



ANNUAL REPORT

April 1, 2014 - March 31, 2015

Canadian Association of Municipal Administrators



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 500 City Managers, Chief Administrative Officers and Senior Appointed Officials from all parts of Canada.

A Message from the President

The Canadian Association of Municipal Administrators (CAMA) is a non-profit organization dedicated to championing excellence in municipal administration through professional development, networking and advocacy.

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

CAMA strives to make Chief Administrative Officers/City Managers and local government manager's quality of working life more enjoyable and meaningful by providing professional development opportunities and member services that help them do their job better, make the right connections, and advance their careers.

Your Board of Directors is comprised of eleven dedicated individuals who give freely of their time to serve the organization. It has been a tremendous year working with such a great team. It is my intent to tell you of their impressive work within this report so let me first introduce them to you.



“It’s been a privilege and an honour to be your President this past year and I am pleased to present our Annual Report to the membership of CAMA. The future looks bright for CAMA thanks to the exceptional work of present Board members, past Board members and our excellent staff, led by Ms. Jennifer Goodine.”

2014-2015

Board of Directors



Robert Hughes
President
Nova Scotia & PEI

Robert has been the Chief Administrative Officer of the Town of Stratford since 1999. He has a Bachelor's Degree in Electrical Engineering from the Technical University of Nova Scotia and a Diploma in Public Management from Henson College at Dalhousie University.

Robert has served on numerous boards and committees over his thirty year career including being a member of the CAMA Board for the past seven years. Robert has been working with the Stratford Town Council to create a more sustainable community where resident needs are met, where there is a thriving local economy, where the limits of the earth are understood and respected, where heritage and culture are celebrated and protected and where there is a transparent, collaborative, and accountable governance system.

Robert and his wife Debby live in Stratford and have two children who are now young adults pursuing their own careers and dreams.



Don MacLellan
First Vice-President
New Brunswick

Don is the General Manager of Community Safety Services for the City of Moncton, New Brunswick. Don has been a CAMA member for over a decade and a member of the CAMA Board since 2010.

Don started his local government career in 1981 with the City of Calgary, Alberta and spent nine years in the Engineering Department. He moved to the City of Moncton in 1990 and has held a variety of roles with the City. Presently, as General Manager of Community Safety Services, he works out of the City Manager's Office and is responsible for Fire, Police, By-Law Enforcement, Urban Planning, Building Inspection and Transit.

Don graduated from Saint Francis Xavier University in 1979 with Bachelor of Business Administration and completed his Masters in Public Administration from the University of Western Ontario in 1999.

Over the years Don has volunteered in a variety of sports and community organizations. He is a board member of the Codiac Regional Police Authority and is a founding member and on-going site coordinator for the Moncton CIBC Run for the Cure.

Don and Sharon have been married for 31 years and are the proud parents of two adult daughters, Jaime and Joselyn.



Marie-Hélène Lajoie
Second Vice-President
Director-At-Large

Marie-Hélène Lajoie was appointed as the Chief Administrative Officer for the City of Gatineau on November 19th, 2013. She is the first woman to head Gatineau's administration.

Ms. Lajoie has been a senior manager at Gatineau since the 2002 merger. During this time, she served as the head of legal services, a position that she also held in the former City of Aylmer, as Deputy Chief Administrative Officer, as Acting Chief Administrative Officer, and as Deputy Chief Administrative Officer of the Services de proximité (local services).

She is involved in her community and takes part in a number of public activities. She chaired the municipal division of the Centraide Outaouais fundraising campaign for three consecutive years and at a Regional level, since 2010, she has been on the Board of Directors of the Fondation du Centre de santé et de services sociaux de Gatineau.



Janice Baker
Treasurer
Ontario

Janice Baker is the City Manager and Chief Administrative Officer (CAO) for the City of Mississauga. Janice brings with her an extensive background in both the private and public sector. She has 28 years of municipal government and fiscal administration experience, serving as Director of Finance and City Treasurer for the City of St. John's, Newfoundland and Commissioner of Corporate Services and then Commissioner of Public Works for the City of Oshawa, Ontario.

She joined the City of Mississauga in May 1999, as Commissioner of Corporate Services and Treasurer and was promoted to City Manager and Chief Administrative Officer in 2005.

Janice has received a number of awards including: three time WXN Top 100 Award winner in the Public Sector Leaders category in 2005, 2007, and 2009; inducted into the WXN Canada's Top 100 Most Powerful Women's Hall of Fame in 2010; the FCA designation from the Institute of Chartered Accountants of Ontario (ICAO) in 2011; and the Excellence in Municipal Finance Award from the Municipal Finance Officers Association of Ontario (MFOA) in 2011.

She currently serves on a number of other Boards and Committees including the Living Arts Centre (LAC), the Healthy Cities Stewardship Centre, and has a long history of community and professional volunteer service.

Janice earned a Bachelor of Commerce (Honours) degree from Memorial University of Newfoundland in 1979 and went on to become a Chartered Accountant in 1982. She resides in Mississauga.



Jean Savard
Past President

Jean completed his Education Degree at the University of Laval in 1975 and did his internship at the High Commission for Youth, Recreation and Sport with the Government of Québec. From 1976 to 1987, he was the Recreation Director for the Town of Saint-Émile and was promoted to the General Manager of Saint-Émile in 1987. Jean completed his Master's degree in public administration from ENAP in 1991 and was appointed as the Manager of the Borough of Haute-Saint-Charles after the municipal reorganization of Québec City in 2001, followed by being appointed as the Manager of the Borough of Charlesbourg in 2005. Jean currently works in the Chief Administrator's Office in Québec City.

Jean was born and raised in Québec City and has been married since 1975. He enjoys a variety of sports and activities including basketball, badminton, swimming, fishing and golf. He is also very involved with his provincial association ADGMQ.



Jack Benzaquen
Director
Québec

Jack Benzaquen has a bachelor's degree in electrical engineering from the *École Polytechnique* and an MBA from the *HEC Montreal*. For the first seven years of his career, he was project engineer at GoodYear Canada and Johnson & Johnson.

In 1991, Benzaquen was hired as Director of Technical Services at the Jewish General Hospital, where he oversaw 500 employees. His achievements were recognized by the *Jeune Chambre de commerce de Montréal* who named him 'Jeune cadre du Québec' in 1995, and in the following year, the HEC honoured him with an achievement award.

In 2000, he was appointed City Manager of the City of Dollard-des-Ormeaux, a city in the West Island of Montreal which has a population of 50,000. In 2002, he became Manager of the Borough of Dollard-des-Ormeaux/Roxboro, within the new City of Montreal. In 2006, the City of Dollard-des-Ormeaux demerged and once again, Benzaquen was named City Manager, a position he has held since then.

President since May 2011, he is actively involved with the *Association des Directeurs Généraux des Municipalités du Québec* (ADGMQ).



Marc Landry
Director
Alberta & Northwest
Territories

Marc has been the Chief Administrative Officer (CAO) of the Town of Beaumont, Alberta since January 2008. Beaumont is located in the Edmonton Capital Region and is the 7th fastest growing community in Canada. Prior to moving to Alberta, Marc was the CAO of the Town of Bouctouche, New Brunswick for 5½ years. Upon commencing in that role, he was recognized as the youngest person to occupy a CAO position in Canada.

Marc holds an MBA from the University of Moncton and completed the Seniors Executive Institute Program at the University of Virginia. He was selected as one of 230 Canadians to participate in the Governor General's Leadership Program, and he successfully completed the International City Managers (ICMA) Leadership Program. Marc is also currently on the ICMA Board of Directors as one of the International Vice-Presidents.

Marc has been involved in extensive international work. He assisted communities in Louisiana following hurricanes Katrina and Rita, as well as others in South Africa, Mozambique and Swaziland. Marc is currently collaborating with several communities in Cambodia on capacity building under FCM International. In addition, the Town of Beaumont has received an award of excellence for its outstanding international work.



Glen Davies
Director
Manitoba, Saskatchewan &
Nunavut

Glen joined the City of Regina as City Manager in 2006. In that capacity he has led the organization through significant change, positioning it as a contemporary municipality. The period following 2006 has been one of significant growth and change in the community and the City has played a significant role in supporting and enabling the transition.

Prior to joining the City of Regina, Glen was a Principal with the management consulting firm of TkMC for over four years. As a general management consultant, he spent most of his time providing support and advice at the executive and Council level of municipalities of varying sizes across much of Canada.

Glen had a varied career in the municipal sector before consulting, having worked for a number of different sized municipalities in Ontario, Alberta and Saskatchewan. He is an accomplished municipal manager with over 35 years of experience, having direct service delivery and managerial responsibility for a wide-range of municipal portfolios including over 20 years as a CAO and senior manager.

Over the years, Glen has participated in a number of organizations as a volunteer and Board member. These activities have often been as part of his formal employment connections or in support of valuable community efforts.

Glen has undergraduate and graduate degrees from McMaster University in Hamilton Ontario and is formally trained as a life/executive coach through the Coaches Training Institute in San Rafael, California.



Jake Rudolph
Director
British Columbia & Yukon

Jake has had a professional career which spans 32 plus years in four provinces, five municipalities and one regional agency. For the past 17 years, he has resided in British Columbia and is currently the Deputy City Manager with the City of Abbotsford.

Previously, he was the CAO with the City of Pitt Meadows for 12 years. He has also held positions with the District of Maple Ridge, the City of Fredericton, Kings County Nova Scotia and the Edmonton Metropolitan Regional Planning Commission.

Throughout his career, Jake has taken an active role in his profession and his community serving on various committees and boards. These have included past roles with IPAC, URISA and the Atlantic Planners Institute. He has chaired the Regional Administrators Advisory Committee (RAAC) serving Metro Vancouver and co-chaired the Metro Vancouver Integrated Provincial Regional Emergency Management (IPREM) function. As a member of CAMA, he has been a member of the Awards Committee on two occasions and also the Chair, and served on an Election Process Review Committee a number of years ago.

At the community level, Jake has served as President of the local minor hockey association and currently sits as a Board member of Character Abbotsford.

Jake is a life-long learner with a Master's Degree in Planning, an MBA and most recently completion of the Harvard Executive Leadership Program. In addition to living in BC he has a strong connection to the Yukon where one of his two sons lives and works.



Jeff Renaud
Director-At-Large

Prior to entering the world of municipal administration, Jeff spent six years in the world of academia, where he obtained a Bachelor of Public Administration (with High Honours) from Carleton University, followed by a Master's degree in Public Administration with a specialty in Local Government from the University of Western Ontario.

In 2004, Jeff joined the Municipal District of Big Lakes in northern Alberta, where he held the positions of Deputy CAO and CAO. In 2010, Jeff's career path brought him to the Yukon, where he led a concerted effort to modernize the administrative practices of the City of Dawson and develop intergovernmental relationships. In 2012, the Association of Yukon Communities (AYC) recognized the results of Jeff's efforts when he and his Senior Financial Officer were co-recipients of the AYC Municipal Employee Award of Excellence. Jeff began his new position as City Manager with the City of Elliot Lake, Ontario in April 2015.

Jeff's commitment to municipal governance is demonstrated by his willingness to serve in any capacity asked of him. Jeff served on the Municipal Act Review Committee as a representative of the AYC and was also a lecturer at the AYC Elected Official Training workshop, where he was asked to speak on Council-CAO relationships and Municipal Finance. He was also a member of the Dawson City volunteer fire department.

In his non-working hours, Jeff is a dedicated husband and father to three beautiful daughters.



Keith Arns
Former Treasurer
(Resigned in February 2015)
Newfoundland & Labrador

Following a management career in private business, Keith joined the Town of Conception Bay South in 1998 as Director of Finance and Treasurer. In 2001 he was appointed as the Chief Administrative Officer which encompasses the positions of Town Manager, Town Clerk and Director of Finance.

The Town of Conception Bay South is the third largest municipality in Newfoundland and Labrador, with a population of approximately 24,000. The Town has an operating budget in excess of \$24 million and a capital budget in excess of \$10 million annually. The Town employs over 150 permanent, full time employees. The Town is undergoing rapid growth and expansion in both the residential and commercial sectors. As Chief Administrative Officer, Keith is responsible for overseeing all aspects of the municipality operation.

Keith is very involved in the community and dedicates much of his spare time to volunteering. He has been a member of the C. L. B. for nearly 50 years, holding many positions on the Brigade Council, most recently as Governor and Commandant.

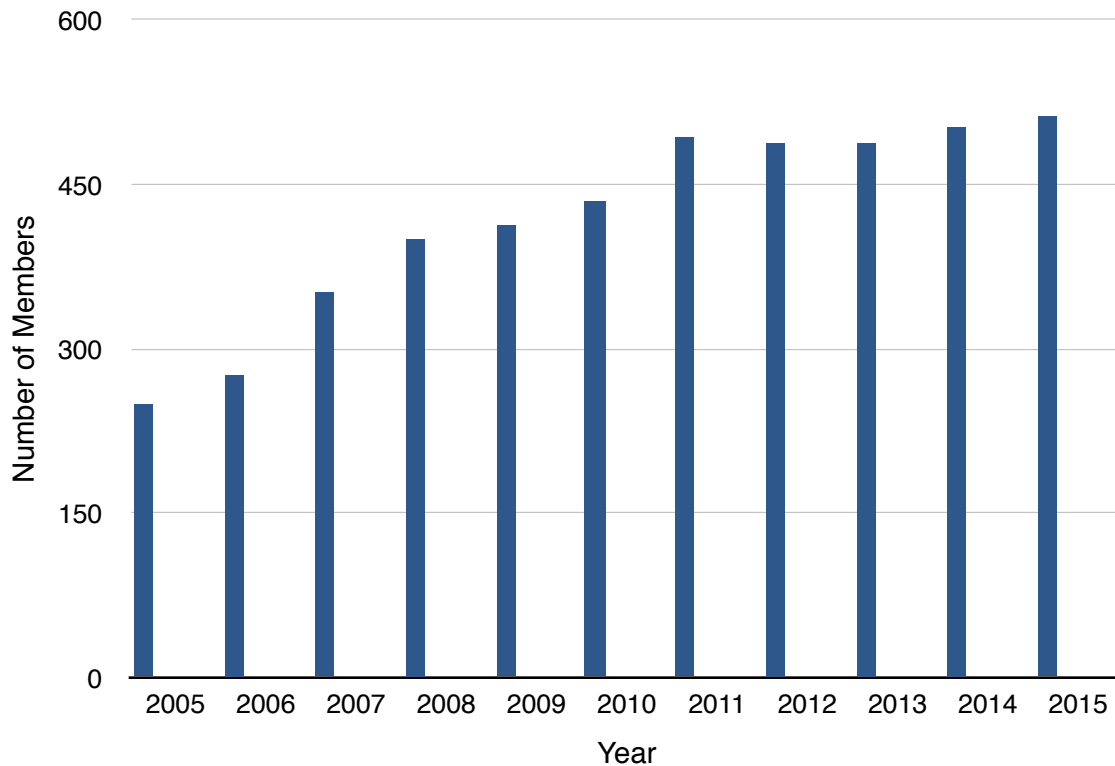
Keith and his wife, Lynda, raised two sons, Stephen and Michael, in Conception Bay South and he continues to contribute to the quality of life that the residents of Conception Bay South enjoy.

Keith retired from his position as Chief Administrative Officer for the Town of Conception Bay South and the CAMA Board in February 2015.

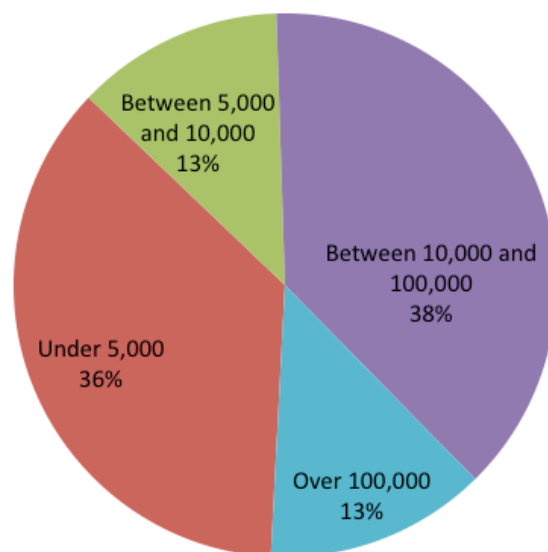
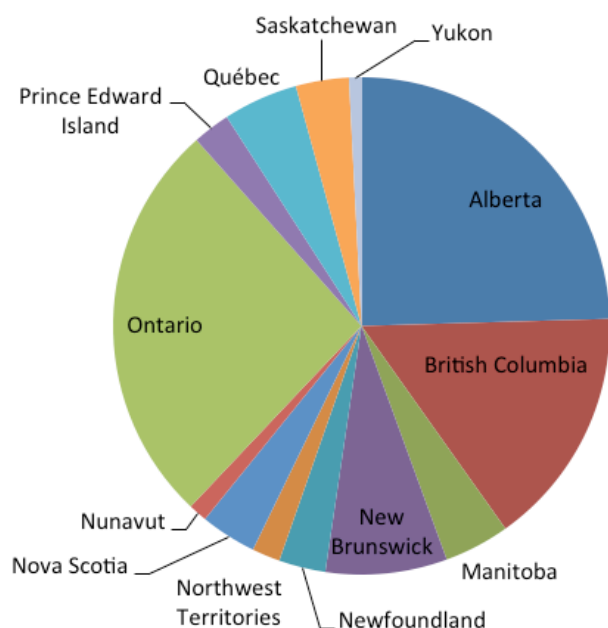


Memberships

The membership of our Association has doubled over the past ten years with CAMA currently at over 500 members from across Canada.



MEMBERSHIP by Province



CAMA has been very active over the past year. In this report, I will provide members with a high level look at some of the great work that the Board is doing on your behalf. I would also like to acknowledge and thank the many members of CAMA who volunteered to sit on one of our committees. This is where the bulk of the work gets done and we made a conscious effort to include more members on our committees. I believe that we have engaged more members in the decision making process than ever before and I have no doubt that our decisions are better for it.



Strategic Plan

Work continues on implementing our Strategic Plan. The Strategic Plan Implementation Team is chaired by Don MacLellan along with members Jack Benzaquen, Glen Davies, Marie-Hélène Lajoie and Jeff Renaud.

The CAMA Strategic Plan covers the period 2014-2019 and has four primary themes; Professional Development, Networking, Advocacy, and Association Governance.

The team is tasked with developing the objectives, activities and performance metrics associated with each theme. Some of the key activities associated with our Strategic Plan include the Annual CAMA Conference, identifying and promoting best practices, developing position papers on relevant matters, celebrating the profession through award programs, among other activities too numerous to mention.

This year a Strategic Planning Policy was approved which will provide direction for both the long and short-term decision-making by the Board and staff to

fulfill the mission of the organization and make choices on behalf of the membership.

CAMA's Strategic Plan will consist of a "ground-up exercise every five years with an annual review of the goals, action plans, and performance measures which will be modified to meet the Association's needs and any changing conditions. The Board will be undertaking a full review in September 2015.

Watch for questions in the Post-Conference Survey to start the process. The draft plan will be presented to the members for review at the 2016 Annual General Meeting (and then adopted by the Board at the 2016 September meeting).

Professional Development

Our Annual Conference is the single most important professional development initiative we deliver and is a fantastic networking opportunity.



The Board spends a great deal of time devoted to the programming of this event. A special thank you to members of my Conference Program Sub-Committee, Jack Benzaquen, Marc Landry, Jake Rudolph and Dan Carnegie for a job well done.

I would also like to thank our hosts from Jasper for all their work on this year's Conference as well as acknowledging our hosts from Niagara Falls for their efforts and support on the 2014 Conference.

Mr. Mark Fercho and his staff from Jasper have been very helpful and supportive of CAMA in organizing this year's Conference. The quality of the program and the beautiful location is helping to keep our numbers high.

I know I speak for all the Board in wishing everyone a great Conference and a great time enjoying the wonderful facilities and the great outdoors while in Jasper.

Looking ahead, the 2016 Conference will be held at the Delta Winnipeg and the Winnipeg Convention Centre (May 30 – June 1, 2016).

The City of Gatineau will host our event at the Hilton Lac Leamy in 2017 (May 28 – June 1, 2017), and the home to the CAMA National Office, the City of Fredericton has been chosen as the location for the 2018 Conference (May 28-30, 2018).

We are also pleased to have Québec City hosting in 2019 with a venue to be secured in the future. I hope you will mark these dates in your calendars and plan to attend.





Webinars

Under the leadership of Jeff Renaud, Professional Development Chair, CAMA continues to partner with the Local Government Municipal Administrators of British Columbia (LGMA) to provide a very successful series of webinars twice a year on a variety of strategic topics. Please pass along these educational opportunities to your staff. The Board is also looking at other webinar opportunities to offer the membership.



LGMA

LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION
OF BRITISH COLUMBIA

Networking

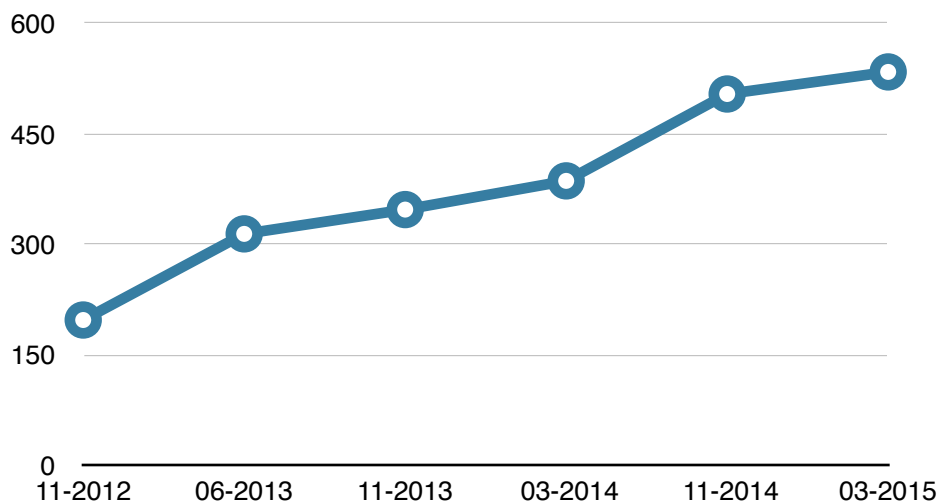
Social Media

While our Annual Conference remains our number one networking opportunity, there are other ways for you to connect with your CAMA colleagues. CAMA continues to provide social media tools to our members through Twitter and Facebook. If you are not already following CAMA, please visit our website (www.camamacam.ca) and get signed up today.

Please also use our “Ask CAMA?” tool featured on the front page of our website to stay connected, ask a question, provide feedback or share your ideas.



Twitter Followers



Affiliate Organization Partnerships

CAMA continues to develop relationships with other organizations that have similar goals to ours.

A special thanks to Mr. Marc Landry, Chair of External Relations/International for his great work in this area.

We maintain relationships with the Aboriginal Finance Officers Association (AFOA), the International City/County Management Association (ICMA) (that currently has 214 Canadian members) and three of our international sister associations (Local Government Managers of Australia – LGMA, the New Zealand Society of Local Government Managers – SOLGM, Society of Local Authority Chief Executives – SOLACE).

Most recently, we signed a contract with the Alliance for Innovation and are pleased to have Ms. Sallie Burnett, East Regional Director joining us in Jasper. The Alliance for Innovation is an international network of progressive governments and partners committed to transforming local government by accelerating the development and dissemination of innovations. They seek out innovative practices, challenge existing business models, exchange knowledge, and provide products and services that help members perform at their best. Their partners are the International City/County Management Association (ICMA) and Arizona State University (ASU).



Currently the Alliance for Innovation has four Canadian municipalities (all CAMA members from Alberta) that are members: City of Airdrie, City of Edmonton, City of Lethbridge, and the City of Grande Prairie. Mr. Garth Sherwin, CAO for the City of Lethbridge is also a member of their Board. Watch for articles on their services in our CAMA e-Brief.

The Alliance's membership is predominantly US with a few Canadian and Australian members however the benefits of membership are universal. Please visit their website (<http://transformgov.org/en/home>) for further information.

Each year upwards of one hundred CAMA members attend the annual ICMA Conference which was held in Charlotte/Mecklenburg County, North Carolina in September 2014.

We had a great turnout for the Annual Canadian Dinner (hosted and organized by CAMA) along with having the opportunity to present outgoing ICMA President and CAMA Past President, Mr. Simon Farbrother with a plaque to recognize ICMA's 100th Anniversary.

Congratulations to Mr. Marc Landry, CAMA Board Member and Representative for Alberta and Northwest Territories, who was elected as a Regional Vice President of the International City/County Management Association (ICMA) at the ICMA Conference (for a three year term). Serving as one of 21 members of the ICMA Executive Board is one of the highest honors that a member of the local government management profession can receive. It is a significant career achievement and a tremendous expression of confidence in Marc by his peers. Marc represented CAMA at the ICMA International Committee Board meeting held in Wellington, New Zealand in February 2015. A special thanks to Marc's predecessor, Mr. David Johnstone for representing CAMA.

The CAMA National Office continues to work with Mr. Lane Bailey, a member of the ICMA International Committee to discover areas of potential collaboration and knowledge sharing opportunities.

I had the honour and privilege to represent CAMA this year at the ICMA Conference in Charlotte in September 2014 and the SOLACE Conference held in Liverpool, UK in October 2014.

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

We are pleased to welcome Dr. Shayne Silcox, incoming President of LGMA to this year's Conference. Shayne will also be a panelist at the Large Municipalities session.

FCM

CAMA and FCM continue to work together in a number of areas, most importantly on the topic of advocacy and how CAMA can assist FCM with policy development on national issues. We also discuss how we can promote each other's services and help each other be successful. FCM remains a key partner for our organization and we look forward to strengthening the relationship even more in the future.

Provincial/Territorial Associations

The Annual Provincial/Territorial Association Meeting was held at the 2014 CAMA Conference in Niagara Falls and was attended by twenty representatives. This forum provided an opportunity for the representatives from all Provincial and Territorial associations and CAMA to come together to discuss issues of mutual interest.

During this meeting, I had the opportunity to make a presentation on behalf of our membership about the potential for enhancing the current relationship between CAMA (the National organization) and our Provincial/Territorial partner associations. I will elaborate further on this relationship later in this report.



Institute of Public Administration in Canada (IPAC)

Mr. André Juneau, President of the Institute of Public Administration in Canada (IPAC) joined the Board in November 2014 in Ottawa to discuss how CAMA and IPAC can work together with all three levels of government to play a larger role on policy innovation. A special thanks to Marie-Hélène Lajoie who attended the IPAC presentation entitled *Empowered Cities: A New Path to Collaborative Federalism* held in Ottawa in February 2015.

External Relations

Jake Rudolph attended the LGANT Conference held in Yellowknife on September 14-17, 2014 and the UBCM CAO Breakfast Forum on September 25th, 2014 in Whistler. At both events, he provided an update on CAMA and our activities.

Janice Baker is CAMA's representative on the Report Card Advisory Board, a Committee that is trying to improve the various categories of infrastructure across the country.

CAMA was also pleased to partner with AMCTO on their 2015 Municipal Leaders Forum held in Toronto in March 2015. Thanks to Janice Baker who was one of the members of the Focus Group and Past President Ron Shaw who brought greetings at the event and participated as a moderator.



Advocacy

Communications/Marketing Plan

CAMA is developing a Communications/Marketing Plan for the organization to grow our membership and make us stronger. The Board Communications Sub-Committee is chaired by Mr. Glen Davies with members Robert Hughes, Janice Baker and Bev Hendry.

I would like to highlight just a few of the tasks this committee is working on. Working with an external communications firm, the Committee is overseeing the development of a set of specific communication tools (i.e. a member toolkit, promotional video, and testimonials that include our own CAMA members). These tools will help grow the CAMA membership, promote local government administration as an attractive career choice, and to raise the awareness of municipal administrators and CAMA with government officials, elected Councils and public administration schools. We are very excited to show you some of our work at this meeting prior to the launch of this campaign.

You will soon be seeing some of your fellow colleagues across the country in video testimonials encouraging non-members to join CAMA. We also encourage you to reach out to your colleagues who have yet to join. There is strength in numbers.

CAMA and Provincial/Territorial Association Communications Partnership

The following six Associations have confirmed their participation in the CAMA and Provincial/Territorial Association Communications Partnership: LGMA (British Columbia), AMCTO (Ontario), OMAA (Ontario), LGAA (Alberta), ARMAA (Alberta), and AMANB (New Brunswick). This is a two year project, and in addition to the Board Communications Sub-Committee we have also struck a Provincial/Territorial Association Steering Committee and a Working Group to work on the following goals with CAMA:

1. Increasing awareness of municipal administration as a career choice for students among academia/leadership in institutions which offer Public Administration and recruiting the next generation of municipal leaders.
2. Increasing awareness of CAMA and provincial/territorial association membership benefits, to increase membership numbers and therefore strengthen the voice of municipal administrators across the country
3. Improving/facilitating communication with provincial and federal senior bureaucrats to foster understanding of the municipal point of view; having input into processes and documentation required to access programs.

Currently, these groups are brainstorming ideas for a strategy that would allow us to have success in “Recruiting the Next Generation of Leaders“. We all agree that we need people to consider a career as a leader in local government administration but it will not happen without a proactive strategy.

Infrastructure Canada



The Board had the pleasure of having Mr. George Claydon, Principal Policy Advisor with Infrastructure Canada in attendance at the November 2014 meeting. Mr. Claydon made a presentation on the responsibilities of Infrastructure Canada including their current programs, specifically the New Building Canada Fund and the Gas Tax Fund. We are also pleased to have George making a presentation at the 2015 Jasper Conference. We are looking forward to continuing this relationship and identifying issues that are important to the membership.

CAMA was also pleased to participate in an Asset Management Roundtable in Ottawa in March 2015 where we were represented by Murray Jamer, Deputy CAO of the City of Fredericton and CAMA member. The objective of this forum was to focus on the practice of asset management not only within municipalities but also Provinces and Territories, First Nations, and the federal government. Participants also discussed what can be done further to influence asset management on the infrastructure decision making process.

Member Services

CAMA continues to look at ways of driving value for your membership. In the last year, the following new initiatives have been launched by the Board, supported by the Chair of our Member Services Committee, Janice Baker.

Code of Conduct Committee

The Board has struck a Committee to review the CAMA Code of Conduct with a specific Terms of Reference with some great work already being undertaken since their first meeting at the end of April 2015. This Committee is chaired by Jack Benzaquen and consists of the following other CAMA members: Jake Rudolph, Bernie Morton, Gary Dyke and Paul Stapleton.

CAO Performance Evaluation Committee

One of our key projects this year is the development of a CAO Performance Management and Evaluation toolkit. Under the guidance of Janice Baker, Chair (and members Robert Hughes, Don MacLellan, Donald Hrynyk, Jason Garipey and Patrick Draper) a toolkit is being developed that will help CAO's and elected officials in putting in place a relevant and effective method of evaluating the performance of CAO's across the country. The Committee has completed surveys of CAMA members and elected officials (with assistance from FCM) and also considered many examples of best practices from across the country. Janice will be providing you with an update at the Conference and asking for your feedback.

Awards of Excellence Program

Chairman Jake Rudolph leads our Awards of Excellence Program this year and I am pleased to announce that seven successful municipalities will be honoured at the Awards Luncheon held on June 3rd, 2015 at the Jasper Conference which is sponsored by The Ravenhill Group Inc.

This year we received a record of 57 submissions. There are countless examples of innovative practices in local government administration across this country and we are pleased as an organization to highlight the very best our member communities have to offer.

A special thanks to Jury members (and CAMA members): Anne Mooi, Brent Blackmore, Gary Kent, Rick Quail and Jean-Marc Nadeau for their many volunteer hours in reviewing the submissions.

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

Long Service Recognition Awards Program

The Long Service Recognition Awards Program is a relatively new service of CAMA intended to recognize and celebrate the dedication of our members to the profession of municipal management. This year there will be 75 members receiving their pins. While some will receive their pins prior to the Conference, all those with more than twenty years service will be recognized at the Annual Conference.

Of particular mention is the fact that two members will receive their forty year pin: Ron Campbell and Lorraine Heinbach.

We are also very excited to have Jostle as a gold partner for this year's program.

Association Governance

Financial Stability

I wish to acknowledge the work of Mr. Keith Arns who filled the position of Treasurer until his retirement earlier this year. I was very pleased that Janice Baker agreed to take on the role of Treasurer in place of Keith. CAMA is known to be a good financial steward of its member's money. Once again, the Association will be in a strong financial position and I can assure the membership that the Board is very careful in how funds are expended and accounted for. Once again we have a clean audit and I will leave the financial details to Janice to cover at our Annual General Meeting.

The Board recently adopted an Investment Policy to make best use of the members' surplus, with a low tolerance for risk, to raise additional revenues for the Association.

Election Process

For the first time in the history of CAMA, we used an e-Voting process to elect a Board member. I am pleased that we had an opportunity to test our new process in electing a new member to represent Nova Scotia and Prince Edward Island. I can report that all went well with the process and the successful candidate will be announced at the Annual General Meeting.

We changed to this new system in an effort to be more transparent in our governance and allow any member to run for the Board when a vacancy occurs in their area and to also allow the entire membership to vote for new Board members even if they are unable to attend the Annual Conference. I would like to thank CivicInfo BC for assisting us in running our e-Voting election.

Policy on Member Engagement

As part of CAMA's Strategic Plan and due to an increasing interest in our membership to be involved in the organization, the Board has put together a Policy on Member Engagement. As part of that policy the following criteria is used in selecting CAMA members to sit on committees:

- Interest and expertise of the applicant in the subject matter.
- A balanced geographic representation.
- A balanced municipal size representation.
- A gender, language and ethnic diversity that is representative of the membership.

It is your Association - please watch for opportunities to participate in your Association as they become available.

Closing Remarks

Thank you for giving me the opportunity to serve on the Board for the past seven years and to serve as your President for the past year.

I can say, without equivocation that serving as your President has been the highlight of my professional career thus far. I can also say, without equivocation, that I am a better CAO for having been a member of CAMA and a member of the Board. CAMA truly does have the potential to help you, the members, be the best administrators that you can be.

Thank you to my fellow Board members for your unwavering support and your excellent collaboration this past year. I am very proud of the work done by the Board and, on behalf of the members, thank you all for the many hours you dedicated to our association.

Thank you to my friend and colleague, Past President Jean Savard, for your tireless effort on behalf of CAMA. Your wise advice will certainly be missed around the Board table. Thank you also to Keith Arns, who left the Board earlier in the year upon his retirement, for his dedication and commitment to CAMA.

Thank you to the City of Fredericton, particularly Mayor Brad Woodside and Past President Chris MacPherson, for your continued support in housing our National Office and for sharing your talent pool with CAMA.

Which brings me to my last thank you. CAMA is very fortunate to have a great staff which makes the work of the Board so much easier. Rose Fernandes does a fantastic job looking after the needs of our partners. Alycia

Morehouse does a fantastic job looking after social media and communications. And Jennifer Goodine, our Executive Director, does a fantastic job looking after Rose, Alycia and everything else! I can honestly say that Jennifer is the most organized and dedicated staff person that I have ever had the pleasure of working with. Thank you to Jennifer, the heart and soul of CAMA, and to her team for their excellent work on behalf of the Board and the membership.

Congratulations to the new Board and to incoming President, Don MacLellan, as they strive to make CAMA even better – there is never a status quo with CAMA.



Robert Hughes
CAMA President

Treasurer's Report

2014-2015

It is my pleasure to provide the members of the Canadian Association of Municipal Administrators with the report on our finances for the year ended March 31st, 2015. The audited financial statements are **attached** for your consideration. Once again, you will find another clean auditors' report.

It has been both a privilege and an honour to serve as your Treasurer for CAMA since March 2015. I would like to take this opportunity to extend a sincere thanks to Mr. Keith Arns, my predecessor who held this position from June 2014 until his retirement from the Board in February.

I am pleased to report that we ended the fiscal year with a surplus of \$56,246. Our accumulated surplus now stands at \$559,393. This is the tenth consecutive year that we have recorded a surplus which continues to leave our Association in a strong financial position. The improvement in the financial position coincides with the transfer of the management services to the City of Fredericton in July 2005 from a private sector management company. CAMA is extremely fortunate to have the successful relationship with Fredericton in housing the CAMA National Office and I would like to thank Chris MacPherson, CAO for his unwavering support to our Association.

As in most years, this year's surplus can be attributed primarily to the net surplus generated by the Annual Conference (\$65,426). Thanks to Mr. Jean Savard, Past President, the Niagara Falls Host Committee, our Executive Director Ms. Jennifer Goodine, Ms. Rose Fernandes, Manager of Partnerships and Exhibitors, and of course our sponsors and exhibitors.

Our Association continues to grow in membership, with increased attendance at our Annual Conference and interest in our programs. These all contribute to our growing revenues and will allow us to continue to improve our services to the membership.

Our accumulated surplus will protect us should we face adverse financial challenges. In keeping with our Five Year Financial Plan, the Board has committed that the accumulated surplus be held in reserve for the future long term needs of CAMA, and that CAMA continue to budget on the basis of meeting the operational costs from the membership fees with the exception of one-time strategic initiatives which can be funded from the reserve with Board approval.

In terms of expenditures, I would like to highlight the following key projects that illustrate the Board's desire to improve our service to you – our members.

- In 2013, the Board approved \$25,000 for the next three years for the implementation of the External Communications Plan and the Communications Initiative with the Provincial and Territorial Associations. Our Membership Campaign will be launched in the near future which we hope will increase our membership and make us a stronger CAMA – a stronger voice.
- A total of \$40,000 has been budgeted over a two year period (2014-2015 and 2015-2016 fiscal years) for the CAO Performance Evaluation initiative. This tool will be of great benefit to our membership and the elected officials.

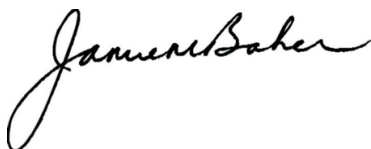
Lastly, I would like to thank the Association for your confidence in me to act as your Treasurer. It was a pleasure to serve you in this capacity over the past three months.

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, 2015 be approved.

Be it resolved that Spacek & Norrad Chartered Accountants be re-appointed as auditors to audit the financial statements of the Canadian Association of Municipal Administrators for the 2015 – 2016 fiscal year.

Sincerely,

A handwritten signature in black ink, reading "Janice Baker". The signature is written in a cursive, flowing style.

Janice Baker
CAMA Treasurer

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

**FINANCIAL STATEMENTS
ÉTATS FINANCIERS**

2015

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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of **CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS**, which comprise the statement of financial position as at March 31, 2015, and the statements of operations, members' surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

(continues)

RAPPORT DE L'AUDITEUR INDÉPENDANT

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

Nous avons effectué l'audit des états financiers ci-joints de **L'ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX** au 31 mars 2014, qui comprennent l'état de la situation financière au 31 mars 2015, et l'état du résultats, surplus des membres et le tableau de mouvements de trésorerie pour l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

Responsabilité de la direction pour les états financiers

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux les normes comptables canadiennes pour les organisations à but non lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en oeuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

(continué)

INDEPENDENT AUDITORS' REPORT (CONTINUED)

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Canadian Association of Municipal Administrators** as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accounting standards for not-for-profit organizations.

**RAPPORT DE L'AUDITEUR INDÉPENDANT
(CONTINUÉE)**

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

Opinion

À notre avis, les états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière de **L'ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX** au 31 mars 2015, ainsi que de sa performance financière et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux principes comptables comptables canadiennes pour les organisations à but non lucratif du Canada.

Chartered Accountants / Comptables agréés

Fredericton, New Brunswick
May 8, 2015

Fredericton, au Nouveau Brunswick
le 8 mai 2015

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2015

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
ÉTAT DE LA SITUATION FINANCIÈRE
AU 31 MARS 2015

	2015	2014	
ASSETS			ACTIF
CURRENT			À COURT TERME
Cash and cash equivalents	\$ 856,052	708 475	\$ Encaisse et équivalents de trésorie
Accounts receivable	67,572	41 962	Comptes débiteurs
Prepaid expenses (note 3)	63,700	65 691	Frais payés d'avance (note 3)
	<u>\$ 987,324</u>	<u>816 128</u>	<u>\$</u>
LIABILITIES AND MEMBERS' SURPLUS			PASSIF ET SURPLUS DES MEMBRES
LIABILITIES			PASSIF
Accounts payable	\$ 63,931	25 533	\$ Comptes créditeurs
Deferred revenue (note 4)	364,000	287 448	Revenus reportés (note 4)
	<u>427,931</u>	<u>312 981</u>	
MEMBERS' SURPLUS	<u>559,393</u>	<u>503 147</u>	SURPLUS DES MEMBRES
	<u>\$ 987,324</u>	<u>816 128</u>	<u>\$</u>

Approved by the Board:
Approuvé par la Direction:

Member/membre

Title/titre

Member/membre

Title/titre

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS
STATEMENT OF OPERATIONS AND
MEMBERS' SURPLUS FOR THE YEAR
ENDED MARCH 31, 2015**

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX
ÉTAT DE L'EXPLOITATION ET DU SURPLUS
DES MEMBRES POUR L'EXERCICE
TERMINÉ LE 31 MARS 2015**

	2015	2014	
REVENUE			REVENUS
Membership dues	\$ 197,336	197 756	\$ Cotisations des membres
Job scene broadcast	19,958	20 514	FAX d'emploi
Annual conference	335,125	262 217	Conférence annuelle
Interest	6,472	7 498	Intérêts
Partnership revenue	7,500	10 000	Revenus de partenariat
Awards nominations	5,000	4 250	Nominations - prix et récompenses
Advertising	5,478	9 896	Publicité
	<u>576,869</u>	<u>512 131</u>	
EXPENSES			DÉPENSES
Administrative and operating expenses (Schedule 1)	192,749	182 757	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	58,175	66 919	Activités des comités (Tableau 1)
Annual Conference	269,699	260 401	Conférence annuelle
	<u>520,623</u>	<u>510 077</u>	
EXCESS OF REVENUE OVER EXPENSES	56,246	2 054	SUFFISANCE DES REVENUS SUR LES DÉPENSES
MEMBERS' SURPLUS, BEGINNING OF YEAR	<u>503,147</u>	<u>501 093</u>	SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE
MEMBERS' SURPLUS, END OF YEAR	<u>\$ 559,393</u>	<u>503 147</u>	SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2015

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX ÉTAT**
DE MOUVEMENTS DE TRÉSORERIE POUR
L'EXERCICE TERMINÉ LE 31 MARS 2015

	2015
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES	
Excess of revenue over expenses	\$ 56,246
Change in non-cash working capital	
Accounts receivable	(25,610)
Interest receivable	-
Prepaid expenses	1,991
Accounts and fees payable	38,398
Deferred revenue	76,552
	<u>91,331</u>
NET CHANGE IN CASH POSITION	147,577
CASH POSITION, BEGINNING OF YEAR	<u>708,475</u>
CASH POSITION, END OF YEAR	<u>\$ 856,052</u>

	2014	
		FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION
2 054	\$	Excédent des revenus sur les dépenses
		Variation du fonds de roulement autre que les disponibilités :
(10 392)		Comptes débiteurs
3 870		Intérêts débiteurs
1 899		Frais payés d'avance
(4 486)		Comptes créditeurs et honoraires à payer
39 384		Revenus reportés
		<u>30 275</u>
32 329		VARIATION NETTE DE LA POSITION DE TRÉSORERIE
676 146		POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE
708 475	\$	POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2015

**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 recorded as deferred revenue.

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.

3. PREPAID EXPENSES

Components of the ending balance are as follows:

Conference 2014 expenses	\$ -
Conference 2014 deposits	-
Conference 2015 expenses	39,574
Conference 2015 deposits	13,070
Conference 2016 deposit	6,000
Conference 2017 deposit	5,000
Other	56
	<u>\$ 63,700</u>

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
31 MARS 2015

**1. CONSTITUTION ET NATURE DES
ACTIVITÉS**

L'Association est constituée en société en vertu de la partie 2 de la *Loi sur les corporations canadiennes*. Elle a pour mission la conservation et l'avancement des administrations municipales au Canada.

2. CONVENTIONS COMPTABLE IMPORTANTE

COMPTABILISATION DES REVENUS

Les revenus de cotisation sont comptabilisés selon la comptabilité d'exercice. Les cotisations reçues avant le 31 mars et se rapportant au prochain exercice sont démontrées dans les revenus reportés.

INCERTITUDE RELATIVE À LA MESURE

La préparation d'états financiers selon les principes canadiens pour les organisations à but non lucratif, de la part de la direction, de faire des prévisions et des hypothèses qui touchent l'actif et le passif déclarés, la divulgation d'éléments d'actif et de passif éventuels ainsi que les revenus et les charges d'exploitation déclarés au cours de l'exercice. De telles prévisions comprennent les régularisations, les reports et l'amortissement des immobilisations corporelles. Les résultats réels pourraient être différents de ces prévisions.

3. FRAIS PAYÉS D'AVANCE

Le solde à la fin de l'exercice comprend :

44 331 \$	Dépenses pour la conférence de 2014
5 360	Dépôts pour la conférence de 2014
-	Dépenses pour la conférence de 2015
2 500	Dépôts pour la conférence de 2015
6 000	Dépôts pour la conférence de 2016
5 000	Dépôts pour la conférence de 2017
2 500	Autre
<u>65 691 \$</u>	

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2015

4. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	\$ 187,115
Membership	170,885
Other	6,000
	<u>\$ 364,000</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.

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
31 MARS 2015

4. REVENUS REPORTÉS

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

125 798	\$	Conférence
161 650		Adhésion
0		Autre
<u>287 448</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.

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
SCHEDULE 1
FOR THE YEAR ENDED MARCH 31, 2015

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
TABLEAU 1
POUR L'EXERCICE TERMINÉ LE 31 MARS 2015

	2015	2014	
ADMINISTRATIVE AND OPERATING EXPENSES			FRAIS D'ADMINISTRATION ET D'EXPLOITATION
Interest and bank charges	\$ 8,887	8 814 \$	Intérêt et frais bancaires
Postage and courier	2,925	3 047	Affranchissement et messagerie
Professional fees	3,815	4 195	Honoraires professionnels
Telephone and fax	1,900	3 399	Téléphone et fax
Web-site	3,590	6 347	Site web
Management fees	76,251	64 242	Frais de gestion
Executive director costs	73,150	71 570	Coûts du directeur exécutif
Public relations	2,763	1 765	Relations publiques
Office	5,420	4 851	Bureau
Rent	4,000	4 000	Loyer
Travel	306	3 294	Frais de déplacement
Translation	6,968	4 286	Traduction
Insurance	2,774	2 947	Assurance
	<u>\$ 192,749</u>	<u>182 757 \$</u>	
COMMITTEE ACTIVITIES			ACTIVITÉS DES COMITÉS
Awards	\$ 7,189	8 902 \$	Prix et récompenses
Communications	2,253	-	Communications
Board meetings	48,733	58 017	Réunions du conseil
	<u>\$ 58,175</u>	<u>66 919 \$</u>	



Canadian Association of Municipal Administrators

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