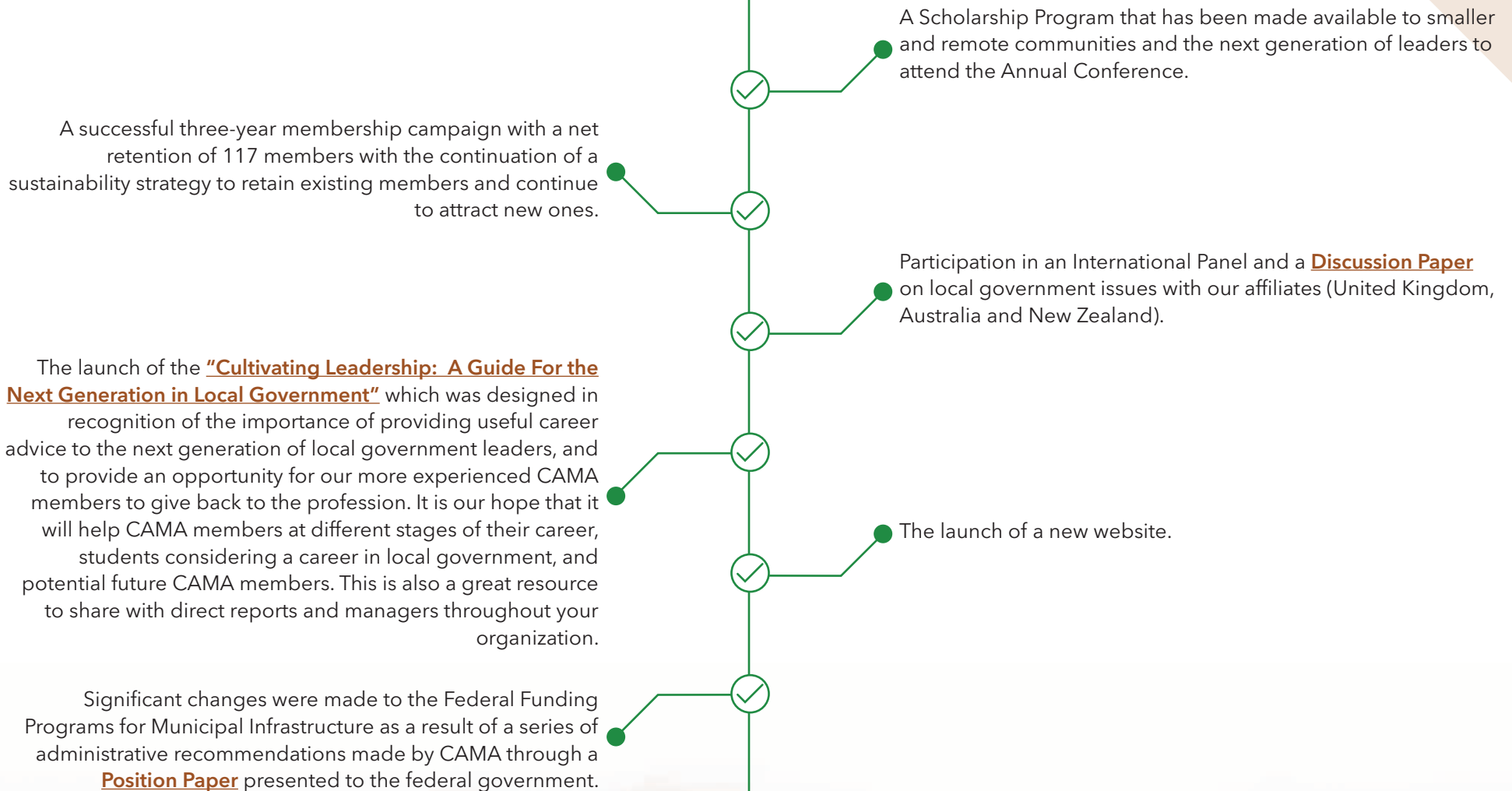
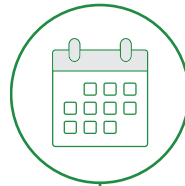
The year (2020-2021) marks the last year of our Strategic Plan. The Board completes an Annual Review each September to stay focused on the trends that continue to shape the local government environment and municipal administrator profession. In addition to our core services that we provide our membership on a regular basis, the past four years have been quite ambitious with the launch and promotion of three toolkits (Performance Evaluation, Political Acumen and Members in Transition), a Making Life Happen Campaign for the next generation, and the creation of a Mentorship Forum. We will also be launching two more toolkits later this year.

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

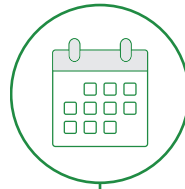
*2018-2019 and 2019-2020 CAMA Board of Directors
2019 Québec City Conference*



Activities Completed (April 2016-March 2017)



Activities Completed (April 2017-March 2018)



The addition of a Northern representative to the Board for Yukon, Northwest Territories, and Nunavut.



A partnership with six Provincial Associations which resulted in the launch of the **Making Life Happen Campaign** and **website** to recruit the next generation of municipal leaders.



Workshops with FCM and CNAM on Infrastructure, Asset Management, and Climate Change at the 2017 and 2018 CAMA Conferences.



The development and launch of the **CAO Performance Evaluation Toolkit** with a marketing campaign to CAOs and elected officials.

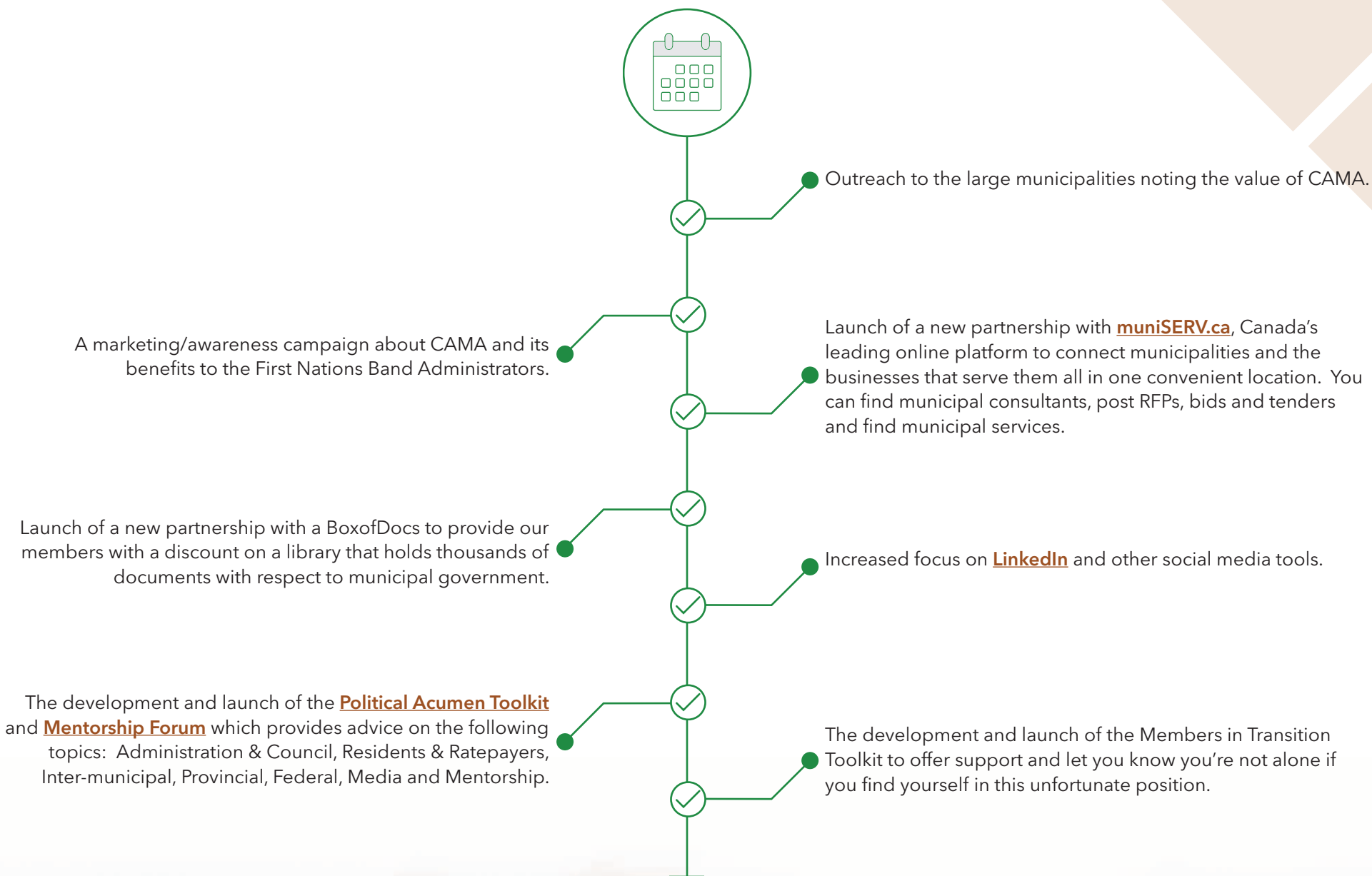


Outreach to the Provinces and Territories where municipal elections were held to advise of CAMA's support should you become a Member in Transition.

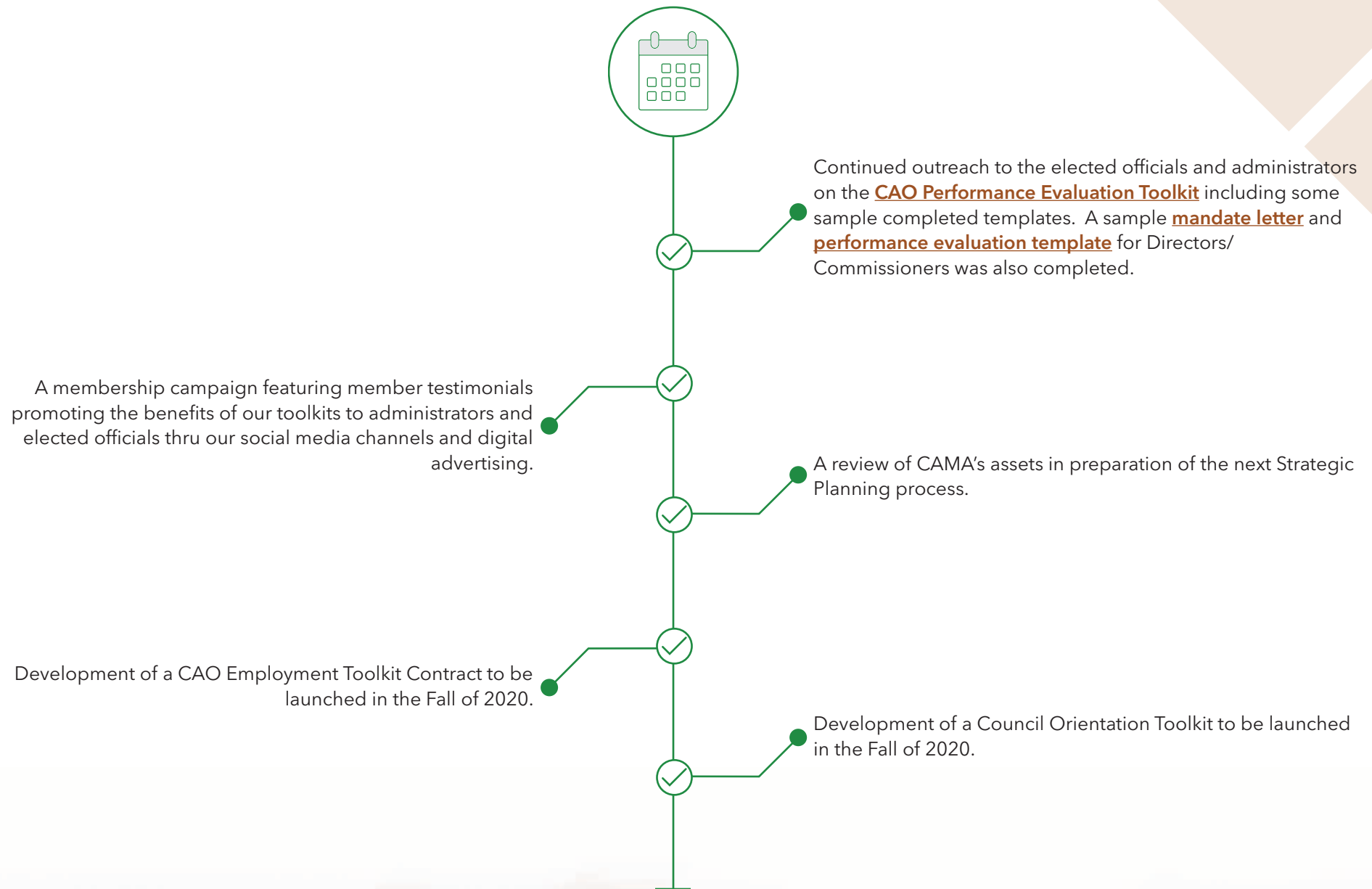


The development of a new **Statement of Purpose** for the Association.

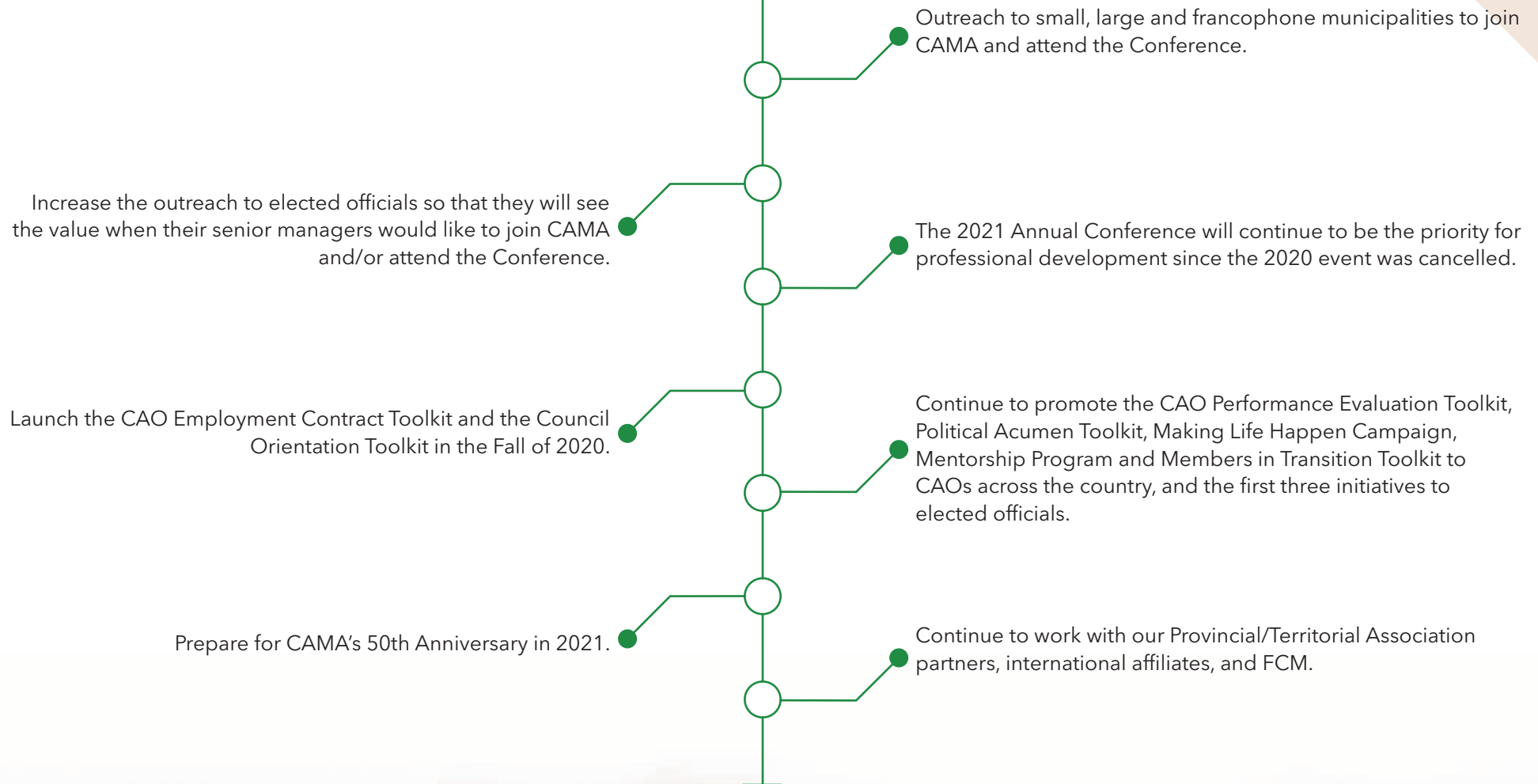
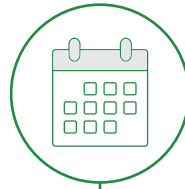
Activities Completed (April 2018-March 2019)



Activities Completed (April 2019 to – March 2020)



There is one year remaining in our Strategic Plan (April 2020 to March 2021)
and we plan to focus on the following:



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

Lifecycle Steps	Activities
Recruiting the Next Generation of Leaders to Local Government	<ul style="list-style-type: none"> • Making Life Happen Campaign
Mentoring and Succession of Aspiring CAOs	<ul style="list-style-type: none"> • The Political Acumen Toolkit includes information on political acuity for all employees in the organization. • A Mentorship Forum. • CAO Employment Contract Toolkit (to be launched in Fall 2020)
Support to the CAO During Their Career	<ul style="list-style-type: none"> • Performance Evaluation Toolkit • Political Acumen Toolkit • Member in Transition Toolkit • A Quality Annual Conference for Professional Development and Networking (with scholarships and first-time delegate rates). • CAO Employment Contract Toolkit (to be launched in Fall 2020). We currently have an employment contract template in the Member's Section. • Council Orientation Toolkit (to be launched in the Fall 2020).
Retirement of the CAO	<ul style="list-style-type: none"> • The option to sign up in muniSERV for interim CAO opportunities. • Attendance at the Annual Conference at a reduced fee. • The option to sign up as a mentor in the Mentorship Forum.

The Next Five Years...

The planning process for the new Strategic Plan for 2021 and beyond that was set to take place in September 2020, has been postponed for one year due to COVID-19. This will allow us to determine the needs of our profession after things start to return to normal in our own communities. We will be launching the CAO Employment Contract Toolkit and the Council Orientation Toolkit in the Fall and will continue to focus on our core services and building on the good work that has already been done.

CAMA is also pleased to be conducting an inventory analysis variation of all our assets with Brent Barootes, President and CEO of Partnership Group - Sponsorship Specialists®. This review will assist us in ensuring we are providing our sponsors and exhibitors with the best programs possible and that our other core services are being the most effective for you, our members. A special thanks to Rose Fernandes, our Manager of Partnerships and Exhibitors who is

leading this project. This detailed review encourages thinking outside the box including discovery sessions, prospect and proposal development, activation and fulfillment. This will provide us with a complete list of our assets and will be finished in time for the next strategic planning session to provide the Board with some guidance for the next five years in appropriately valuing CAMA's brand.

Thank you to those members that completed the member survey as part of the Post-Conference survey in June 2019. Respondents felt that we are on the right track particularly with the work done on the toolkits and that CAMA continues to provide its members with the resources they require. Professional Development and networking remain the most valued aspects of CAMA membership.

A special thanks to Jack Benzaquen who continues to lead us thru our Strategic Plan. We will continue to reach out to you for input as we start to shape our next five years as an Association.



Professional Development

Annual Conference

2019 Québec City Conference

Thank you to Marc Landry, CAMA Past President for his leadership as Chair of the Program Committee and to Luc Monty, CAO and his team from Québec City for hosting the extremely successful 2019 Conference. This event brought a surplus of \$42,000 and 274 delegates and 58 companions attended. Our delegates have told us that this was an excellent networking event with a first-class speaker program and a spectacular President's Dinner showcasing the wonderful heritage of Québec City at Le Capitol Theatre with the amazing Painchaud Family. The informal Knowledge Cafés were also very popular so we will be continuing with this type of learning atmosphere in the future.

If you were unable to attend the Conference and would like to view some of the speaker sessions, the video recordings can be found in the [Member's Section](#). A special thanks to our silver level partner ISI Global for providing this service.

We would also like to thank our sponsors and exhibitors for attending to help make our event a success.

Cancellation of 2020 Annual Conference

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

Rescheduling the Conference to later in 2020 was not an option as Deerhurst Resort was not able to provide us with workable dates and most municipalities will most likely still be in recovery mode from COVID-19. CAMA has financial commitments and contractual obligations to Deerhurst Resort and are working on future possible dates for holding the conference there. As you are aware, CAMA's preference is to host the conference in the same city or proximity to FCM. We are waiting to hear what FCM will be doing before finalizing any details.

This year's Annual General Meeting will be held virtually on Tuesday, June 2nd, 2020 at 11:30 a.m. EST.

We would like to acknowledge the significant efforts, resources and commitments undertaken by staff and the Conference Planning Committee for the Deerhurst Conference. I had the privilege to Chair this year's Conference Committee and I would like to say a special thank you to the members: Brenda Orchard, Tony Kulbisky, Marc Melanson, and Mike Dolter. Accolades as well to Denise Corry (CAO for the Town of Huntsville), Michael Duben (CAO for the Regional District of Muskoka) and Glen Davies (CAO for the Town of Gravenhurst) for also being a part of our Host Committee and their commitment to our event. The theme "Teambuilding: Make Every Connection Matter!" certainly is very appropriate for what we and our communities are experiencing at this time.

Deerhurst and Huntsville - we will be back in the future to replicate some of the activities and fun events that were planned for this year!

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

Through the Scholarship Program, eight scholarships were provided which covered the registration fee for the 2020 Annual Conference. This program engages the young Canadians to be champions in their communities in subsequent years, assists CAMA members of smaller municipalities who have limited training funds, and also helps the remote northern Canadian communities who have higher travel costs to attend the Conference. These recipients were offered the opportunity to carry over their scholarships to the 2021 Conference.

Future Conferences

Looking ahead, our 2021 Conference will be held from May 31 to June 2 at the Fairmont Tremblant with the Casual Night Out taking place at the beautiful Grand Manitou Lodge at the top of the mountain. FCM will be held in Montreal following this event. This is also a very special year for us as CAMA will be celebrating our 50th Anniversary. Watch for more details on this spectacular event and wear your "gold" to the Conference. You will learn about CAMA's history thru some interviews with some of our Past Presidents and Honourary members, changes in trends in local government, and many other special milestones that we must share with you.

The dates and locations for future Conferences have not yet been confirmed due to FCM still working on their schedule. We hope to have these finalized by the end of 2020.



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 our affiliate partners annually at the ICMA Conference.

ICMA

A special thanks to Tim Anderson, CAO of the City of Waterloo who is in his last year of his term as ICMA's Canadian International Vice-President. ICMA is currently overseeing an application process for the September 2020 to October 2023 term. Tim 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 Nashville, Tennessee from October 20-23, 2019 and along with their great speaker program, attended several International Affiliate meetings. The Canadian Dinner, hosted by CAMA, was also well attended with approximately 70 individuals from across Canada.

CAMA has had the pleasure of working with the City of Toronto, the Ontario Municipal Administrators Association (OMAA) and Tim Anderson on the Host Committee for the 2020 ICMA Conference scheduled to take place in Toronto from September 23-26, 2020. Marc Landry, CAMA Past President is also the Co-Chair of the Program 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 211 members.

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



SOLACE, 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 2019 Nashville ICMA Conference, the Presidents and Executive Directors had their annual update meeting to discuss topics of mutual interest in our respective countries.

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. Nathan Peto, City Manager for the City of Portage-la-Prairie travelled to Queensland in September 2019 to participate in the LGMA Annual Conference and spent a week learning about their local government; policies, practices, innovations and challenges. Australia's representative Bernard Smith, CEO Gympie Regional Council, attended the 2019 CAMA Conference and also spent some time in Manitoba learning about Canadian local government.

I also had the pleasure of attending the LG Professionals Conference held in Darwin, Australia in October 2019 and made a presentation to the delegates on CAMA's toolkits. It was also an honour to attend the SOLACE Conference in October 2019 in Birmingham.



Local Government Exchange to Tokyo with CLAIR

Staff members from The Council of Local Authorities for International Relations (CLAIR) New York Office had the opportunity to participate in this year's 2019 CAMA Conference held in Québec City.

CLAIR is a Japanese governmental agency to support the international activities of local governments to strengthen international collaboration, particularly around local development and revitalization. It also aims to provide support to local governments in promoting tourism and regional products. Its headquarters are in Tokyo and there are domestic branch offices in each prefecture in Japan, as well as a network of overseas offices in major cities around the world.

CLAIR was pleased to offer its Fellowship Exchange Program/Seminar to CAMA members. The goal of this program is to build networks and promote mutual understanding between the local governments in Japan and overseas. This seminar was held in Tokyo and Kitaibaraki City from November 4-13, 2019 and included visits to Takahagi City and Iwaki City. This year's theme was "Construction, Destruction and Reconstruction: Creating Community Identity through Art and Recovery from the Great East Japan Earthquake". Congratulations to Geoff McKnight, CAO for the Town of Bradford West Gwillimbury, Ontario on being the successful applicant for this exchange.

IMEP Manager Exchange: Canada and Belgium

CAMA also partnered with ICMA for their International Management Exchange Program (IMEP) between Canada and Belgium. This exchange would see two to three Canadians travel to Belgium in May 2020 to attend the European City Managers Meeting and then they would come to the ICMA Toronto Conference in September 2020 to do the same. Due to the COVID-19 pandemic this exchange has been postponed.

Bernard Smith and Nathan Peto

Alliance for Innovation

CAMA was pleased to have Joel Carnes, President and CEO for the Alliance for Innovation, in attendance at our May 2019 Board meeting to provide an update on their activities. The Alliance's focus is on developing and sustaining thriving communities and they assist in transforming strategy, culture and ecosystems.

The Alliance offers a special discount to all CAMA members and learning resources for your entire organization. If you are interested in this opportunity e-mail join@transformgov.org for more information on how to leverage these benefits for your community.

muniSERV

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

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

Federation of Canadian Municipalities & Federal Government

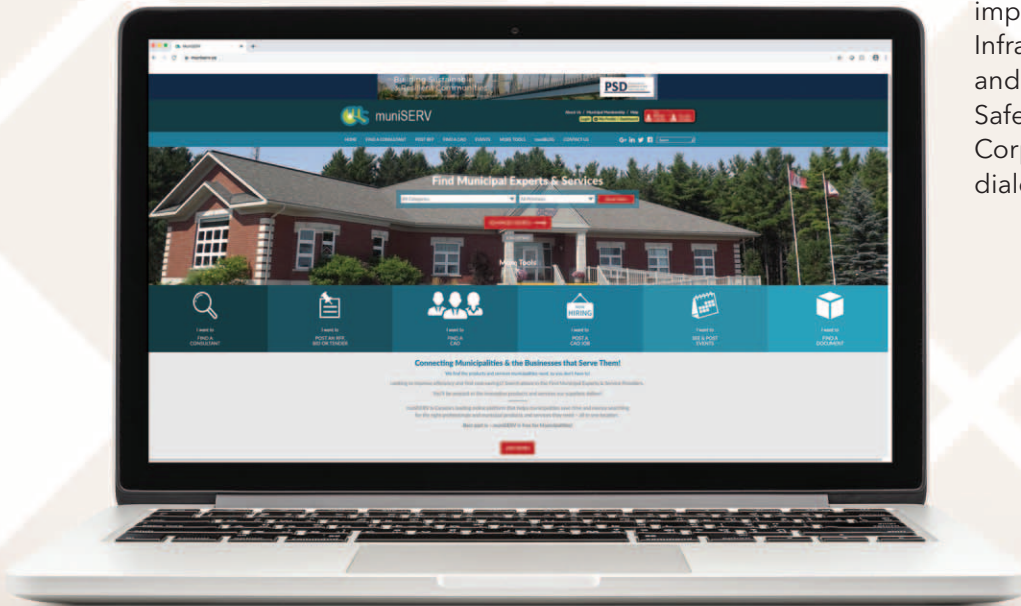
Over the years CAMA has had a positive working relationship with FCM and has been pleased to assist them with program and policy development on several national issues.

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

Congratulations to Brock Carlton, Chief Executive Officer of the Federation of Canadian Municipalities who will be retiring in July 2020. Brock has been an amazing leader for the elected officials and a great friend to CAMA over the years.

CAMA will continue to work with FCM in assisting them in these areas of work where possible. This year our members provided them with data on cannabis legalization costs across the country and most recently some information to help them determine the major priorities of communities during COVID-19.

While in Ottawa in November 2019, CAMA was pleased to host a special breakfast meeting with several Federal staff members to discuss topics important to Canadian municipalities. There was representation from Infrastructure & Communities, Indigenous Services, Immigration, Refugees and Citizenship Canada, Employment & Social Development Canada, Public Safety & Emergency Preparedness, and Canada Mortgage and Housing Corporation. The Federal representatives are looking forward to continued dialogue and collaboration with CAMA moving forward.



Provincial/Territorial Associations

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

4th Annual Intelligent Cities Summit Partnership

CAMA was pleased to be a partner of the 4th Annual Intelligent Cities Summit 2019 held in Toronto from October 7-8, 2019. We were happy to share information on our CAO Performance Evaluation Toolkit.

Steering Committee for the Municipal Management Certificate Program.

CAMA is a member of the Steering Committee for the Municipal Management Certificate Program in an advisory capacity. This Committee includes representatives from SaskPoly Business School, Government Relations of the Province of Saskatchewan, the Saskatchewan Association of Rural Municipalities (SARM), Saskatchewan Urban Municipalities Association (SUMA), New North (municipal association representing northern communities in Saskatchewan), Urban Municipal Association of Administrators of Saskatchewan (UMASS) and the Rural Municipalities Administrator's Association.

The purpose of this group is to steer the development of a two-year college level program for municipal administrators. The program is meant to develop future municipal administrators to meet the needs of the Saskatchewan municipal sector, as well as municipal sectors in other provinces. The program will be offered in both a classroom setting as well as on an online platform.

External Relations

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

- Cory Bellmore attended the AYC Conference in May 2019 and the LGANT Conference in September 2019 to provide members with an update on CAMA activities.
- Dawn Chaplin provided an update to the PMA (Newfoundland) Association at their Annual Conference in June 2019.
- I attended the Union of Municipalities of New Brunswick Conference in Fredericton NB in October 2019 to make a presentation on the CAO Performance Evaluation Toolkit.

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

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

Member Engagement and Support

Update on Communications/Member Campaign

CAMA launched a membership campaign in September 2019 which focused on our newest benefits being our three toolkits. I am sure you saw some of your colleagues across the country on social media and in our newsletters. The Committee continues to work on different marketing tactics to promote our Association.

Thank you to Brenda Orchard, Chair of this Committee and members Cory Bellmore, Beverly Hendry, Dawn Chaplin and Tony Kulbisky for leading the way with these new innovative strategies.

One of our goals is to continue to increase the outreach to the elected officials so that they will see the value when their senior managers would like to join CAMA or attend our Conference.

We were very pleased to have a booth at the 2019 Conference in Québec City to promote our organization, the CAO Performance Evaluation Toolkit and the Making Life Happen Campaign to the elected officials. The attendance at the CAMA Booth was excellent and touched several audiences. We also plan to be in attendance at their 2021 Conference in Montreal to add the promotion of our Political Acumen and Council Orientation toolkits to our repertoire.

As a new marketing tactic, we launched a digital ad campaign in February 2020 to target 23 communities in the Ontario area that were close to the Deerhurst Resort. The purpose of this was to target people that work in or near City Hall/municipal buildings.

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

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

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

Ask CAMA?

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

Resilient Leadership

Toolkit to Attract the Next Generation of Leaders in Local Government

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

The next time you or your staff are asked to speak to local community groups or businesses, explain local government and the role of the CAO, or talk to students about municipal government careers, "Making Life Happen" will give you the building blocks for a memorable presentation. Tailor a message from your own municipality using the elements and main messages we have created, including a powerpoint presentation with speaking notes and handouts. We are also pleased to have a bilingual website for this campaign: www.makinglifehappen.ca. Visit the [CAMA website](#) for all the tools.



Member Services

CAO Performance Evaluation Toolkit

CAMA has had great success with the [CAO Performance Evaluation Toolkit](#). Over the past two years we have marketed this toolkit as widely as possible across the country to the elected officials and the Chief Administrative Officers and most recently at the 2019 FCM Conference. All delegates received a brochure in their welcome kits and CAMA also had a booth at the 2019 FCM Tradeshow to promote this process along with our other services. We will be continuing to actively promote this document into 2020 to ensure that the newly elected officials after elections are aware of this important process.

New Tools and Resources Available

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. To make it easier to see the final product, we have prepared the following sample final evaluation report for the elected officials when completing the CAO's performance evaluation using form [1.6A Performance Evaluation](#) and [1.6B Additional Core Competencies](#). A template with the same competencies (chosen from form 1.6A and 1.6B) should be agreed on prior to starting the evaluation process. The word and PDF documents of the sample final evaluation report can also be found on the CAMA [website](#).

Please note that the CAO will also complete the same form separately and submit it to Council prior to them completing their evaluation. The Head of Council and Councillors will also complete this template separately and then the final evaluation report is completed and presented to the CAO. This sample final evaluation also includes the CAO's comments in response to Council's evaluation. Please modify it to suit your municipality's requirements.

Also, don't forget about the 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.

Performance Evaluations for Direct Reports

It is also important for the Chief Administrative Officer/City Manager to conduct a performance evaluation review for direct reports (Directors/Commissioners/Chiefs/Department Heads). We are therefore pleased to provide you with the following examples for your use:

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

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

Awards of Excellence Program

Chair Tony Kulbisky led our 2020 Awards of Excellence Program this year and I am pleased to announce that eight successful municipalities will be honoured. This year we received 36 submissions, all of excellent quality.

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

- Martin Taylor, Retired Member, AB
- Sheila Bassi-Kellett, City Administrator, City of Yellowknife, NWT
- John Skorobohacz, Retired Member, ON
- John Thomas, CAO, Town of Faro, Yukon
- John Enns-Wind, CAO, Town of Battleford, SK

Typically our Awards of Excellence are presented at the Annual Conference, however due to the cancellation the announcement of the winners will be made in September 2020 and a CAMA Board representative will attend a City Council meeting in the Fall to make the presentation to the Mayor and Council along with showing the video. Watch for the press releases recognizing your colleagues' accomplishments in the coming months.

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.

2019 CAMA Award of Excellence Recipients



Long Service Recognition Awards Program

This year there will be 90 members that will be receiving their recognition pins. Recipients with twenty years of service or more are usually presented with their awards at the Luncheon at the Conference. However, this year all recipients will be receiving their pins by Canada Post sometime in the summer months. Congratulations to all for your dedication and commitment to the profession!

*2019 Forty Year Recipient -
Jack Ramsden, CAO Town of
Eckville, AB*



2019 Twenty Year Recipients



2019 Twenty-Five Year Recipients



2019 Thirty Year Recipients

New Member Services

Under the leadership of the Board, the following initiatives were implemented this year: Political Acumen Toolkit Project & Mentorship Forum

Recognizing the importance of political understanding in the role of senior municipal administrators, also referred to as political acumen, the Board was pleased to launch the **Political Acumen Toolkit** at the 2019 Conference. Check out this valuable resource to support you and your senior administrators in their careers! 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. This document is also available in **PDF format**.

To allow users to navigate the material easily, the Toolkit has been divided into several categories, including: Introduction, Administration & Council, Residents and Ratepayers, Intermunicipal, Provincial & Federal, Media, Mentorship, Case Studies, Mentorship Forum, and References & Additional Resources.

The related **Mentorship Forum** was developed in tandem with the Toolkit to encourage and facilitate the relationship between experienced and new leaders, as well as support succession planning in local government. It is a resource for connecting with other CAMA members, finding mentors, obtaining support from colleagues across the country, and discussing municipal issues at a pan-Canada level. Sign up today!

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



Why join CAMA?
Building Better Communities Together

I find it very rewarding to share knowledge and experience with a mentee and I also gain a fresh perspective on local government from their new ideas.

BEVERLY HENDRY, CAO
TOWNSHIP OF WEST LINCOLN, ON

The **Mentorship Forum** is a tremendous resource of knowledge that is unique to our profession. I have learned so much from my mentor.

DAVID STEWART, TREASURER, CAO
MUNICIPALITY OF HASTINGS HIGHLANDS, ON

50% off first year!
CAMA ACAM camacam.ca/membership

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.

Top 10 Tips for Political Acumen

Political acumen requires situational knowledge across a diversity of municipal landscapes. However, there are some truths that apply throughout. Here are the top 10 ways to demonstrate political acuity:

Integrity: Maintain integrity in all your actions and support ethical behavior.

Roles: Understanding the boundaries between the roles of Council, the CAO and other Administration helps mitigate the risk that comes with blurred lines.

Priorities: Ensure actions and resources align with Council priorities.

Trust: Establishing trust through the actions you take is a cornerstone of leadership and lays the foundation for political acumen.

Respect: Demonstrate equal respect to political leaders and the decisions they make, as well to staff and the public.

Transparency: Maintain a culture of no surprises and no secrets between Council and Administration.

Relationship-Building: Whether it is with staff, Council, municipal neighbours, the media, or at the provincial or federal levels, relationship-building is critical for achieving your municipality's goals.

Neutrality: Leave the politics to the politicians while Administrators and staff remain neutral on all issues.

Communication: Take the time to listen to Council, Administration leadership, residents and other stakeholders to understand their position and be honest in the information you provide.

Feedback: Ensure mechanisms exist for feedback from/to Council to ensure actions are aligned with strategic plans or from a Mentor or colleague for support in working through challenging situations.

CAO Members in Transition Toolkit

Don't forget about our CAO Members in Transition Toolkit which is located in the CAMA Member's Section. This toolkit can help you as a working CAO to identify the needs at the various stages of transition which will help you navigate your way if you ever find yourself in this most unfortunate position.

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 which was successfully launched at the 2019 Conference.

What are CAMA's Next Toolkits You Ask?

CAMA was preparing to launch our CAO Employment Contract Toolkit and the Council Orientation Toolkit at the 2020 Conference, however these resources will now be made available in the Fall 2020.

CAO Employment Contract Toolkit

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

A special thanks to the Committee (chaired by Jake Rudolph with members Jeff Renaud, Dawn Chaplin, Rodney Sage, Marc Landry, Andy Brown, Phyllis Carlyle and David Stewart) who worked with consultant Transitional Solutions Inc., over the past year gathering research including case studies and best practices from members coast to coast.

This resource also includes the components required based on the size of your municipality and references the following:

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

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

Council Orientation Toolkit

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

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

This toolkit will provide you with recommendations and best practices to provide you and your staff with some resources to ensure that your Councils are trained properly after a municipal election.

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

Association Governance

Board Meetings

CAMA was pleased to visit our colleagues in Whitehorse, Yukon Territory for our September 2019 meeting and in Ottawa for November 2019. We held a virtual meeting in March 2020 due to the COVID-19 pandemic.

As a commitment to finding ongoing efficiencies in the operation of the organization the Board has committed to a one-year pilot to reduce the number of Board meetings from four to three. This year will also be an unusual year where some of the meetings will be held virtually.



CAMA Board with Yukon Communities and Representatives from Yukon Government

Financial Stability

Even though we ended in a deficit position for this fiscal year end (March 31st, 2020) due to the costs already expended for the cancelled Conference, CAMA continues to be in a healthy financial position and a detailed review of the Association's finances will be presented at our virtual Annual General Meeting by Treasurer Cory Bellmore. We had a clean audit once again with a member's accumulated surplus of \$602,326.

Election Process

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 approved at the 2019 Annual General meeting that CAMA would have two Member-At-Large positions: one (1) Member-At-Large position dedicated to municipalities over 100,000 and one (1) Member-At-Large position dedicated to municipalities under 100,000 population to ensure that the voice of all populations and their needs are identified.

Two positions opened up on the Board for the 2020-2021 year and an election was held for the Manitoba and Saskatchewan position and the Member-At-Large position for a municipality with a population over 100,000. The successful candidates will be announced at the Annual General Meeting.

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

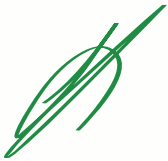
Closing Remarks

It has been a busy and productive year for the Board, and it has passed all too quickly. I have thoroughly enjoyed my time as President and I want to thank you for this honour. It has been a pleasure to have served on the Board these past seven years.

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

I would also like to acknowledge Marc Landry, Past President who will be retiring from the Board - we will miss your wisdom around the table and your friendship. Your continued support to members and involvement in the development of our programs and toolkits have contributed immensely to our Association and administrative excellence in local government.

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



Jeff Renaud
CAMA President
Chief Administrative Officer, Town of St. Stephen, New Brunswick



Treasurer's Report 2019-2020

It has been both a privilege and an honour to serve as the Treasurer for the Canadian Association of Municipal Administrators over the past year. I am pleased to present this report on the finances of the Association for the fiscal year which ended on March 31st, 2020. 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 deficit of -\$28,893, and an accumulated surplus of \$602,326. This year's deficit is due to costs in the amount of \$39,606 associated with the cancellation of the 2020 CAMA Conference. These "sunk" costs include expenses on human resources, program design, translation and credit card fees for registrations that were already collected. However, we saw an increase in revenues over last year in membership dues and job postings. As well, there were savings on our Board meeting expenses due to our March 2020 meeting being held virtually.

I am sure you can appreciate we are still in a strong position for the Association. The 2019 Québec City Conference saw a surplus of \$42,000 thanks to the Host Committee, our staff and of course our sponsors and exhibitors. Please remember to support these companies when your municipality needs a product or service!

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

- \$4,080 remaining payment of the completion of the CAO Political Acumen Toolkit.
- \$27,000 for the CAO Employment Contract Toolkit to be launched in the Fall.
- \$3,000 for strategic advice on our asset inventory from Partnership Group Sponsorship Specialists.
- \$5,000 for ongoing membership campaigns and the marketing of our toolkits.

Over the next year the Board will continue to focus on the launch of the CAO Employment Contract Toolkit and the Council Orientation Toolkit, along with the promotion of all toolkits to our members and elected officials across the country. We will also be heading into phase two of our asset inventory analysis and have earmarked some funds for our 50th Anniversary Celebrations.

Thank you for allowing me to serve as your Treasurer. I would ask that the following motions be passed.

Be it resolved that the Financial Statements of the Canadian Association of Municipal Administrators for the year ended March 31, 2020 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 2020 - 2021 fiscal year.

Sincerely,



Cory Bellmore
CAMA Treasurer
Representative for Northwest Territories,
Yukon Territory & Nunavut



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

**FINANCIAL STATEMENTS
ÉTATS FINANCIERS**

2020

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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, 2020, 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, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibility for the Audit of the Financial Statements

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

RAPPORT DU VÉRIFICATEUR INDÉPENDANT

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

Opinion

Nous avons vérifié les états financiers de **l'Association canadienne des administrateurs municipaux (ACAM)**, qui comprennent l'état de la situation financière au 31 mars 2020, 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 2020 et les résultats de ses opérations et ses flux de trésorerie pour l'exercice terminé à cette date, selon les principes comptables généralement reconnus du Canada quant aux normes comptables destinées aux organisations à but non lucratif.

Fondement de l'opinion

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

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

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

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

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

Responsabilité du vérificateur pour la vérification des états financiers

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

INDEPENDENT AUDITORS' REPORT (CONTINUED)

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

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

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

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

RAPPORT DU VÉRIFICATEUR INDÉPENDANT (SUITE)

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

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

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

Spence Armstrong & Noireaud

Chartered Professional Accountants / Comptables agréés professionnels

Fredericton, New Brunswick
May 26, 2020

Fredericton, au Nouveau Brunswick
le 26 mai 2020

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2020

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
ÉTAT DE LA SITUATION FINANCIÈRE
AU 31 MARS 2020

	2020	2019	
ASSETS			ACTIF
CURRENT			À COURT TERME
Cash and cash equivalents	\$ 814,167	770 534	\$ Encaisse et équivalents de trésorerie
Accounts receivable	10,031	15 359	Comptes débiteurs
Prepaid expenses (note 3)	73,932	78 713	Frais payés d'avance (note 3)
	<u>\$ 898,130</u>	<u>864 606</u>	
LIABILITIES AND MEMBERS' SURPLUS			PASSIF ET SURPLUS DES MEMBRES
LIABILITIES			PASSIF
Accounts payable	\$ 114,381	46 347	\$ Comptes créditeurs
Deferred revenue (note 4)	181,423	187 040	Revenus reportés (note 4)
	<u>295,804</u>	<u>233 387</u>	
MEMBERS' SURPLUS	<u>602,326</u>	<u>631 219</u>	SURPLUS DES MEMBRES
	<u>\$ 898,130</u>	<u>864 606</u>	

Approved by the Board:
Approuvé par la Direction:

Member/membre

Title/titre

Member/membre

Title/titre

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS
STATEMENT OF OPERATIONS AND
MEMBERS' SURPLUS FOR THE YEAR
ENDED MARCH 31, 2020**

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX
ÉTAT DE L'EXPLOITATION ET DU SURPLUS
DES MEMBRES POUR L'EXERCICE
TERMINÉ LE 31 MARS 2020**

	2020	2019	
REVENUE			REVENUS
Membership dues	\$ 245,270	229 573	\$ Cotisations des membres
Job scene broadcast	20,836	16 520	FAX d'emploi
Annual conference	408,087	397 603	Conférence annuelle
Interest	17,212	13 999	Intérêts
Awards nominations	3,150	3 050	Nominations - prix et récompenses
Advertising	1,275	4 535	Publicité
	<u>695,830</u>	<u>665 280</u>	
EXPENSES			DÉPENSES
Administrative and operating expenses (Schedule 1)	254,953	268 359	Frais d'administration et d'exploitation (Tableau 1)
2020 Conference cancellation costs	39,606	-	Frais d'annulation de la conférence 2020
Committee activities (Schedule 1)	63,973	70 556	Activités des comités (Tableau 1)
Annual Conference	366,191	317 604	Conférence annuelle
	<u>724,723</u>	<u>656 519</u>	
EXCESS OF REVENUE OVER EXPENSES	(28,893)	8 761	SUFFISANCE DES REVENUS SUR LES DÉPENSES
MEMBERS' SURPLUS, BEGINNING OF YEAR	<u>631,219</u>	<u>622 458</u>	SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE
MEMBERS' SURPLUS, END OF YEAR	<u>\$ 602,326</u>	<u>631 219</u>	SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2020

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX ÉTAT**
DE MOUVEMENTS DE TRÉSORERIE POUR
L'EXERCICE TERMINÉ LE 31 MARS 2020

	2020	2019	
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES			FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION
Excess of revenue over expenses	\$ (28,893)	8 761	\$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	5,328	28 524	Comptes débiteurs
Prepaid expenses	4,781	(4 683)	Frais payés d'avance
Accounts and fees payable	68,034	(21 733)	Comptes créditeurs et honoraires à payer
Deferred revenue	(5,617)	(56 358)	Revenus reportés
	<u>72,526</u>	<u>(54 250)</u>	
NET CHANGE IN CASH POSITION	43,633	(45 489)	VARIATION NETTE DE LA POSITION DE TRÉSORERIE
CASH POSITION, BEGINNING OF YEAR	<u>770,534</u>	<u>816 023</u>	POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE
CASH POSITION, END OF YEAR	<u>\$ 814,167</u>	<u>770 534</u>	\$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2020

**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 2020

**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 COMPTABLES IMPORTANTES

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 ADMINISTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2020

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
31 MARS 2020

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	-	-
Conference 2019 deposits	-	-
Conference 2020 expenses	14,123	-
Conference 2020 deposits	50,000	-
Conference 2021 deposits	9,809	-
Other	-	-
	<u>\$</u>	<u>73,932</u>

4. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	\$	50
Membership	181,373	-
Other	-	-
	<u>\$</u>	<u>181,423</u>

5. FINANCIAL INSTRUMENTS

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

6. SUBSEQUENT EVENTS

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

3. FRAIS PAYÉS D'AVANCE

Le solde à la fin de l'exercice comprend :

- \$	Dépenses pour la conférence de 2017
-	Dépôts pour la conférence de 2017
-	Dépenses pour la conférence de 2018
-	Dépôts pour la conférence de 2018
28 194	Dépenses pour la conférence de 2019
30 710	Dépôts pour la conférence de 2019
	Dépenses pour la conférence de 2020
10 000	Dépôts pour la conférence de 2020
9 809	Dépôts pour la conférence de 2021
-	Autre
<u>78 713</u>	<u>\$</u>

4. REVENUS REPORTÉS

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

27 630 \$	Conférence
159 410	Adhésion
	Autre
<u>187 040</u>	<u>\$</u>

5. INSTRUMENTS FINANCIERS

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

6. CONSTAT ACTUEL

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

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
SCHEDULE 1
FOR THE YEAR ENDED MARCH 31, 2020

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
TABLEAU 1
POUR L'EXERCICE TERMINÉ LE 31 MARS 2020

	2020	2019	
ADMINISTRATIVE AND OPERATING EXPENSES			FRAIS D'ADMINISTRATION ET D'EXPLOITATION
Interest and bank charges	\$ 10,581	7 346 \$	Intérêt et frais bancaires
Postage and courier	1,163	720	Affranchissement et messagerie
Professional fees	14,255	12 750	Honoraires professionnels
Telephone and fax	2,767	2 036	Téléphone et fax
Web-site	4,581	5 081	Site web
Management fees	98,802	126 043	Frais de gestion
Executive director costs	81,783	79 771	Coûts du directeur exécutif
Public relations	6,949	3 152	Relations publiques
Office	9,583	5 567	Bureau
Rent	4,600	4 600	Loyer
Travel	1,648	1 633	Frais de déplacement
Translation	15,242	16 661	Traduction
Insurance	2,999	2 999	Assurance
	<u>\$ 254,953</u>	<u>268 359 \$</u>	
COMMITTEE ACTIVITIES			ACTIVITÉS DES COMITÉS
Awards	\$ 6,400	4 620 \$	Prix et récompenses
E-Learning & job broadcast	-	243	FAX d'emploi
Board meetings	57,573	65 693	Réunions du conseil
	<u>\$ 63,973</u>	<u>70 556 \$</u>	