

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".

Montréal, Québec

Thank you to our Platinum Partners









LIDSTONE & COMPANY

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.

Langham, Saskatchewan

Vision

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

To be the national membership of choice for Chief Administrative Officers and senior managers across Canada by providing networking opportunities and relevant services related to their local government profession.

To provide innovative professional development and learning opportunities that enhance members' leadership skills and competencies and support them to achieve good local government management with Council, staff and citizens.

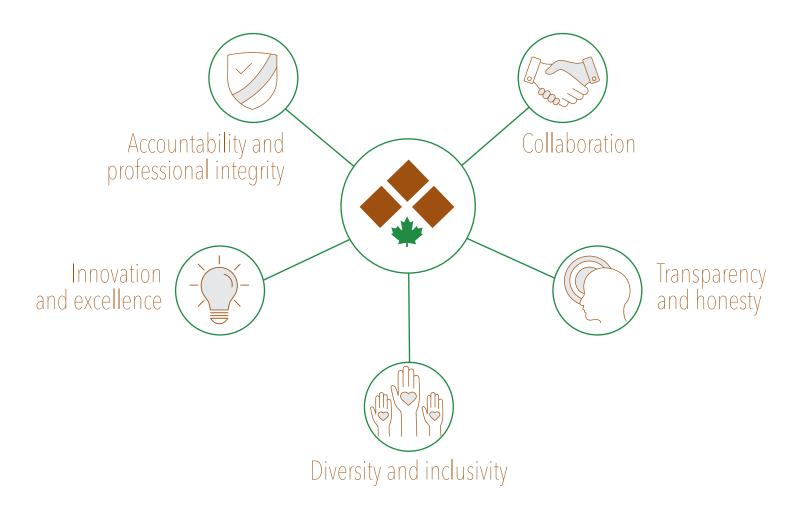
To provide municipal administrators with the information, leadership tools, and networks to build their leadership resilience, foster productive relationships with Councils, and encourage the next generation of leaders.

To continue to build strategic relationships with key stakeholders to create excellence in municipal governance.

To strengthen CAMA's sustainability, leadership, capacity, and infrastructure.

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

"Challenging and unprecedented times continue as we work as municipal administrators to keep our staff and citizens safe across the country. We all know the importance of effective leadership and it quickly became apparent how crucial your role has been during this global pandemic with respect to being more agile, creative and more inventive than ever before. We were on-call at all hours of the day, seven days a week and you did it! I hope that you have been taking the time to monitor your physical and mental health".

On behalf of the CAMA Board of Directors, I am pleased to present the 2021-2022 Annual Report to the CAMA membership which provides you with an overview of the work of CAMA over the past year, including an introduction of the new Five-Year Strategic Plan (2022-2027) which will be featured in this report.

Looking back over the past year, your Board has continued to focus on the many goals and objectives of the last Strategic Plan and we were excited to launch a new resource called "Toolkit for Effective CAOs: The Right Questions to Ask" and the CAO Human Resources Toolkit. We also continue to provide you and your staff with complimentary webinars throughout the year.

We are continually reviewing the "Lifecyle 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.

Thank you for your participation in our survey in early February 2022 regarding your commitment to attend the 2022 Regina Conference. For fifty years, CAMA has provided peer to peer, in person professional development, and we were saddened to once again to have to cancel this important professional development due to only 30% indicating that they could commit to attending. However, we are very much looking forward to seeing you at the Deerhurst Resort in 2023.

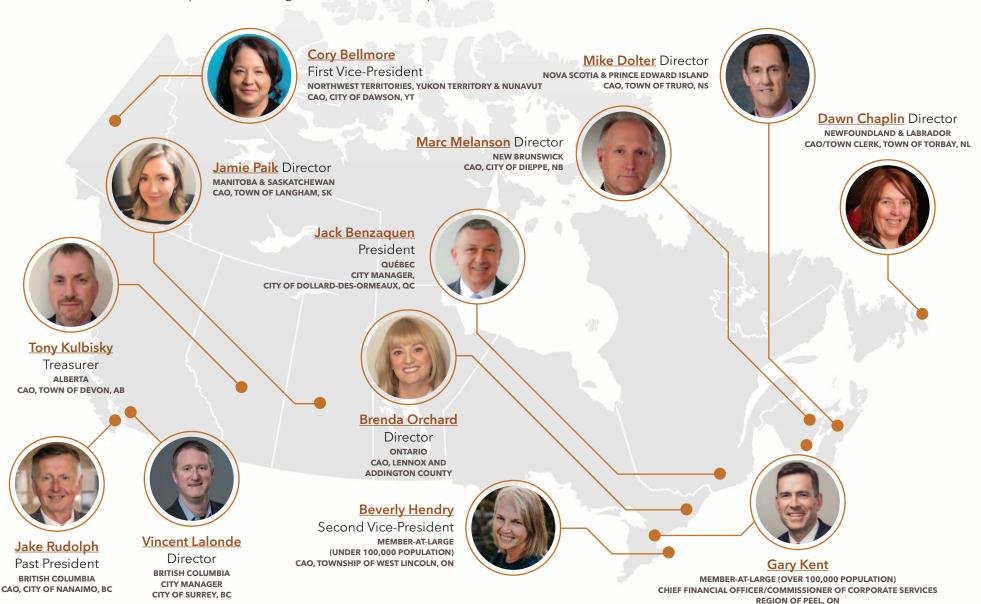
Our Association is only as strong as our membership and it has been an honour to serve CAMA.

I would invite you to join the virtual Annual General Meeting on May 31st at 11:30 a.m. EST.

Jack Benzaquen President

2021-2022 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.



Executive Director's Message

2021 was another year of considerable change and challenges for our cities, yet you all remained resilient and dedicated to keeping your staff and citizens safe, rising to the challenges, and taking action to ensure a strong recovery. When your Board of Directors came together late last year to review the achievements and accomplishments that CAMA delivered in 2021, and plan for the next five years, it was clear they were ready and more prepared than ever to lead this Association into the future.

Knowing that local government doesn't stop, we forged ahead to develop a new Strategic Plan and help our municipal partners connect with members. This new plan builds on the old plan but has many new ideas that we are excited to bring to you in the future. This year has been quite a ride and we aren't slowing down!

While we have been unable to host our premiere event - the National Conference for the past three years, we want to reassure you that we are here to support you as best we can and look forward to seeing all your smiling faces again at the Deerhurst Resort in 2023 - where we left off in 2020! We celebrated our 50th Anniversary virtually in 2021, however fear not as we are still planning a big celebration in Deerhurst at the President's Dinner even if it is two years later!

At the CAMA National Office, we have sought to adapt and pivot to meet the challenge, and we will continue to do so moving forward. On behalf of our team, I want to thank you for your understanding, commitment, and continued support in our programs and virtual events.

This past year has been successful on a number of fronts, and I am exceptionally proud of the efforts of the CAMA staff in shifting our networking and professional development opportunities to a virtual environment.

I know you will join me in recognizing the outstanding work of the small but mighty CAMA team: Manager of Partnerships & Exhibitors Rose Fernandes, Social Media Specialist Stacey Murray, and Consultant for our 50th Anniversary Celebrations Alycia Bartlett.

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

Through a very dedicated Board of Directors we were able to still launch a number of new initiatives this year.

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

Please stay connected with us during these challenging times.

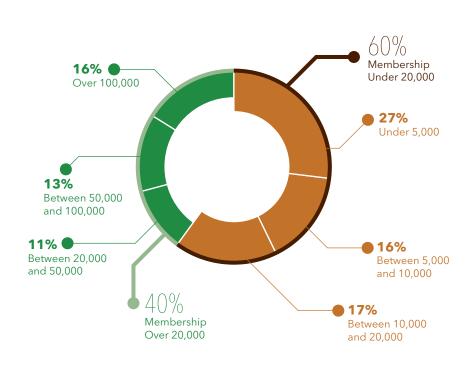
Jennifer Goodine Executive Director



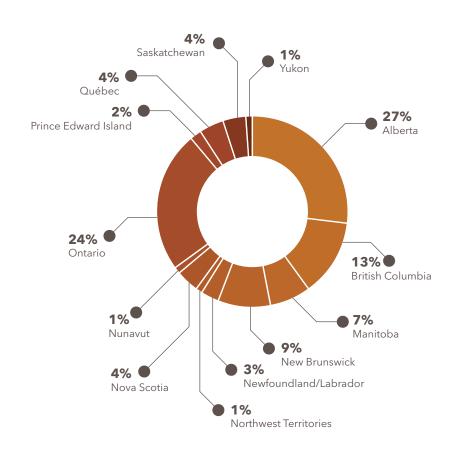
Membership

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

Population



Province



Strategic Plan

CAMA Strategic Plan Report Card - 2016 - 2021

The Board developed a new Statement of Purpose for the Association, launched a new website, offered a new Scholarship Program for smaller and remote communities to attend the Annual Conference, 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, a new Member **Discussion Forum**, the celebration of our 50th Anniversary, many successful membership campaigns, and the pivot to providing national virtual professional development and network opportunities with the cancellation of the 2020, 2021 and 2022 Annual Conferences. An inventory analysis variation of all CAMA's assets was completed along with a review of our policies for relevance and clarity. CAMA was also pleased to recently present a Position Paper to the Infrastructure & Communities on Funding Program for Municipal Infrastructure.

Of particular note is the development and launch of the following seven toolkits over the past five years:

- <u>CAO Performance Evaluation Toolkit</u> with a marketing campaign to CAOs and elected officials and a sample <u>mandate letter</u> and <u>performance evaluation template</u> for Directors/Commissioners was also completed.
- <u>Political Acumen Toolkit</u> which provides advice on the following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial, Federal, Media and Mentorship.
- A <u>Members in Transition Toolkit</u> to offer support and let you know you're not alone if you find yourself in this unfortunate position.
- A <u>CAO Employment Toolkit Contract</u> a resource to support our members whether they are existing CAOs (or senior administrators) with past experience in the role or potential future CAOs with no experience as a CAO when negotiating their contract with elected officials.
- <u>Council Orientation Toolkit</u> to provide each new Council with the information they require to get off to a good start and govern successfully.
- <u>Toolkit for "Effective Chief Administrative Officers:</u> The Right Questions to Ask". A resource to support our members whether they are just starting their job as a CAO (or senior administrator) or have been in the role for some time in a new community or one they've been in for many years.
- <u>CAO Human Resources Toolkit</u> designed to provide information regarding several different human resources topics with support thru samples and links.

A new Membership Committee was struck to provide outreach to municipalities to join CAMA and to increase the outreach to elected officials so that they will see the value when their senior managers would like to join CAMA and/or attend the Conference. A Revenue Generation Committee is also concentrating on establishing long term partnerships with sponsors and finding other non-dues revenues outside of membership and the Annual Conference as other sources to provide additional member services.

New Strategic Plan - 2022-2027

I am pleased to share with you the Canadian Association of Municipal Administrator's new Strategic Plan, ahead to 2027. A special thanks to Past President, Jake Rudolph, and facilitator, Suzanne Gibson, for leading us thru this process.

The CAMA Board held a Strategic Planning session at the end of November 2021 where they engaged in a rigorous effort to develop a new plan for our organization. Through member surveys and Board focus groups, we have sought to gather information about the issues that are important to you, and the trends that we see affecting the future of the municipal administrator profession, municipal government and the Association. We tried to respond to the important issues and trends that are shaping our environment.

What does it take to be the premiere national Canadian organization representing municipal administrators? And how can we do our best to serve our members? These questions served as our guiding light as we collectively mapped out our path for the next five years. We also acknowledged that it's been a difficult two years for you and your communities, and we are confident that we will be stronger together. Connectivity and relationships with your CAMA network are more important than ever.

This new plan highlights the importance of local government in five strategic pillars, which focus on member engagement and support, professional development, resilient leadership, strategic relationships, and continuing to create a strong, sustainable organization. The Board recognizes that our membership is made up of communities of all sizes and will continue to offer services and programs that meet the needs of all.

Along with CAMA's annual core services, the next five years will bring continued promotion of membership to the Association; CAMA Connects and Masterminds networking sessions on relevant topics; enhancements to the Annual Conference; a new CAO Executive Learning Program; developing new toolkits and adapting the current ones; examining the most effective ways to support CAOs with respect to resilience, self-care and wellness; continuing to promote positive CAO-Council relationships; developing the next generation of leaders; reviewing our key stakeholder relationships; exploring revenue generating opportunities with the purpose of providing additional member services; and implementing a Business Continuity Plan for the organization – just to name a few.

It's our expectation that this new plan will also provide us with a blueprint for a stronger Association over the next five years.

- Click <u>here</u> to see a quick snapshot of the Vision, Mission, Goals, Core Services and other New Initiatives.
- Click <u>here</u> to read the full 2022-2027 CAMA Strategic Plan.
- Click <u>here</u> to read the Executive Summary of the 2022-2027 CAMA Strategic Plan.
- Click here to see the Report Card of the 2016-2021 Strategic Plan.

We look forward to sharing many exciting initiatives with you that will continue to improve local government!



Lifecycle of the CAO

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 along with the new initiatives that the Board has planned for the next five years.

Lifecycle Steps	Current Initiatives/Activities	New Initiatives 2022-2027
Recruiting the Next Generation of Leaders to Local Government	Making Life Happen Campaign/Toolkit	
Mentoring and Succession of Aspiring CAOs	 A Quality Annual Conference for Professional Development and Networking (with scholarships and first-time delegate rates) The Political Acumen Toolkit. Member Discussion Forum A CAO Employment Contract Toolkit Council Orientation Toolkit Toolkit for Effective CAOs: The Right Questions to Ask CAMA Connects 	 CAO Executive Learning Program/Regional Forums Reviewing All Toolkits Develop New Toolkits Tools for Resilient Leadership: Strategies for Self Care, Wellness and Work/Life Balance "Masterminds" Networking Forums
Support to the CAO During Their Career	 A Quality Annual Conference for Professional Development and Networking (with scholarships and first-time delegate rates) CAO Performance Evaluation Toolkit Political Acumen Toolkit Members in Transition Toolkit CAO Employment Contract Toolkit Council Orientation Toolkit Toolkit for Effective CAOs: The Right Questions to Ask CAO Human Resources Toolkit CAMA Connects Member Discussion Forum 	 CAO Executive Learning Program /Regional Forum Reviewing All Toolkits Updating the CAO Performance Evaluation Toolkit Develop New Toolkits Tools for Resilient Leadership: Strategies for Self Care, Wellness and Work/Life Balance "Masterminds" Networking Forums A short guide to support CAOs in keeping the elected officials focused on their policy role and out of the operations
Retirement of the CAO	The opportunity to sign up in muniSERV for interim CAO opportunitie Attendance at the Annual Conference at a reduced fee CAMA Connects	es

50th Anniversary of the Canadian Association of Municipal Administrators

CAMA was founded in 1971 and emerged from the participation of senior municipal managers attending the Federation of Canadian Municipalities (FCM) Annual Conference.

Over the past five decades, CAMA has grown to an Association of over 650 senior municipal leaders across Canada dedicated to achieving excellence in local government and also establishing a much-needed network nationally. 2021 marked the golden year of our Association and we celebrated our fifty-year journey virtually.

Below is our storyboard outlining CAMA's 50th Anniversary Celebrations. A special thanks to Alycia Bartlett who was the lead on this project. We do still plan to have a big celebration at the 2023 Deerhurst Resort Annual Conference.

• 1970s: The Beginning

• Feature: Jack Willis

• 1980s: Big Changes

• <u>1990s: Big Ideas</u>

• 2000 to 2004 Building a Modern Day CAMA.pdf

• 2005 to 2009 Building a Modern Day CAMA.pdf

• 2010-2020 The Last 10 Years.pdf

2020 to 2022: CAMA and COVID-19



50 Questions for #CAMA50

One of the benefits of CAMA membership is learning from colleagues across the country. As part of the CAMA50 Project, we generated a list of 50 Questions for the 2021-2022 Board of Directors to consider. Questions were randomly assigned to each Board member. To read the entire document click here.

If you would like to read each Board's members responses they are outlined separately below:

- Jack Benzaquen, President, Representative for Québec
- Cory Bellmore, First Vice-President, Representative for Northwest Territories, Yukon Territory and Nunavut
- Beverly Hendry, Second Vice-President, Member-At-Large for Municipalities with a Population Under 100,000
- Tony Kulbisky, Treasurer, Representative for Alberta
- Jake Rudolph, Past President
- Brenda Orchard, Representative for Ontario
- Dawn Chaplin, Representative for Newfoundland and Labrador
- Marc Melanson, Representative for New Brunswick
- Mike Dolter, Representative for Nova Scotia and Prince Edward Island
- Gary Kent, Member-At-Large for Municipalities with a Population Over 100,000
- Jamie Paik, Representative for Manitoba and Saskatchewan
- Vincent Lalonde, Representative for British Columbia

Interview with CAMA Executive Director

For over 17 years, Jennifer Goodine has been at the centre of the Association. One of the first people to jump on board when CAMA moved from Ottawa, ON to Fredericton, NB in 2005, Jennifer started as a volunteer and is now the full-time Executive Director. As part of the #CAMA50 Project, and celebrating the 50th Anniversary of the Association, we wanted to take a look back with Jennifer, and get her perspective on her municipal career and how CAMA has grown and prospered over the years. Find out what she had to say <a href="https://example.com/here/beauto-started-sample-started-sample-sampl



Professional Development

Annual Conference

Cancellation of 2022 Annual Conference

As you are aware, in early February 2022 we sent you, our members, a survey to gather information on planned attendance at CAMA's 2022 Annual Conference scheduled to take place from May 30 to June 1, 2022 in Regina. We had an overwhelming response from our members with the majority of you indicating at that time that you were unable to commit to attending an in-person national conference. The Board looked at all options, weighed member feedback, and determined that the feasibility of hosting a Conference with the current uncertainty of the pandemic would be extremely challenging. Therefore, we had to make the difficult decision to cancel CAMA's 2022 Annual Conference.

We are mindful that the CAMA Annual Conference is a key benefit for CAMA members and are saddened to have to once again cancel such a valuable professional development and networking opportunity for our profession.

Our goal now is to focus on our return to the Deerhurst Resort from May 28-31, 2023. We want to make this Conference "bigger and better" than we had originally planned for you back in 2020.

We would like to acknowledge the significant efforts, resources and commitments undertaken by staff, the Conference Planning Committee (Mike Dolter, Chair, Marc Melanson, Dawn Chaplin, Jamie Paik and Vincent Lalonde), and the City of Regina team.

The eight recipients for the CAMA Conference Scholarship Program that were carried over in 2020 will continue to be offered for 2023. Additional scholarships will also be offered for this event.

Future Conferences

Mark your calendars for June 2-5 for the 2024 Conference being held at the beautiful Banff Springs Hotel. The 2025 Conference will be back in Mont Tremblant (May 25-28) where we had to cancel in 2021.

Professional Development Webinar Series

As part of our ongoing commitment to our members and in celebration of our 50th Anniversary we introduced the CAMA Professional Development Series for 2021 which has continued into 2022. This new program is comprised of various webinars that are coordinated for the



CAO/City Manager, senior managers and your employees. Along with our own webinar series, CAMA Partner companies will be providing educational and informative learning opportunities that showcase innovative services and products relevant to municipal management. Free of charge to all CAMA members, this is a wonderful way to provide an eclectic selection of resources to all your employees. Check the website regularly for updates.

A Special Thanks to our Webinar Partners































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Networking and Partnerships

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

ICMA

The 2022 ICMA Conference will be held in Columbus, Ohio from September 18-21, 2022.

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, visit the **website**.

muniSERV

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

FREE for municipalities to use, <u>muniSERV.ca</u> 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 <u>website</u> to see some of muniSERV's services that CAMA members have access to for free.

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.

FCM 2022 Asset Management Collaboration Workshop

Brenda Orchard, CAO, Lennox and Addington County, ON (CAMA Board Representative for Ontario) and Dawn Chaplin, CAO/Clerk, Town of Torbay, NL (CAMA Board Representative for Newfoundland & Labrador) were pleased to participate in the some of the sessions of the 2022 Asset Management Collaboration Workshop hosted virtually by FCM the week of March 21st, 2022.

Alberta Municipalities Mental Health Webinar Series

CAMA's designated charity is the Canadian Mental Health Association, and we were pleased to be an Association/Pillar Partner for the Alberta Municipalities Mental Health Webinar Series held from May to October 2021.

CAMA Provides Input into Canada's Federal Funding Programs for Municipal Infrastructure

CAMA provided a Position Paper and a series of administrative recommendations as input on Federal Funding Programs for Municipal Infrastructure.

The Association's formal position paper was presented to Kelly Gillis, the Deputy Minister of Infrastructure & Communities on January 28th, 2022 by the Board Sub-Committee including Jack Benzaquen, President of CAMA and the City Manager for the City of Dollard-des-Ormeaux, QC; Vincent Lalonde, CAMA Board Representative for British Columbia and City Manager for the City of Surrey, BC, and Mike Dolter, CAMA Board Representative for Nova Scotia & PEI and Chief Administrative Officer for the Town of Truro, NS.

Thank you to those members that responded to our survey in the Fall of 2021. As a result, CAMA presented eighteen priorities, which were identified by our members as having a high importance from an administrative standpoint. These priorities included such things as providing clear names and criteria for programs, involving municipalities in the development and design, no extraneous application criteria, the removal of "stacking" provisions, improved cash flows, flexibility, and long-term funding for some projects - just to name a few.

The following recommendations were also made by the Association:

- The Federal Gas Tax Program is a positive model, and its attributes should be used in all Federal Funding Programs directed at municipalities.
- An extension of the current Federal Gas Tax Program would be welcomed by communities.
- A new funding stream should be created dedicated to small municipalities.
- Working closely with the National and Provincial/Territorial Administrator Associations to determine funding priorities for Federal Funding Programs would be advantageous.
- More clarity needs to be provided around Federal Funding approval timelines.

As the Federal Government considers new infrastructure funding opportunities, it is important for CAMA to provide input on programs moving forward. We were pleased to be able to deliver feedback from our members into Federal grant programs.

For more information about CAMA and the Association's position paper on Canada's Federal Funding Programs for Municipal Infrastructure, visit CAMA's website.

Women in Local Government Administration Working Group (WILGA)

CAMA's Executive Director, Jennifer Goodine, is a member of the Women in Local Government Administration Working Group (WILGA). The purpose of this group is to explore, assess, and implement actions to increase the number of women in senior administrative leadership positions in local governments. The partners are as follows: Alberta Municipalities, CAMA, CivicInfo BC, Local Government Alberta Administrators, and the Society of Local Government Managers of Alberta. Thank you to those members that completed our survey in February 2022.

Member Engagement and Support

Update from Membership Committee

CAMA's Membership Committee consists of the following members:

- Cory Bellmore, Chair/CAMA First Vice-President/Representative for Northwest Territories/Yukon Territory and Nunavut
- Marc Melanson, CAMA Board Representative for New Brunswick/Directeur général, Ville de Dieppe, NB
- Brenda Orchard, CAMA Board Representative for Ontario/CAO, County of Lennox-Addington, ON
- Dawn Chaplin, CAMA Board Representative for Newfoundland & Labrador/CAO/Clerk, Town of Torbay, NL
- Sean Goin, CAMA Member/Manager of Infrastructure, Town of Devon, AB
- Mike Rudkin, CAMA Member/SAO, Hamlet of Ulukhaktok, NWT
- Noreen Zhang, CAMA Member/CAO, Town of Wembley, AB
- Troy Fleming, CAMA Member/City Manager, City of Fort Saskatchewan, AB
- Ann Mitchell, CAMA Member/CAO, Lethbridge County, AB

The Membership Committee focuses specifically on the recruitment and retention of members, outreach to the elected officials so that they see the value when their senior managers would like to join CAMA and/or attend the Conference, provide input on new member services following a new Membership Business Plan. The Committee held a brainstorming session in preparation for the Board's November 2021 Strategic Planning session and will continue their work.

This year CAMA launched membership campaigns in Ontario, Québec and British Columbia and have also been concentrating on recruitment in Municipalities with a Population Over 100,000.

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.

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.

Revenue Generation Committee

A new Committee was struck to concentrate on establishing long term partnerships with sponsors and find other non-dues revenues outside of memberships and the Annual Conference as other sources in order to provide additional member services which were identified during a brainstorming session and presented to the Board for their Strategic Planning session.

The members of the Revenue Generation Committee are as follows:

- Tony Kulbisky, Chair/CAMA Treasurer & Representative for Alberta, CAO for the Town of Devon, AB
- Mike Dolter, CAMA Representative for Nova Scotia & PEI, CAO for Town of Truro, NS
- Gary Kent, CAMA Member-At-Large (For Municipalities with a Population Over 100,000), Chief Financial Officer and Commissioner of Corporate Services, Region of Peel, ON
- Ashraful Alam, CAMA Member/CAO, Town of Battleford, SK
- Yves Leger, CAMA Member, CAO/Clerk, Beaubassin-est Rural Community, NB
- Duane Gladden, Director of Business Services, Rural Municipalities of Alberta

This year, we launched a new Business Partner Program that allows companies to showcase their products and services to CAMA members and their employees. To learn more click here.

A Special Thanks to our Business Partners



























Platinum Partnerships

New this year, CAMA has chosen to partner with a select number of companies in order to continue offering specialized products and services to our members. Meet our Platinum Partners:





The <u>Canoe Benefits Program</u> is built specifically to address the unique needs and objectives of municipalities, public sector entities, and not-for-profit organizations. The program develops and delivers innovative, cost-effective, and sustainable solutions tailored to members' unique human capital needs and wants.



The <u>Canoe Procurement Group of Canada</u> works with municipal associations across the country. The associations work with Canoe to provide member organizations access to preferential pricing on trade-compliant purchasing programs that leverage the collective buying power of all involved.

Canoe works hard to specialize in certain product areas, and has created customized programs for our membership in response to popular demand. Please see the Canoe program listings here

If you require more information or would like to schedule a specialized presentation in regard to a particular program, please contact one of our <u>Client Relations Managers</u> or <u>CAMA@canoeprocurement.ca</u>.

LIDSTONE & COMPANY

Lidstone & Company is a local government law firm with offices in British Columbia and Alberta. Each of their lawyers has specialized knowledge and particular expertise in the areas of municipal law and collaborate closely with local government officials. They are known for their problem solving, proactive, preventative approach which reduces risk. They do not have conflicts of interest because they do not act for developers, realtors, banks, resource companies, interest groups, etc. They look after local government. Period.

Lidstone & Company has a reputation for successful litigation - defending claims, defending bylaws, and enforcing bylaws. This is because they have dedicated litigation lawyers, and not just municipal lawyers who litigate when necessary. They also provide special services without charge to their clients, including quarterly newsletters, regular bulletins, annual client seminars, in-house workshops, templates and checklists.

Watch for the webinars, regional forums, and tips on our partners services and unique content provided by each company for all size municipalities.

Communications Committee

The Communications Committee is led by Chair Brenda Orchard and Board members Cory Bellmore, Beverly Hendry, Tony Kulbisky, and Mike Dolter. This group has been concentrating on our communication tools such as the e-Brief newsletter, the website, branding and social media. One of their initiatives this year was sending a letter to all members thanking you for your tremendous leadership throughout the pandemic.

Member Services

Toolkits

Below you will find CAMA's list of current toolkits:

- CAO Employment Contract Toolkit
- CAO Performance Evaluation Toolkit
- Council Orientation Toolkit
- Members in Transition Toolkit
- Political Acumen Toolkit
- Making Life Happen Toolkit
- Toolkit for Effective CAOs: The Right Questions to Ask
- Human Resources Toolkit

Awards of Excellence Program

Chair Gary Kent, CAMA Director-At-Large for Municipalities with a Population Over 100,000 (and Chief Financial Officer and Commissioner of Corporate Services for the Region of Peel) led our 2022 Awards of Excellence Program this year and I am pleased to announce that six successful municipalities will be honoured. This year we received 35 submissions, all of excellent quality.

The CAMA Board reviewed the Awards Program and its evaluation criteria this year and added a new category called the Collaboration Award to recognize partnerships and collaboration with other municipalities and external organizations.

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

- Diana Burton, City Manager, City of Meadow Lake, SK
- Robert Tremblay, CAO, Township of Whitewater Region, ON
- Matthew Goudy, CAO, City of Lacombe, AB
- Erin Jackson, Acting CAO/Director of Corporate Services, City of Salmon Arm, BC
- Ashraful Alam, CAO, Town of Battleford, SK

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

Award	City	Name of Project/Award
Willis Award for Innovation - Between 20,001 and 100,000	City of Brandon and The Brandon Urban Aboriginal Peoples' Council	Truth and Reconciliation Week 2021
Willis Award for Innovation - Over 100,000	City of Vaughan	Winter Maintenance Artificial Intelligence System
Environmental Leadership & Sustainability - Over 100,000	City of Richmond	Richmond's City-wide Pollinator Program
Professional Development Award - Between 20,001 and 100,000	Town of Innisfil	Learning & Development 2.0
Collaboration Award with External Organizations	City of Kamloops and The First Nation of Tk'emlúps te Secwépemc	Building Relationships Towards Reconciliation
Collaboration Award with Municipalities	Town of Grimsby & Town of Lincoln	Niagara West Fire & Emergency Services

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

Long Service Recognition Awards Program

This year there were 68 members that received their pins as part of our Long Service Recognition Awards Program. Also, George Duncan, Chief Administrative Officer for the City of Richmond, BC, received the only Special Long Standing CAO Service Award. George has served as the CAO for the City of Richmond for 24 years (1997 to 2002 and 2003 to present) and was CAO for the City of London from 2002 to 2003. He has been a CAMA member for 24 years.

Congratulations to all recipients on your outstanding service to municipal government.

CAO/Council Relationship

The Board considered a presentation from CAMA member, Ann Mitchell (CAO for the County of Lethbridge, AB) who recently completed her thesis on the CAO/Council Relationship. One of her quotes is "The CAO/Council relationship in local government is critical to the overall sustainability of the organization and the community it services". If you would like a copy of Ann's thesis or to discuss this topic further please e-mail her at amitchell@lethcounty.ca.

New Member Services

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

CAO Human Resources Toolkit

Recognizing the importance of developing and managing the workforce for municipal administrators, CAMA developed a Human Resources Toolkit which is available to members by visiting the <u>Member's Section (Toolkit Section)</u> of the CAMA website.



This toolkit is meant to be a resource to support Chief Administrative Officers, direct reports and managers working in local government for all size populations and municipalities with or without a Human Resources Department. It is designed to provide information regarding several different human resource topics with support through samples and links across the country. CAMA hopes that this toolkit will become a valuable resource to support CAO's and their senior management teams.

In addition to President Benzaquen, the Human Resources Toolkit Committee included the following CAMA members:

- Beverly Hendry CAO, Township of West Lincoln, ON/CAMA Second Vice-President & Member-At-Large for Municipalities with a Population Under 100,000.
- Marc Melanson City Manager, City of Dieppe, NB and CAMA Representative for New Brunswick
- Brenda Orchard CAO, Lennox & Addington County, ON and CAMA Representative for Ontario
- Caroline Blair Smith Deputy CAO, Corporate Services, Halifax Regional Municipality and CAMA Member
- Gordon Howie, Retired CAMA Member
- Lori Kelly, Director of Human Resources, City of Mississauga, ON
- John Thomas, CAO, District of Clearwater, BC and CAMA Member

The Committee worked in collaboration with consultant <u>Transitional</u> <u>Solutions Inc.</u> (TSI) to develop the Toolkit.

The Toolkit offers information on leadership and building a successful team, recruitment and hiring practices, employee and labour relations, compensation and benefits, correction and discipline, development and training, promotion, health and wellness, and performance management - just to name a few. It also has over 200 best practices, policies and templates for your easy reference.

Toolkit for Effective CAOs - The Right Questions to Ask

Recognizing the importance of building a team within any organization, CAMA developed a "Toolkit for Effective Chief Administrative Officers: The Right Questions to Ask" which is available to members by visiting the Member's Section (Resources area) of the CAMA website.

This toolkit is meant to be a resource to support our members whether they are just starting their job as a CAO (or senior administrator) or have been in the role for some time in a new community or one they've been in for many years. It will assist all of our members with building a team with their staff and Council. No one is born a local government administrator. Each of us comes to this role by way of a path of some kind. Being an effective CAO is not about knowing everything; it is about asking the right questions and challenging appropriately. This resource is a guide to support CAOs in their work. One of the most powerful management tools that you can have at your disposal is very basic...the question.



The Toolkit provides the following tools:

- Sample Questions for Council. It is important to build and maintain a strong relationship with your Council and asking them questions will help to learn more about them as individuals and as a team. Some questions have been included to help you establish a strong Council-CAO working relationship. Meeting with Council first will also help guide your questions to your senior management team based on their feedback.
- Sample Questions for each Division and Department. A template has been provided of sample personal, operational and specific questions that a CAO can ask their various Department Heads, Commissioners, Chiefs, and Managers about their operations whether you are just starting your job or have been in it for some time. The questions have been drawn together to offer food for thought and useful prompts that take Departments beyond operational discussions. They are questions that a CAO, in any size municipality, should be asking their staff to ensure that the right issues are raised, and that transparency and effective oversight are achieved with the common goal of having a successful community and being able to respond to requests from citizens and Council efficiently. At the end of this toolkit you will find a checklist of some questions that you can ask yourself after listening to your management team and Council that will help you identify your organization's capacities and needs, and the community's culture and values.
- A Resource for your Executive Team. In addition to being invaluable for CAOs, this resource is also a very useful tool for the Executive Team in understanding the kind of questions their CAO are likely to ask to learn more about the operations. Change is also difficult for the senior management team and it too creates a lot of anxiety. Therefore, a section has been included about how to deal with a change in leadership and the direction of an organization.

Each chapter and section is organized to help you quickly access information. Organizational structures vary and the names of Departments and Divisions differ, but the questions are typically all the same.

Members Discussion Forum

CAMA believes that one of the key benefits of belonging to our Association is the networking opportunities, and a big part of that is sharing our knowledge with one another in dealing with difficult issues or problems. In the past we offered a Mentorship Forum and now we would like to take it one step further and replace the Mentorship Forum with a new initiative called the CAMA Member Discussion Forum. This initiative is in partnership with CivicInfo BC. This forum offers a personalized platform for CAMA members to privately join exclusive conversations across the country and message colleagues on different topics. It's a forum for municipal senior managers to talk about local government, whether its to get updates about the latest news and innovations, network with other members and perhaps even express your greatest concerns facing our communities today. On this Forum, you can post messages that others can view and reply to. To register for the CAMA Discussion Forum visit this **link** and click "Need to Register" in the lower right corner.

Association Governance

Recommended Changes to the CAMA By-Law

CAMA Honourary Membership

Currently the By-law notes that the Honourary Member for Life is a Non-Voting member, however there are instances where the member is still employed. It was recommended that this category of membership be changed to a voting member thru a change to the CAMA By-law which will be considered at the 2022 Annual General Meeting.

CAMA Policy Manual

In an effort to have all policies in one place, a Policy Manual was developed including new Branding and Logo Guidelines.

Board Meetings

Due to the pandemic, this year's Board meetings were held virtually with the exception of one meeting that was held in person in Mont Tremblant in November 2021. This provided the Board with an opportunity to develop the new five-year Strategic Plan during a two-day facilitated session.

Financial Stability

We are in a surplus position and continue to be in a healthy financial position and a detailed review of the Association's finances will be presented at our virtual Annual General Meeting by Treasurer Tony Kulbisky. We had a clean audit once again with a surplus of \$8,104.

Election Process

Two positions opened up on the Board for the 2022-2023 year and we are pleased to welcome Rodney Cumby, CAMA Board Representative for Newfoundland and Labrador (and City Manager for the City of Corner Brook, NL) and Raffaelle Di Stasio, CAMA Board Representative for Québec (and City Manager for the City of Montreal West).

Closing Remarks

It has been another busy and different year, however 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 eight 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 Jake Rudolph, Past President and Dawn Chaplin, our Newfoundland and Labrador representative, who will both be retiring from the Board. We will miss your wisdom around the table and your friendship.

I want to wish the new Board and the incoming President, Cory Bellmore all the best as they continue to make our organization even better. Ladies and Gentlemen, we do look forward to seeing you all in the Muskokas next year for the best Conference yet!

Jack Benzaquen CAMA President

City Manager, City of Dollard-des-Ormeaux



Treasurer's Report 2021-2022

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, 2022. The audited financial statements are attached for your consideration. Once again, you will find another clean auditors' report.

Our Association continues to be in a strong financial position. We ended the 2021-2022 fiscal year with a surplus of \$8,104 and an accumulated surplus of \$652,824.

Reserve funds (the accumulated surplus) are established to ensure the stability of the mission, programs, employment, and ongoing operations of the organization should there be a decline in revenue streams or to cover an operating deficit at fiscal year-end. The reserves are intended to be used for the future long-term needs of CAMA and to provide a source of funds for larger one-time Strategic Plan projects approved by the Board.

I would like to bring your attention to the following significant variances in the statements for the year:

Revenues

- \$18,000 more was collected in memberships due to the retention of first-time members (50% off for the first year) and a number of new members.
- An increase of \$13,000 in Jobscene Broadcasts due to more postings.
- An additional \$15,000 in sponsorships due to our new Platinum Partnership Program and virtual webinars.
- \$12,000 more in advertising in our e-Brief newsletter and our Business Partner Program.

Expenditures

• Included under the "Management Fees" line item is the amount of \$40,000 which was funded from our accumulated surplus to complete the Human Resources Toolkit including the remaining consulting fees, graphic design, and IT Services. We also completed our asset inventory (\$3,000), a three year initiative with the Partnership Group Sponsorship Specialists.

- There was an additional \$17,000 spent on translation this year due to the Human Resources Toolkit being a very large document.
- \$5,000 more was invested in IT and Website Services due to an upgrade to our website, social media and the switch to virtual platforms.
- There was significant savings on Board meeting costs due to only one inperson Board meeting being held this year (\$18,645) compared to all virtual meetings last year.

Thank you to our many sponsors for continuing to support our organization thru our virtual opportunities which has been a great success. Please remember to support these companies when your municipality needs a product or service!

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, 2022 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 2022 - 2023 fiscal year.

Sincerely,

Tony Kulbisky CAMA Treasurer

CAMA Board Representative for Alberta



CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

FINANCIAL STATEMENTS ÉTATS FINANCIERS

2022



INDEPENDENT AUDITOR'S REPORT	RAPPORT DE LE VÉRIFICATEUR INDÉPENDENT	
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STATEMENT OF OPERATIONS AND MEMBERS' SURPLUS	3	ÉTAT DE L'EXPLOITATION ET DU SURPLUS DES MEMBRES
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SCHEDULE 1

INDEPENDENT AUDITORS' REPORT

To the Members of CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

Opinion

We have audited the financial statements of CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS, which comprise the statement of financial position as at March 31, 2022, 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, 2022, 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 2022, 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 2022 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.

Space le Armsday & Norrand

Chartered Professional Accountants / Comptables agréés professionnels

Fredericton, New Brunswick May 12, 2022 Fredericton, au Nouveau Brunswick le 12 mai 2022



STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2022

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

ÉTAT DE LA SITUATION FINANCIÈRE AU 31 MARS 2022

ASSETS	2022	2021 ACTIF
CURRENT Cash and cash equivalents Accounts receivable Prepaid expenses (note 3)	\$ 832,468 49,600 57,932 \$ 940,000	À COURT TERME 776 729 \$ Encaisse et équivalents de trésorie 40 292 Comptes débiteurs 56 932 Frais payés d'avance (note 3) 873 953 \$
LIABILITIES AND MEMBERS'	SURPLUS	PASSIF ET SURPLUS DES MEMBRES
LIABILITIES Accounts payable (note 4) Deferred revenue (note 5)	\$ 67,366 219,810 287,176	PASSIF 44 656 \$ Comptes créditeurs (note 4) 184 577 Revenus reportés (note 5)
MEMBERS' SURPLUS	\$ 940,000	644 720 SURPLUS DES MEMBRES 873 953 \$
Approved by the Board: Approuvé par la Direction:		
Member/membre		Title/titre
Member/membre		Title/titre

STATEMENT OF OPERATIONS AND MEMBERS' SURPLUS FOR THE YEAR ENDED MARCH 31, 2022

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

ÉTAT DE L'EXPLOITATION ET DU SURPLUS DES MEMBRES POUR L'EXERCICE TERMINÉ LE 31 MARS 2022

	2022	2021
REVENUE		REVENUS
Membership dues	\$ 260,623	242 205 \$ Cotisations des membres
Job scene broadcast	27,361	14 126 FAX d'emploi
Sponsorships	34,783	20 000 Commandites
Interest	15,645	16 631 Intérêts
Awards nominations	3,150	2 950 Nominations - prix et récompenses
Advertising	13,277	1 500 Publicité
	354,839	297 412
		,
EXPENSES		DÉPENSES
Administrative and operating expenses		Frais d'administration et d'exploitation
(Schedule 1)	319,895	242 299 (Tableau 1)
Cancellation costs	-	5,880 Frais d'annulation
Committee activities (Schedule 1)	23,845	6 839 Activités des comités (Tableau 1)
Annual Conference	2,995	0 Conférence annuelle
	346,735	255 018
EXCESS OF REVENUE OVER		SUFFISANCE DES
EXPENSES	8,104	42 394 REVENUS SUR LES DÉPENSES
MEMBERS' SURPLUS,		SURPLUS DES MEMBRES AU
BEGINNING OF YEAR	644,720	602 326 DÉBUT DE L'EXERCICE
		SURPLUS DES MEMBRES À LA
MEMBERS' SURPLUS, END OF YEAR	\$ 652,824	644 720 \$ FIN DE L'EXERCICE
ENDON ILAN	φ ω2,024	OTT 120 p FILEDE DEMENCICE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2022

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX ÉTAT DE MOUVEMENTS DE TRÉSORERIE POUR L'EXERCICE TERMINÉ LE 31 MARS 2022

CASH FLOWS FROM (USED FOR) OPER ACTIVITIES	2022 ATING	2021	FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION
Excess of revenue over expenses	\$ 8,104	42 394 3	Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	(9,308)	(30 261)	Comptes débiteurs
Prepaid expenses	(1,000)	17 000	Frais payés d'avance
Accounts and fees payable	22,710	(69 725)	Comptes créditeurs et honoraires à payer
Deferred revenue	35,233	3 154	Revenus reportés
	47,635	(79 832)	_ _
NET CHANGE IN CASH POSITION	55,739	(37 438)	VARIATION NETTE DE LA POSITION DE TRÉSORERIE
CASH POSITION, BEGINNING OF YEAR	776,729	814 167	POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE
CASH POSITION, END OF YEAR	\$ 832,468	776 729	POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2022

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 2022

1. CONSTITUTION ET NATURE DES ACTIVITÉS

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

2. CONVENTIONS COMPTABLE IMPORTANTE

COMPTABILISATION DES REVENUS

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

INCERTITUDE RELATIVE À LA MESURE

La préparation d'états financiers selon les principes canadiennes pour les organisations à but non lucratif, de la part de la direction, de faire des prévisions et des hypothèses qui touchent l'actif et le passif déclarés, la divulgation d'éléments d'actif et de passif éventuels ainsi que les revenues 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.

ESPÉCES ET OUASI-ESPÉCES

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.

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2022

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

NOTES AFFÉRENTES AUX ÉTATS FINANCIERS 31 MARS 2022

3. PREPAID EXPENSES

Components of the ending balance	are as follows:
Conference 2021 deposits	\$ -
Conference 2023 deposits	39,123
Conference 2024 deposits	5,000
Conference 2025 deposits	10,809
Other	3,000
	\$ 57 932

3. FRAIS PAYÉS D'AVANCE

Le solde à la fi	n de l'exercice comprend :
5 809 \$	Dépôts pour la conférence de 2021
25 000	Dépôts pour la conférence de 2023
5 000	Dépôts pour la conférence de 2024
-	Dépôts pour la conférence de 2025
21 123	Autre
56 932 \$	-

4. ACCOUNTS PAYABLE

Trade payables	\$ 50,543
Other taxes payable	 16,823
	\$ 67,366

4. COMPTES CRÉDITEURS

34 920	\$ Dettes commerciales
9 736	Autres impôts à payer
44,656	\$ 1 1 7

5. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	\$ -
Membership	204,310
Other	15,500
	\$ 219,810

5. REVENUS REPORTÉS

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

184	577	\$	Conférence Adhésion Autre
184	577	\$	

6. 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. 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.

SCHEDULE 1

FOR THE YEAR ENDED MARCH 31, 2022

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

TABLEAU 1

POUR L'EXERCICE TERMINÉ LE 31 MARS 2022

	2022	2021
ADMINISTRATIVE AND OPERATING		FRAIS D'ADMINISTRATION ET
EXPENSES		D'EXPLOITATION
Interest and bank charges	\$ 10,998	8 618 \$ Intérêt et frais bancaires
Postage and courier	3,233	Affranchissement et messagerie
Professional fees	13,600	9 570 Honoraires professionnels
Telephone and fax	1,750	2 743 Téléphone et fax
Web-site	15,047	10 075 Site web
Management fees	87,826	44 029 Frais de gestion
Executive director costs	135,511	131 376 Coûts du directeur exécutif
Public relations	818	5 313 Relations publiques
Office	7,669	5 859 Bureau
Rent	2,859	3 525 Loyer
Travel	3,071	- Frais de déplacement
Translation	35,544	18 184 Traduction
Insurance	1,969	2 156 Assurance
COMMITTEE ACTIVITIES Awards Board meetings	\$ 319,895 \$ 5,200 18,645	ACTIVITÉS DES COMITÉS 6 839 \$ Prix et récompenses Réunions du conseil
	\$ 23,845	6 839 \$