



# ANNUAL PRESIDENT'S REPORT

FOR THE YEAR ENDING MARCH 31, 2023



CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

# Who We Are

The Canadian Association of Municipal Administrators is a national, non-profit association open to all Chief Administrative Officers/City Managers and any person employed in a senior management position that reports directly to the CAO.

CAMA has a membership of approximately 700 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”.

Meaford, Ontario, Canada



# 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.



*City of Powell River, BC*

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.

# Vision

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

Goals	Description
1	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.
2	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.
3	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.
4	To continue to build strategic relationships with key stakeholders to create excellence in municipal governance.
5	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

"It has been an honour to be your President since the beginning of 2023, and I'm pleased to report that we had a very busy and successful year. The future looks bright for CAMA heading into the second year of our new Strategic Plan, and our first in-person Conference at the Deerhurst Resort at the end of May 2023 after a four-year hiatus."

On behalf of the staff and the CAMA Board of Directors, I am pleased to present the 2022-2023 Annual Report. The Board continues to gather information about the issues that are important to municipal administrators, and the trends that we see affecting the future of the CAO profession, municipal government, and the Association. We rose to the challenge and became more innovative over the past three years and are stronger than ever before.

We look forward to sharing many exciting accomplishments with you that will continue to improve local government. Year-end is a great time to stand back and reflect on the many initiatives, and this report provides you with a snapshot of our key accomplishments which are tied to our five strategic pillars: Member Engagement and Support,

Professional Development, Resilient Leadership, Strategic Relationships, and A Strong and Sustainable Organization.

This year we were excited to launch an updated and simpler version of the [CAO Performance Evaluation Toolkit](#), with a [Guide for the CAO](#) and a [Guide for the Mayor & Council](#), a ["White Paper" on Ontario's Strong Mayor Legislation and the Pivotal Role of the CAO in Providing Good Governance](#), and a new resource called the ["Leadership Guide to Effective CAO-Council Relations"](#). Another very important project being launched at the Conference, is a "Toolkit for the Effective Executive Assistant to the Chief Administrative Officer", which is a profession that is important to our members and should be highlighted across the country.

We are grateful for the support of our members, volunteers, and partners in helping to support excellence in local government. You were all integral to making this past year a success.

CAMA is proud of the CAO profession, and you should never lose sight of the fact that what you do makes a difference. Your actions and your leadership have an immediate and long-term impact on the community. Don't take that for granted and don't lose sight of the positive impact of your work, even in difficult times.

See you at the Deerhurst Resort!



Bev Hendry  
President



# A Tribute to Cecil E. Vincent – CAMA Honourary Life Member and Past President

We were saddened to learn of the loss of Cecil E. Vincent who passed away on June 2, 2022.

Cecil was recognized with an Honourary Membership for Life Award from CAMA in 2013. He had over forty years experience working in municipal and provincial government, including thirty years of experience as a Chief Administrative Officer. He also worked in a consulting capacity and was respected by his peers and fellow citizens and was often called upon in his “retirement” to offer advice and assistance to others in Ontario’s Niagara Region.

Cecil was a member of CAMA since 1977. He spent nine years as a Board member serving as President from 1995-1996. He was a retired Member of the Ontario Association of Municipal Administrators and an Honorary Life Member and Director of the Newfoundland and Labrador Association of Municipal Administrators.

Most recently Cecil was part of a group of our Honourary Life Members who helped CAMA document the history of our Association over the past 50 years.



# Thank You Cory Bellmore – CAMA Past President

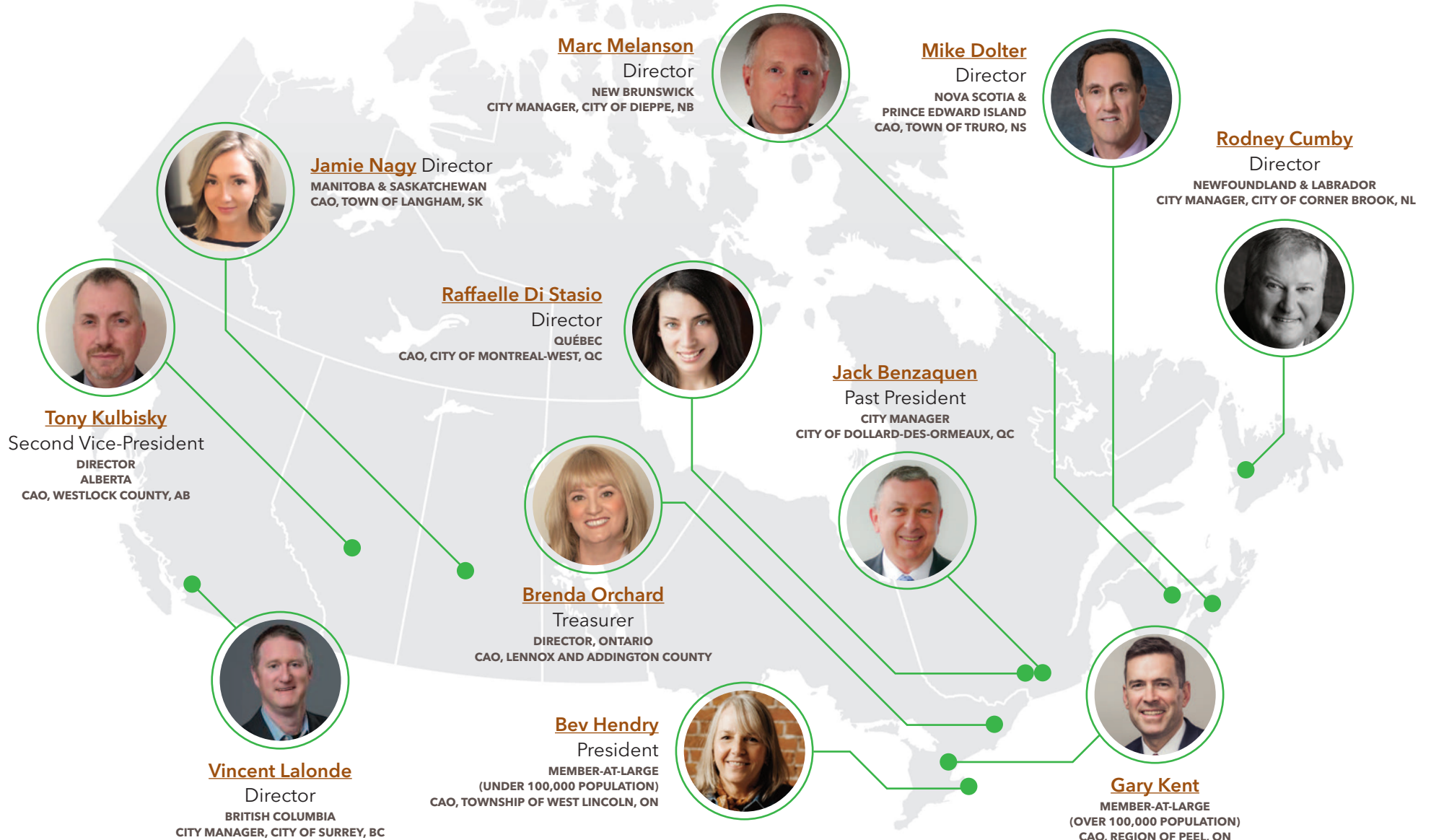
Cory Bellmore was elected President of CAMA during the Annual General Meeting held virtually on May 31, 2022. She is the Association's first-ever First Nations President, and was also the first CAMA Board Representative for the Northwest Territories, Yukon Territory and Nunavut.

She stepped down from her duties as Chief Administrative Officer for the City of Dawson at the end of December 2022, and subsequently resigned from her role as CAMA President. Cory began a new position as the Director of Finance for Little Salmon Carmacks First Nation in the Village of Carmacks, YT in January 2023. We would like to thank her for her tremendous leadership of CAMA, and wish her well as she starts her new chapter that brings her closer to her family in Carmacks.



# 2022-2023 CAMA 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

By the time you are reading this, we will be preparing the last-minute details for the 2023 CAMA Conference which will have record attendance.

Looking back on the 2022-2023 year, we worked hard to keep members informed and to respond to your priorities. I reviewed the current CAO Performance Evaluation Toolkit and updated it to two Guides: one for the CAO and one for the Mayor and Council. It is hoped that these new resources will improve the process for both parties.

A Day in the Life of a CAO: The Mayor is calling, a Councillor is standing outside your door, you are late for a senior management meeting, there was a watermain break, a structure fire, the media wants an interview - just to name a few of the things that can happen each and every day. As a CAO, using your Executive Assistant effectively and delegating is one of the most valuable ways to improve your productivity and better balance priorities. They are there to make your life easier and want you to be as successful as possible.

Given my previous career experience as the Office Administrator to the Mayor and CAO of the City of Fredericton, the Board asked me to develop a "Toolkit for the Effective Executive Assistant to the CAO". It was one of my highlights this year, to have the opportunity to work with an amazing Committee of Executive Assistants from across the country to author this new resource, which we are excited to launch at the Conference. There is a chapter specifically for the CAO, to provide you with some tips on how to use your Executive Assistant to increase your productivity.

I would like to also acknowledge our incredible partners and sponsors - we simply could not deliver many of our services without you.

Finally, a big thank you goes to our exceptional Board of Directors who are very active volunteers and have provided significant leadership and guidance to help us succeed. Ultimately, what we all care about is the quality of life in our communities.

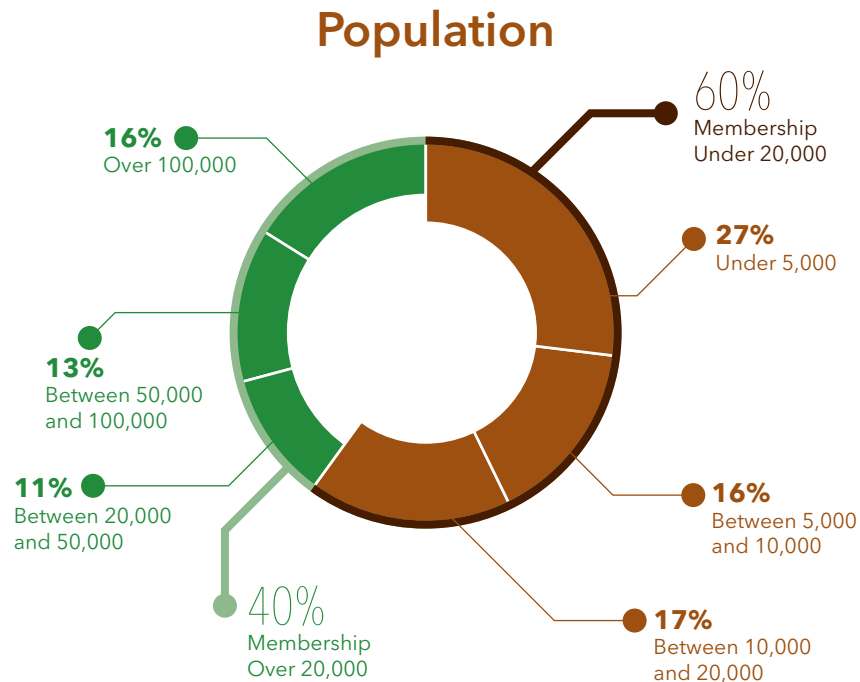
I encourage you to reach out to me, or any Board member, if you have any questions, concerns or needs. The CAMA National Office is always available, at any time zone, to help our members in making local government the best that it can be across the country.

Jennifer Goodine  
Executive Director



# Membership

The membership of our Association continues to remain solid with CAMA currently having 700 members from across the country, with sixty percent of our membership being from communities with populations under 20,000.



Following is the breakdown of membership by Province:

Province	Percentage	Number of Members
Alberta	25%	167
British Columbia	13%	87
Manitoba	6%	44
New Brunswick	8%	58
Newfoundland/Labrador	3%	21
Northwest Territories	1%	7
Nova Scotia	5%	38
Nunavut	1%	3
Ontario	28%	184
Prince Edward Island	1%	9
Québec	3%	23
Saskatchewan	5%	37
Yukon	1%	6

# Strategic Plan – 2022-2027

CAMA is entering into the second year of our new Strategic Plan (2022-2027) and will continue to concentrate on the following five pillars which will continue to be the focus for the Association's future programs:

## Member Engagement and Support

- Increase the membership by attracting and retaining a diversity of members from large, small and remote municipalities from across Canada.
- Deliver relevant member services and networking opportunities to engage and connect members through meaningful and personal outreach.

## Professional Development

- Continue to make the Annual Conference the premiere national professional development opportunity for CAOs and senior managers.
- Provide members with leading-edge trends, tools and best practices for local government management through up to three week-long professional development forums for CAOs per year.
- Develop and promote toolkits and other meaningful resources to support CAOs and senior managers to develop their knowledge, competencies, and leadership.

## Resilient Leadership

- Promote strategies and provide resources and tools that build resilient, adaptable and sustainable leadership that manages complex and challenging situations.
- Undertake succession strategies that promote and encourage the municipal CAO profession to the next generation.
- Foster a professional, respectful relationship between municipal administrators and Councils.

## Strategic Relationships

- To maximize and leverage those partners and relationships that are mutually beneficial.

## A Strong and Sustainable Organization

- To ensure CAMA has the most effective human resources and organizational structure to ensure continuity of quality services and operations.
- To build the long-term financial sustainability and impact of CAMA through creative Non-Dues Revenue and partnerships (outside membership revenue) so that CAMA's membership accesses networking, professional development opportunities, resources, and best practices that enhance their proficiency in municipal leadership and management.
- To continue to ensure that CAMA has the infrastructure, systems and policies to provide efficient operations in a changing environment.

Initiatives, projects and performance metrics have been identified for these pillars, which are expected to be completed by 2027.

This year's Plan will continue with our core services and special initiatives including a focused Membership Development Campaign, the development of a Toolkit Plan based on member feedback, another Masterminds Session, and some feasibility plans on the possibility of offering a CAO Executive Learning Program, a Virtual Executive Assistant Learning Program, and a National Annual Conference for Executive Assistants in Local Government.

Click [here](#) to see a quick snapshot of the Vision, Mission, Goals, Core Services and other New Initiatives.

Click [here](#) to read the full 2022-2027 CAMA Strategic Plan.

# Member Engagement and Support

## Update from Membership Committee

CAMA's Membership Committee is chaired by Marc Melanson, CAMA Board Representative for New Brunswick and City Manager for the City of Dieppe (and was previously led by Cory Bellmore, Past President). Marc is joined by the following CAMA members:

- Brenda Orchard, Treasurer/CAMA Board Representative for Ontario/CAO, County of Lennox-Addington, ON
- Dawn Chaplin, CAMA Member/CAO/Clerk, Town of Torbay, NL
- Sean Goin, CAMA Member/Manager of Infrastructure, Town of Devon, AB
- 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, City of Medicine Hat, AB

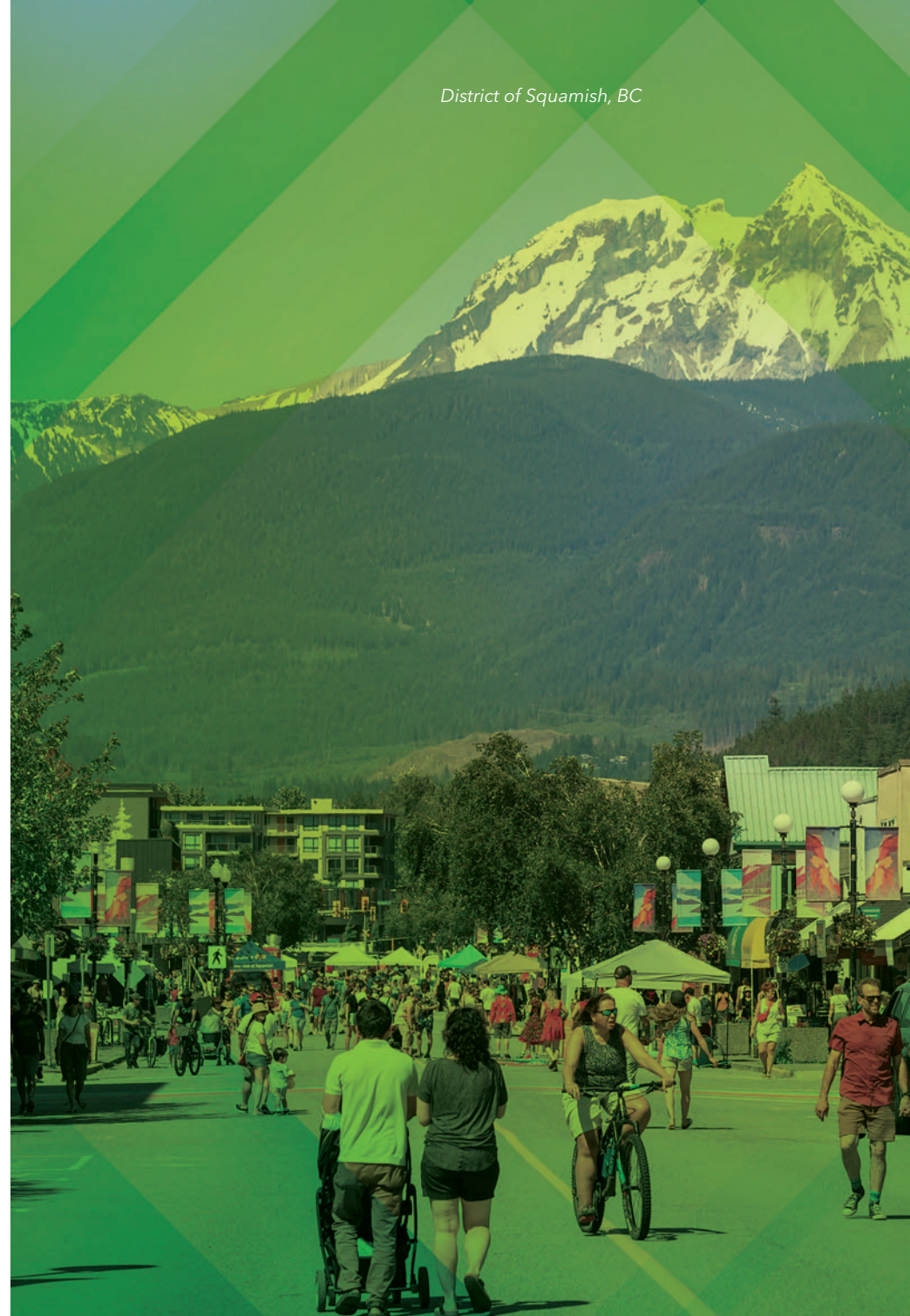
The Membership Committee focuses specifically on the recruitment and retention of members, outreach to the elected officials so that they see the value when their senior managers would like to join CAMA and/or attend the Conference and provide input on new member services following a Membership Business Plan. This year a new **Member Value Proposition** was created to market all our benefits in one place.

We also launched membership campaigns in Alberta, Ontario, Nova Scotia, and New Brunswick and have added 123 members. Considering the number of CAOs retiring and

those moving on to other industries, our net increase was approximately 65 members. As noted earlier, we remain solid with 700 members (the largest in CAMA's history) and we will be continuing to focus our outreach across the country through personal connections.

Ask any CAMA member what the most important benefit of membership is, and you will hear an answer that mentions networking, peer interaction and knowledge sharing. By keeping our membership growing with young talent, we improve these benefits for everyone!

District of Squamish, BC



Who in your organization is ready for leadership development? Which neighbouring local government leaders would benefit from access to CAMA's resources? We believe that shared wisdom leaves a lasting impact and are seeking your support in growing our Association.

New members receive 50% off our already great value membership fees for the first year, and the second and each additional member from every individual municipality can join CAMA for only \$155.00!

Thank you to those CAMA members who provided testimonials about their experience as part of our campaign which can be found on our [YouTube channel](#).

## Communications Committee

The Communications Committee is led by Chair Brenda Orchard and Board members Bev Hendry, Tony Kulbisky, Jamie Nagy, and Gary Kent. This group has been concentrating on our communication tools such as the e-Brief newsletter, the website, branding and social media. They also oversaw the development of the "Leadership Guide to Effective CAO-Council Relations" and the "Toolkit for the Effective Executive Assistant to the CAO".

## CAMA Connects

A CAMA Connects session was held in October 2022 on the topic of "Leadership in a Remote Working Environment."

## Job Postings

Members receive 50% off Jobscene, CAMA's nationwide job bank for municipal job opportunities reaching members in every Province and Territory. And through [CivicJobs.ca](#) your posting also reaches a broad, public audience. CivicJobs.ca is Canada's largest online source for municipal postings, an initiative of CivicInfo BC in Victoria. Your job is not only posted on the CAMA website, but it is cross-posted to CivicJobs.ca, and appears on other popular job boards including: [Indeed.ca](#), [workbc.ca](#), [bcjobs.ca](#)

Don't forget that this job posting service is for any municipal job posting - not just your vacancies for senior management positions. Its reach is far and wide so please take advantage of it.

## Social Media

Thank you to Wayne Knorr, our Social Media Specialist, who continues to promote CAMA and our activities on social media. If you don't already follow us, please do [Twitter @camalink](#), [Facebook](#) and [LinkedIn](#).

## muniSERV

Don't forget about CAMA's partnership with [muniSERV](#). FREE for municipalities to use, muniSERV.ca is Canada's leading online solution for helping municipalities search, find and connect with the right municipal experts and services saving you and your staff time and money. Visit the [website](#) to see some of muniSERV's services that CAMA members have access to for free.



# Professional Development

## 2023 Annual Conference

Our 49th Annual CAMA Conference is being held from May 29-31, 2023 at the Deerhurst Resort. We are extremely grateful to Denise Corry, CAO for the Town of Huntsville and Julie Stevens, CAO for the Municipal District of Muskoka for their support.

Our Annual Conference continues to be the single most important professional development initiative we deliver and is a fantastic networking opportunity - that's why we call it CAMARADERIE. To say we are excited to be back in person after a four-year hiatus is an understatement.

Thank you to CAMA Board member Mike Dolter who chaired this year's Conference Committee along with members Marc Melanson, Vincent Lalonde, Jamie Nagy, Rodney Cumby, and Raffaella Di Stasio.

The theme is "**CAMA-RADERIE - Together Again**" with speakers focusing on topics like the municipal power structure between Mayors, Council and CAOs featuring the latest information on the Strong Mayor Legislation in Ontario; practical supervisory and personnel practices in small communities; innovative best practices for building capacity and community resilience in the face of a changing climate; corporate sponsorship; diversity, equity and inclusion in the workplace; navigating procurement in a changing landscape; and the launch of CAMA's latest "Toolkit for the Effective Executive Assistant to the CAO" - just to name a few. We will also celebrate our own personal achievements with the Long Service Awards Luncheon and the best practices in Canadian municipal government with the CAMA Awards of Excellence.

This year's Pre-Conference Program and Study Tours are also spectacular featuring many activities in the Muskoka Region.

Casual Night will feature a great opportunity to network with your colleagues overlooking the beautiful lake with music by Jamie Williams and an amazing show by the "Birds of Prey".

The Conference will end with the President's Dinner where you can dress to impress with a semi-formal affair with a black and gold theme to celebrate our 50th Anniversary (which was in 2021). There will be a fun photo booth, many special highlights, and a dance with music by the ABBA Band.

We are pleased to continue to offer our First Time Delegates Program (with \$150.00 off the registration fee), a complimentary registration for any "Members in Transition", and our Scholarship Program.

Through the Scholarship Program, CAMA offers four scholarship categories for young professionals, smaller municipalities, northern communities, and new this year is a category for new Chief Administrative Officers that have been in their role for under five years. Thirteen scholarships were awarded this year and five recipients will be attending from the cancelled 2020 Conference.

As well, we are very excited to have The [Local Gov Café](#) team at the Conference to cover some of the highlights and municipal innovations of our event. This podcast, hosted by Susan Gardner (former Editor for Municipal World) and Ann Mitchell (CAO for the City of Medicine Hat, AB), is devoted to having conversations about municipal topics bringing you the insights and inspiration that drive and challenge communities. Susan and Ann will be talking with some of our delegates, keynote speakers, and recipients of our Awards of Excellence Program - just to name a few. Jennifer Goodine also did an [interview](#) with the Local Gov Café in the Fall 2022 on her municipal career and CAMA's member services.

## Future Conferences

Mark your calendars for June 2-5 for the 2024 Conference being held at the beautiful Fairmont Banff Springs Hotel. The 2025 Conference will be back in Mont Tremblant (May 25-28) where we had to cancel in 2021. The locations and dates for 2026 and beyond will be set when FCM have confirmed their schedule.

## Professional Development Webinar Series

CAMA continues to offer webinars from our Platinum Partners and Business Partners, as part of our ongoing commitment to our members. These learning opportunities showcase innovative services and products relevant to municipal management and are free of charge to all CAMA members and your employees.

The recordings and presentations to some of this year's sessions can be found in the [CAMA Member's Section](#):

- Maintaining a Vibrant Organization Through Effective Procurement (hosted by Canoe Procurement Group of Canada)
- The Evolving Landscape of Public Procurement: ESGs - Do They Matter? (hosted by Canoe Procurement Group of Canada)
- Pivoting Towards Virtual Health Care (hosted by Canoe Benefits)
- Digital First Parking: Proven Results One Year On (hosted by HotSpot Parking)
- Staying Ahead of the Curve - Trends and Strategies for Effective Employee Benefit Programs (hosted by Canoe Benefits)

## A Special Thanks to our Webinar Partners



*Swift Current, SK*



## New Member Services

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

### Updated CAO Performance Evaluation Toolkit: A Guide for the CAO and A Guide for the Mayor & Council

Recognizing the importance of the relationships between the City Manager, Town Manager, or Chief Administrative Officer (CAO), and Mayor and Council, CAMA launched a CAO Performance Evaluation Toolkit in 2017. Over the years, we have heard feedback from our members and their Councils on the Toolkit, and are pleased to provide you with a **new updated and improved 2023 edition** with a **“Guide for the CAO”** and a **“Guide for the Mayor & Council”**.

Both guides offer information on the value of performance discussions, quick reference guides of the three-part process, a **sample performance evaluation template** without a rating system focusing on the specific annual Council and CAO goals, a **sample mandate letter** outlining the annual

expectations of a CAO, a checklist, and a sample timeline. The CAO Guide provides details on completing the self-evaluation and Information Package, while the Guide for the Mayor & Council outlines the specific steps that should be followed in preparing the Final Performance Evaluation Report and meeting with the CAO. To make it easier to see the final product, we have also prepared a **completed sample Final Performance Evaluation Report** and **Mandate Letter**. Visit the **CAMA website** for more information.

### Performance Evaluation Template for your Direct Reports

In addition to CAMA's new Performance Evaluation “Guide for the CAO” and a “Guide for the Mayor & Council” did you know that CAMA also has an evaluation template for your direct reports?

It is equally important for the CAO/City Manager to conduct a performance evaluation review for direct reports (Directors/Commissioners/Chiefs/Department Heads). Following are some examples for your use:

**A Performance Evaluation Review template** to be completed by the CAO/City Manager and the employee and reviewed during the performance evaluation. A **Mandate Letter** that the CAO/City Manager can provide to each direct report each year at their performance evaluation. This outlines the expectations for all Departments and also lists some specific expectations for each Department. The sample provided is for the Corporate Services Department. Visit the **CAMA website** for more information on all of our performance management tools.





## CAMA Launches Leadership Guide to Effective CAO-Council Relations

Recognizing the importance of building a successful relationship with Council within the Administrator role, we launched a “Leadership Guide to Effective CAO-Council Relations” which is now available to members by visiting the [Member’s Section](#) (Toolkit Section) of the CAMA website.

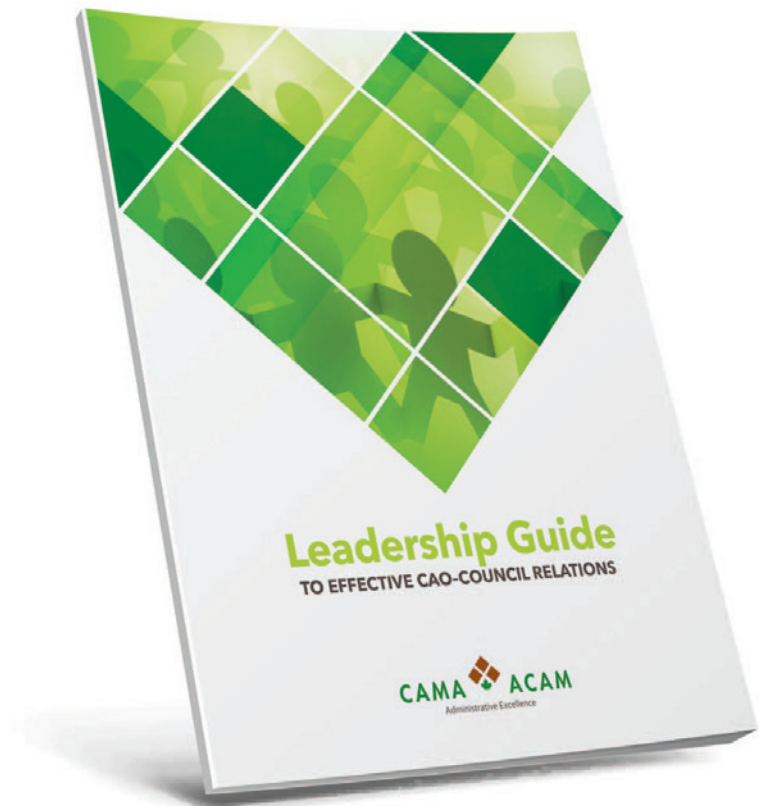
It can be lonely at the top – but we’re hoping to make it less lonely, through this new guide. It is a working relationship that requires a constant balancing act. It is very important for the CAO to set up and support Council for a successful term, but in addition to helping elected officials excel in their role, it’s about ensuring that you’re delivering in your role, as CAO, to the best of your abilities, and that you’re priming the organization for success.

The Board Communications Committee that worked on this project in collaboration with consultant [Strategic Steps](#), included the following CAMA members:

- Brenda Orchard, Chair/CAMA Treasurer & Representative for Ontario, CAO, Lennox & Addington County, ON
- Bev Hendry, CAMA President, CAMA Director-At-Large for Municipalities Under 100,000/CAO for the Township of West Lincoln, ON
- Tony Kulbisky, CAMA Second Vice-President/Board Representative for Alberta & CAO for Westlock County, AB
- Jamie Nagy, CAMA Board Representative for Manitoba & Saskatchewan & CAO, Town of Langham, SK
- Gary Kent, CAMA Director-At-Large for Municipalities with a Population Over 100,000 & CAO, Region of Peel, ON

You – as the CAO – are the conductor driving a massive train forward, and this guide provides you with information ensuring good governance and establishing role clarity; relationship building between Council, the CAO, the Senior Leadership Team, and staff; covenants between Council and the CAO; and case studies – just to name a few.

The execution of principles outlined in this guide may vary from municipality to municipality. Each organization is unique, and carries unique circumstances that require different approaches to building relationships. However, while some of the specifics may vary, the general principles remain the same. We’ve also provided a few checklists on what to do when Council micromanages, adds priorities, or does not support the Mayor.



## Toolkit for the Effective Executive Assistant to the CAO

In the Fall 2022, we had a tremendous response to the surveys that were circulated to you and your Executive Assistants in preparation for the “Toolkit for Effective Executive Assistants to the Chief Administrative Officer” to be launched on May 31, 2023, at the Annual CAMA Conference. We truly value the information and sharing of experiences provided that have helped to highlight the important aspects of an Executive Assistant’s job and their profession.

The primary audience of this Toolkit is the Executive Assistant to the CAO in local government, but the information can easily be transferred to any administrative position in a municipality. It also provides the CAO with some guidance on ways to build a partnership with your Executive Assistant.

The Board believed that it was also important to include a chapter for the CAO audience to provide you with some guidance on ways to build a partnership with your Executive Assistant. The topics range from the hiring process (with a sample job description, posting, and interview questions), a business case to your Council if you don’t currently have a staff member in this position, to finding the right personality and fit. As well, there are some tips on how to foster a healthy working relationship with your Executive Assistant by communicating often, providing performance evaluations, supporting their professional goals, and delegating more so you can concentrate on the higher-level strategic direction of the organization and keeping the Mayor and Council satisfied.

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**“The Executive Assistant role is imperative to any successful organization. I often compare their role to being like the wheels on a bus, and our leaders are the bus itself. Without its wheels, a bus cannot move!”**

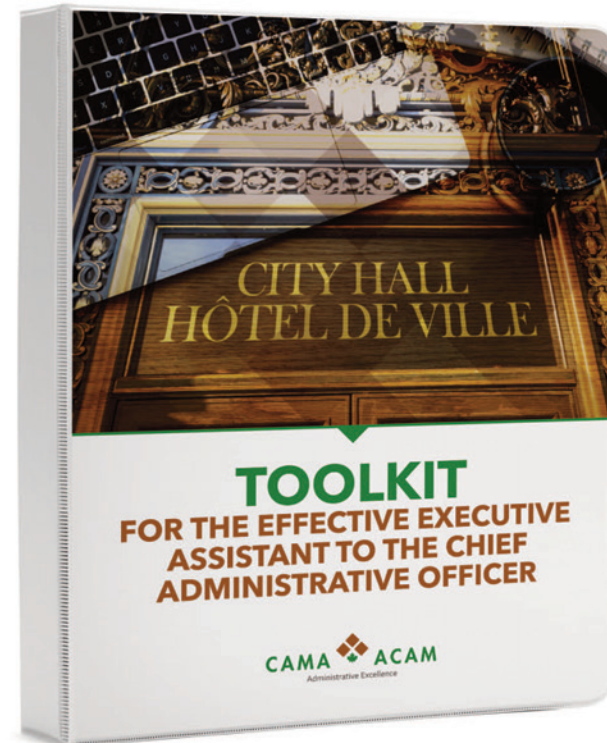
*-Executive Assistant*

## Member Services

### Members Discussion Forum

CAMA created the Member Discussion Forum about a year ago, which offered a personalized platform for CAMA members to privately join exclusive conversations across the country and message colleagues on different topics. We have attempted this type of forum a few times, and it is very apparent that our members are more comfortable picking up the phone and calling somebody they know or by e-mailing directly.

The Board therefore made the decision to discontinue this service, however don’t forget about our “Ask CAMA?” service. If you have a question that you think your colleagues can assist with, please send it to the CAMA National Office who will coordinate sending it to the membership and members will e-mail you directly. Your colleagues are very good at sharing their best practices and advice from across the country.





## Toolkits

This year a thorough review was completed of our toolkits to ensure that they continue to be up to date. The Toolkit Taskforce, chaired by Mike Dolter (with Committee members Bev Hendry, Marc Melanson, Raffaele DiStasio, and Rodney Cumby), have a plan as we move forward to develop and promote toolkits and other meaningful resources to support CAOs and senior managers to develop your knowledge, competencies and leadership. They will also be examining the most effective ways to support CAOs with respect to resilience, self-care and wellness.

Watch for a survey following the Conference that will include some questions on our current toolkits and what other resources are of interest to you.

CAMA will have ten toolkits available when the Executive Assistant Toolkit is launched at the end of May 2023. They are available in English and in French and you can click the buttons above that will take you to their webpages (with the top five being in the Member's Section and the bottom five being available publicly):

## Resilient Leadership

### CAMA's Positioning on Strong Mayor Legislation & the Role of the Chief Administrative Officer

In July 2022, Ontario Premier Doug Ford announced the intention to provide heads of Council in Toronto and Ottawa with "Strong Mayor" powers such as the ability to veto Council decisions, prepare the budget, enact legislation with less than majority of Council support, and appoint and remove high-ranking staff members including the CAO. This legislation provides new authorities to the Mayors of Toronto and Ottawa, and the Premier indicated it could be extended to other Cities. While the CAO position may be maintained under Strong Mayor Legislation, the staff organization now effectively reports to the Mayor, rather than to the CAO and Council.

Recognizing the importance of the role and significance of the Chief Administrative Officer position in Canadian Municipal Government, CAMA prepared a **"White Paper" on Ontario's Strong Mayor Legislation and the Pivotal Role of the CAO in Providing Good Governance.**

This document highlights how the role of the CAO will be impacted by this legislation, and as a national, non-profit Association that offers a professional network for all CAOs and their direct reports, CAMA believes protecting a strong CAO role can ensure good governance principles are upheld in municipal government. We believe the rules surrounding municipal decision making and senior managerial appointments should give the public confidence in the professional administration of government services.

This resource reinforces the benefits of an apolitical public service led by an effective CAO and communicates a major impact of Strong Mayor Power. If the Strong Mayor Legislation is applied to other municipalities across Canada, it erodes one of the tenets of municipal good governance: an objective, professional, non-political public service led by a Chief Administrative Officer or City Manager.



Edmundston NB

CAMA will continue to advocate for municipal good governance and for the position of CAO as a “key pillar” in that construct. CAOs should encourage municipal Councils and Mayors to appoint CAOs with the requisite credentials and clear understanding of the proper role. Efforts should be made to craft and codify foundational principles that reinforce the three ‘legs’ of the CAO-Council-Mayor relationship, in every municipality.

Above all, CAOs should take pride in a position that enables them to use their professional experience and qualifications to better their communities as part of hard-won and celebrated tradition of municipal good governance and local democracy.

This paper has also been shared with the Provincial/Territorial Administrator Associations, the Deputy Ministers and Assistant Deputy Ministers of the Local Governance and Municipal Affairs Departments across Canada, relevant Think Tanks, and other interested parties. It is to be used as a reference point for researchers and writers who are addressing Strong Mayor Legislation in policies, journals, and opinion papers on municipal reform.

You can access the full paper [here](#). CAMA hopes that this paper will become a valuable resource to support our members, their staff, and their Councils.

## Masterminds Networking Forum

CAMA was excited to pilot a new program this year called “Masterminds” which was facilitated by Chris MacPherson, CAMA Past President and Honourary Member for Life.

Masterminds is a networking forum with a small group of your CAMA colleagues to provide a safe, confidential space to explore sensitive issues and challenging operational problems. This group is meant to provide some candid pragmatic advice on how to manage complex problems that you may have already experienced or that you may encounter in the future.

Sixteen CAMA members met once a month from January to April 2023 and discussed the following topics:

- “Dealing with Difficult Employees”
- “Lack of Civility by the Public Toward Municipal Employees”
- “The CAO Bubble: How Do You Know What’s Really Going On?”
- “What Does Loyalty Really Mean for Public Servants?”

This has been a very successful networking opportunity that the Board plans to continue in the future.

## Long Service Recognition Awards Program

This year there will be 93 members that will be receiving their recognition pins. Ten and fifteen-year recipients received their pins in March 2023 and those with twenty years or more of service will be presented their pins at the Long Services Awards Luncheon at the Deerhurst Resort. The following four CAMA members will receive special recognition for their 40 years of service:

- Ivan Bruneau, Chief Administrative Officer, Rural Municipality of Victoria, MB
- Joe Creron, Chief Administrative Officer, District of Peachland, BC
- Robert Jorgensen, Chief Administrative Officer, Municipal District of Fairview No. 136, AB
- Jim Puffalt, City Manager, City of Moose Jaw, SK

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

## Awards of Excellence Program

Chair Vincent Lalonde, CAMA Board Representative for British Columbia (and City Manager for the City of Surrey) led our 2023 Awards of Excellence Program this year and I am pleased to announce that nine successful municipalities will be honoured at the Awards of Excellence Luncheon held at the Deerhurst Resort. This year we received 35 submissions, all excellent quality.

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

- Jake Rudolph, CAO, City of Nanaimo, BC / CAMA Past President
- Doug Gilchrist, CAO, City of Kelowna, BC
- Nathan Peto, City Manager, City of Portage la Prairie, MB
- Robert Tremblay, CAO, Town of Renfrew, ON
- Shanon Kalra-Ramjoo, Acting Director, Business Excellence and Operational Performance, City of Vaughan, ON
- Dermot Chafe, CAO, Town of Gander, NL
- Carly Siopis, Strategic Initiatives Officer, City of Charlottetown, PEI

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

## Honourary Life Member Awards

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

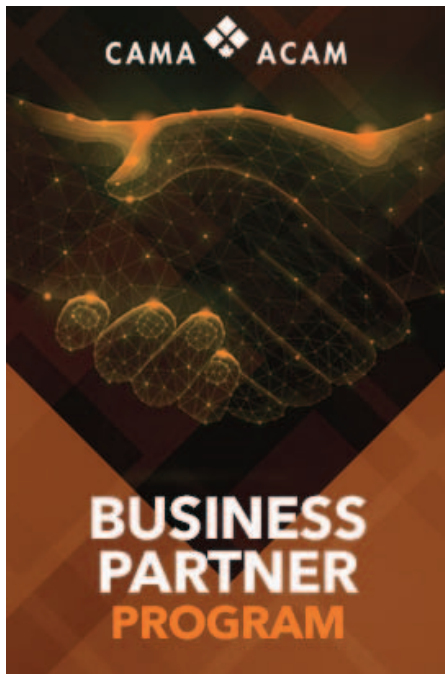
## CAMA Booth at the 2023 FCM Conference

CAMA is excited to have a booth at this year's FCM Conference taking place in Toronto from May 25-27, 2023. We will be promoting the new and improved CAO Performance Evaluation Toolkit (specifically for the Mayor & Council), the Strong Mayor's White Paper, membership in CAMA, and our other resources.

# Strategic Relationships

## Business Partner Program

CAMA's Business Partner Program continues to be successful with over thirty companies that are proud 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

We would like to acknowledge and thank our Platinum Partners for their continued support. These organizations are key players in local government and their support shows their ongoing commitment to helping the sector. Each has made an extremely valuable contribution that has enabled us to provide services and expertise to our members.

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



The [Canoe Benefits Program](#) 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 [Canoe Procurement Group of Canada](#) 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 [Client Relations Managers](#) or [CAMA@canoeprocurement.ca](mailto:CAMA@canoeprocurement.ca).

## 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.

## Affiliate Partnerships

CAMA is very proud of its relationships with our partners and other organizations including the [Australia - Local Government Professionals](#), [Australia, New Zealand - Taituarā – Local Government Professionals](#), [Aotearoa \(SOLGM\)](#), and the [United Kingdom - Society of Local Authority Chief Executives](#) (SOLACE).

### Local Government Exchange to Tokyo and Takaoka City with CLAIR

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

CAMA was pleased to have member Jeff Renaud, Past President and CAO of the Municipal District of St. Stephen, NB participate in a Fellowship Exchange/Seminar in November 2022 on “Sustainable Urban Renewal Through Exchange with Making Use of the Attractivity of Takaoka”.

### ICMA

We are very honoured to have Jeff Towery, ICMA President, in attendance at this year’s CAMA Conference. Thank you to Chris MacPherson, ICMA Board Third Vice-President and CAMA representative who will end his term in September 2023.

The 2023 ICMA Conference will be held in Austin/Travis County, Texas from September 30 to October 4, 2023.

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

## National Relationships

### 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 to share best practices and other information to help all our organizations.

### Master of Urban Innovation AMCTO Panel

I was pleased to participate in the [Master of Urban Innovation AMCTO](#) Urban Innovators Panel at the [University of Toronto Mississauga](#) on March 3, 2023 to talk about working in municipal government. The other panelists were [Stephen O'Brien](#), City of Guelph and [Juliet Jackson](#), Region of Peel, along with Moderator, [Tara Vinodrai](#), MUI Program Director. Many of the students in this program are interested in working in municipal government and it was a great way to promote our profession.





## 2022 Intelligent Cities Summit

CAMA was pleased to be the Knowledge Partner for the **2022 Intelligent Cities Summit** which took place in Toronto, Ontario from November 9-10, 2022. Intelligent Cities Summit is in its sixth year and attracts senior speakers from across the country and internationally. Several CAMA members participated in this forum to showcase their best practices and experiences from across the country.

### **CAMA Partners in the “Bucking the Trend Symposium - Tackling Abuse in the Political Realm”**

CAMA was pleased to be the Keynote Speaker Partner of Patrick Remo at the Bucking the Trend - Tackling Abuse in the Political Realm Symposium held in Edmonton from April 27-28, 2023. Abuse against municipal officials – elected and staff members – has risen dramatically over the past handful of years, and to date, everyone has been dealing with these issues on their own, and often on a case-by-case basis. This symposium presented an opportunity to talk about this problem, with real life case studies that drive action, and tactics to start using in municipal day-to-day operations.

### **Partnership with Saskatchewan Polytechnic: New Business Diploma Specialty to Prepare Graduates for Careers in Local and Rural Government**

On February 9, 2023, Saskatchewan Polytechnic’s School of Business launched its new [municipal administration specialty for the Business diploma program](#). Graduates with the new specialty will be trained to successfully manage the day-to-day operations of a town or municipality as a government manager or official. This specialty is offered virtually, making it more accessible to students.

Jennifer Goodine, CAMA Executive Director, participated on the Committee to help develop this program with the following organizations: Saskatchewan Urban Municipalities Association (SUMA), Saskatchewan Association for Rural Municipalities (SARM), Urban Municipal Administrators' Association of Saskatchewan (UMAAS), Rural Municipal Administrators' Association (RMAA), New North - Saskatchewan Association of Northern Communities (SANC), Northern Administrators Association; and Saskatchewan Ministry of Government Relations.

## CAMA Partners to Host Webinar on International Women’s Day: Embracing Equity: A Conversation with CAO’s

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 of this group are [Alberta Municipalities](#), [CivicInfo BC](#), [Local Government Administration Association of Alberta](#), and the [Society of Local Government Managers](#).

CAMA was pleased to partner with the WILGA group to offer a webinar on March 8, 2023 in honour of International Women’s Day “Embracing Equity: A Conversation with CAOs”, that focused on challenges and successes experienced, and their approach to embracing equity. Thank you to the following CAMA members for being the panellists:

- Sheila Bassi-Kellett, City Manager, City of Yellowknife, YT
- Lisa Spitale, CAO, City of New Westminster, BC
- Raffaele DiStasio, CAO, City of Montreal-West, QC (CAMA Board Representative for Québec)

Did you miss it? Want to re-watch it? [Click here](#).

# A Strong and Sustainable Organization

## Business Continuity Plan

A Business Continuity Policy and Plan, and an Operational Procedures Manual was approved by the Board to provide a critical path for operations at the CAMA National Office.

## Financial Stability Committee

The Financial Stability Committee participated in four facilitated sessions to develop a new plan which lays out strategic recommendations for membership services, current and new Non-Dues Revenue Programs, and the Annual Conference.

The members of this Committee are as follows:

- Tony Kulbisky, Chair/CAMA Second Vice-President & Representative for Alberta, CAO for Westlock County, 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 Administrative Officer, Region of Peel, ON
- Ashrafal Alam, CAMA Member/CAO, Town of Battleford, SK
- Yves Leger, CAMA Member, CAO/Clerk, Maple Hills Rural Community, NB
- Duane Gladden, Director of Business Services, Rural Municipalities of Alberta /Chief Operating Officer, The Canoe Procurement Group of Canada

As previously noted, some new non-dues revenue programs/services are being explored including a CAO Executive Learning Program, an Executive Assistant Learning Program, and a National Annual Executive Assistant in Local Government Conference.

## Bilingualism Committee

CAMA is a national, non-profit Association with anglophone and francophone members from across Canada. A Committee has been formed to discuss the expectations of our bilingual member services, communications and events. The members of the Committee are as follows:

- Jack Benzaquen, CAMA Past President/Chair, CAO, City of Dollard-des-Ormeaux, QC
- Raffaella Di Stasio, CAMA Board Representative for Québec/CAO, City of Montréal-Ouest, QC
- Marc Melanson, CAMA Board Representative for New Brunswick/CAO, City of Dieppe, NB
- Tony Kulbisky, CAMA Second Vice-President/Board Representative for Alberta/CAO, Westlock County, AB
- Dave Brown, CAO, Île de Lamèque, NB/Président AMANB
- Yves Léger, CAO/Clerk, Maple Hills Rural Community, NB
- Mélanie Brisson, CAO, City of Sainte-Julie, QC
- Tina Bubenzer, CAO, Village of St-Pierre-Jolys, MB

## Board Meetings

It was great to get back to meeting in person again with three Board meetings (and several virtual meetings):

- May 31, 2022 in Québec City, QC
- September 29, 2022 in Halifax, NS
- February 16, 2023 in Vancouver, BC

As part of our visit to Vancouver, the Board took a tour of the Surrey Biofuel Facility, which uses anaerobic digestion to process 100K tonnes of waste every year, diverting it from the landfill and helping to fuel their City with energy, all in support of the municipality's net-zero goals. Thanks to CAMA Board member, Vincent Lalonde, City Manager of the City of Surrey, and his staff for hosting.



## 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 Brenda Orchard. We had a clean audit once again with a member's accumulated surplus of \$672,809.

## Election Process

During our recent election process for the 2023-2024 CAMA Board of Directors there were two positions available: one for the Northwest Territories, Yukon Territory and Nunavut, and one for Nova Scotia and Prince Edward Island.

The Board of Directors is pleased to announce that we had one nomination for Northwest Territories, Yukon Territory and Nunavut. Thus, by acclamation, we would like to welcome Sheila Bassi-Kellett, City Manager for the City of Yellowknife, NWT.

No candidates were nominated for the Nova Scotia and Prince Edward Island position. As a result, the CAMA Board has appointed Mike Dolter, current representative, for a one-year extension.

# Closing Remarks

In closing, I sincerely thank you for the honour to serve as CAMA President for the past six months and look forward to the coming year.

I thank the members of the Board for their support. It has been an absolute pleasure to work with such a dynamic and devoted group of fellow local government professionals. Thank you as well to our Executive Director, Jennifer Goodine, who works so diligently to make CAMA successful and provides great guidance to the Board.

I would encourage you to become involved in the CAMARADERIE of your Association and stay in touch with your fellow colleagues, Provincial/Territorial Associations, and Board Representatives; let them know about any local challenges and solutions.

Together we are strong from coast to coast.



Bev Hendry  
CAMA President  
CAO, Township of West Lincoln, ON



# Treasurer's Report – 2022-2023

It has been both a privilege and an honour to serve as the Treasurer for the Canadian Association of Municipal Administrators over the past year. I am pleased to present this report on the finances of the Association for the fiscal year which ended on March 31<sup>st</sup>, 2023. 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 2022-2023 fiscal year with a surplus of \$28,089 and an accumulated surplus of \$680,913.

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

- \$23,000 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 as a result of CAMA's membership campaigns.
- Our job postings saw an increase in revenue of \$12,500 over last year.
- An additional \$37,500 was raised as a result of our new Platinum Partnership Program, Business Partner Program, and advertising opportunities.

## Expenditures

- Included under the "Management Fees" line item is the amount of \$47,000 which was funded from our accumulated surplus to complete the Leadership Guide to Effective CAO-Council Relations, the Strong Mayor's White Paper, and the Toolkit for the Effective Executive Assistant to the CAO which includes some consulting fees and graphic design.

- There was an additional \$5,400 spent on translation this year mainly due to the Toolkit for the Effective Executive Assistant to the CAO being a very large document.
- Three Board meetings were held this year (\$59,294) compared to only one in-person meeting held last year (\$18,645).

Thank you to our many sponsors for continuing to support our organization through our virtual opportunities which have 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, 2023 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 2023 - 2024 fiscal year.**

Sincerely,

Brenda Orchard  
CAMA Treasurer  
CAMA Board Representative for Ontario



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

**FINANCIAL STATEMENTS  
ÉTATS FINANCIERS**

**2023**

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## INDEPENDENT AUDITORS' REPORT

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

### *Opinion*

We have audited the financial statements of **CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS**, which comprise the statement of financial position as at March 31, 2023, 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, 2023, 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 2023, 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 2023 et les résultats de ses opérations et ses flux de trésorerie pour l'exercice terminé à cette date, selon les principes comptables généralement reconnus du Canada quant aux normes comptables destinées aux organisations à but non lucratif.

### *Fondement de l'opinion*

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

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

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

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

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

### *Responsabilité du vérificateur pour la vérification des états financiers*

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

## INDEPENDENT AUDITORS' REPORT (CONTINUED)

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

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

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

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

## RAPPORT DU VÉRIFICATEUR INDÉPENDANT (SUITE)

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

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

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



Spence Armstrong & Nostrand

*Chartered Professional Accountants / Comptables agréés professionnels*

Fredericton, New Brunswick  
May 28, 2023

Fredericton, au Nouveau Brunswick  
le 28 mai 2023

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS  
STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2023**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE LA SITUATION FINANCIÈRE  
AU 31 MARS 2023**

	<b>2023</b>	<b>2022</b>	
<b>ASSETS</b>			<b>ACTIF</b>
<b>CURRENT</b>			<b>À COURT TERME</b>
Cash and cash equivalents	\$ 781,014	832 468	\$ Encaisse et équivalents de trésorie
Accounts receivable	47,223	49 600	Comptes débiteurs
Prepaid expenses (note 3)	226,346	57 932	Frais payés d'avance (note 3)
	<u>\$ 1,054,583</u>	<u>940 000</u>	\$
<b>LIABILITIES AND MEMBERS' SURPLUS</b>			<b>PASSIF ET SURPLUS DES MEMBRES</b>
<b>LIABILITIES</b>			<b>PASSIF</b>
Accounts payable (note 4)	\$ 72,833	67 366	\$ Comptes créditeurs (note 4)
Deferred revenue (note 5)	300,837	219 810	Revenus reportés (note 5)
	<u>373,670</u>	<u>287 176</u>	
<b>MEMBERS' SURPLUS</b>	<u>680,913</u>	<u>652 824</u>	<b>SURPLUS DES MEMBRES</b>
	<u>\$ 1,054,583</u>	<u>940 000</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, 2023**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE L'EXPLOITATION ET DU SURPLUS  
DES MEMBRES POUR L'EXERCICE  
TERMINÉ LE 31 MARS 2023**

	<b>2023</b>		<b>2022</b>	
<b>REVENUE</b>		<b>REVENUS</b>		
Membership dues	\$ 283,570	260 623	\$	Cotisations des membres
Job scene broadcast	39,900	27 361		FAX d'emploi
Sponsorships	60,000	34 783		Commandites
Interest	17,410	15 645		Intérêts
Awards nominations	-	3 150		Nominations - prix et récompenses
Advertising	25,550	13 277		Publicité
	<u>426,430</u>	<u>354 839</u>		
<b>EXPENSES</b>		<b>DÉPENSES</b>		
Administrative and operating expenses (Schedule 1)	334,347	319 895		Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	63,994	23 845		Activités des comités (Tableau 1)
Annual Conference	-	2 995		Conférence annuelle
	<u>398,341</u>	<u>346 735</u>		
<b>EXCESS OF REVENUE OVER EXPENSES</b>	28,089	8 104		<b>SUFFISANCE DES REVENUS SUR LES DÉPENSES</b>
<b>MEMBERS' SURPLUS, BEGINNING OF YEAR</b>	<u>652,824</u>	<u>644 720</u>		<b>SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE</b>
<b>MEMBERS' SURPLUS, END OF YEAR</b>	<u>\$ 680,913</u>	<u>652 824</u>	\$	<b>SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE</b>

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

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2023

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX ÉTAT**  
DE MOUVEMENTS DE TRÉSORERIE POUR  
L'EXERCICE TERMINÉ LE 31 MARS 2023

<b>2023</b>	<b>2022</b>	
<b>CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES</b>		<b>FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION</b>
Excess of revenue over expenses	\$ 28,089	8 104 \$ Excédent des revenus sur les dépenses
Change in non-cash working capital		Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	2,377	(9 308) Comptes débiteurs
Prepaid expenses	(168,414)	(1 000) Frais payés d'avance
Accounts and fees payable	5,468	22 710 Comptes créditeurs et honoraires à payer
Deferred revenue	81,027	35 233 Revenus reportés
	<u>(79,542)</u>	<u>47 635</u>
<b>NET CHANGE IN CASH POSITION</b>	<b>(51,453)</b>	<b>55 739 VARIATION NETTE DE LA POSITION DE TRÉSORERIE</b>
<b>CASH POSITION, BEGINNING OF YEAR</b>	<u>832,468</u>	<u>776 729 POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE</u>
<b>CASH POSITION, END OF YEAR</b>	<u>\$ 781,015</u>	<u>832 468 \$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE</u>

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

**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.

**1. CONSTITUTION ET NATURE DES ACTIVITÉS**

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

**2. CONVENTIONS COMPTABLE IMPORTANTE**

**COMPTABILISATION DES REVENUS**

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

**INCERTITUDE RELATIVE À LA MESURE**

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

**ESPÈCES ET QUASI-ESPÈCES**

Les espèces comprennent les quasi-espèces. Ces dernières sont des placements garantis dans des certificats de placement garanti et sont évaluées au coût plus les intérêts courus.

**INSTRUMENTS FINANCIERS**

Les instruments financiers sont inscrits à leur juste valeur lors de leur acquisition ou de leur émission. Pour les périodes ultérieures, les actifs financiers dont la valeur correspond à des marchés actifs sont inscrits à leur juste valeur et les gains et les pertes non réalisés sont inscrits dans les revenus. Tous les autres instruments financiers sont inscrits au coût amorti et on vérifie s'ils ont perdu de la valeur à la date de chaque rapport. Les frais de transaction lors de l'acquisition, de la vente ou de l'émission des instruments financiers sont portés aux dépenses quand ils sont engagés.

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2023

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS  
31 MARS 2023

2023

2022

**3. PREPAID EXPENSES**

Components of the ending balance are as follows:

Conference 2023 deposits	\$ 210,537
Conference 2024 deposits	5,000
Conference 2025 deposits	10,809
Other	-
	<u>\$ 226,346</u>

**3. FRAIS PAYÉS D'AVANCE**

Le solde à la fin de l'exercice comprend :

39 123	\$	Dépôts pour la conférence de 2023
5 000		Dépôts pour la conférence de 2024
10 809		Dépôts pour la conférence de 2025
3 000		Autre
<u>57 932</u>	<u>\$</u>	

**4. ACCOUNTS PAYABLE**

Trade payables	\$ 57,079
Other taxes payable	<u>15,754</u>
	<u>\$ 72,833</u>

**4. COMPTES CRÉDITEURS**

50 543	\$	Dettes commerciales
<u>16 823</u>		Autres impôts à payer
<u>67 366</u>	<u>\$</u>	

**5. DEFERRED REVENUE**

Components of the ending balance are as follows:

Conference	\$ 77,240
Membership	218,097
Other	<u>5,500</u>
	<u>\$ 300,837</u>

**5. REVENUS REPORTÉS**

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

204 310	\$	Conférence
15 500		Adhésion
<u>219 810</u>	<u>\$</u>	Autre

**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.

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
SCHEDULE 1  
FOR THE YEAR ENDED MARCH 31, 2023

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
TABLEAU 1  
POUR L'EXERCICE TERMINÉ LE 31 MARS 2023

	<b>2023</b>		<b>2022</b>	
<b>ADMINISTRATIVE AND OPERATING EXPENSES</b>				<b>FRAIS D'ADMINISTRATION ET D'EXPLOITATION</b>
Interest and bank charges	\$ 14,235	10 998	\$	Intérêt et frais bancaires
Postage and courier	2,131	3 233		Affranchissement et messagerie
Professional fees	17,690	13 600		Honoraires professionnels
Telephone and fax	2,271	1 750		Téléphone et fax
Web-site	13,075	15 047		Site web
Management fees	82,458	87 826		Frais de gestion
Executive director costs	145,455	135 511		Coûts du directeur exécutif
Public relations	2,309	818		Relations publiques
Office	10,383	7 669		Bureau
Rent	-	2 859		Loyer
Travel	1,172	3 071		Frais de déplacement
Translation	41,012	35 544		Traduction
Insurance	2,156	1 969		Assurance
	<u>\$ 334,347</u>	<u>319 895</u>	<u>\$</u>	
 <b>COMMITTEE ACTIVITIES</b>				 <b>ACTIVITÉS DES COMITÉS</b>
Awards	\$ 4,700	5 200	\$	Prix et récompenses
Board meetings	59,294	18 645		Réunions du conseil
	<u>\$ 63,994</u>	<u>23 845</u>	<u>\$</u>	