

ANNUAL PRESIDENT'S REPORT

FOR THE YEAR ENDING MARCH 31, 2024



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 **825** 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”*.

Campbell River, Vancouver Island, British Columbia



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.

Inuvik, Northwest Territories

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

"Reflecting on the past few months fills me with gratitude for the opportunity to serve as your President. Together, we've navigated a path marked by dedication, collaboration, and significant milestones, leading to a year of remarkable success for our Association."

Our collective achievements stand as a testament to the resilience and adaptability of CAOs nationwide. In the dynamic landscape of municipal governance, the role of CAOs has evolved, demanding unwavering resilience and innovative thinking. Amidst these changes, our support and advocacy for CAOs have become increasingly vital.

I'm thrilled to present the 2023-2024 CAMA Annual Report, celebrating our members' dedication, perseverance, and collaborative spirit. Together, we've tackled challenges head-on and achieved remarkable success, fueled by our commitment to excellence in local government.

Throughout the year, the CAMA Board has remained steadfast in gathering insights into the evolving needs and trends shaping the CAO profession and municipal governance. Embracing innovation, we've become more agile and responsive, ensuring CAMA remains a pillar of support and advocacy for our members.

Our accomplishments, outlined in this report, underscore our commitment to our strategic pillars: Member Engagement and Support, Professional Development, Resilient Leadership, Strategic Relationships, and A Strong and Sustainable Organization.

I'm particularly excited about the launch of our new initiatives like the Executive Leadership Program and the Masterminds Networking Forums.

Additionally, our focus on supporting Executive Assistants through the ["Toolkit for the Effective Executive Assistant to the Chief Administrative Officer"](#), the EA Master Classes, and their own Conference, demonstrates our commitment to holistic support for municipal leadership.

As we celebrate our achievements, I extend heartfelt gratitude to our members, volunteers, and partners for their unwavering support. Your dedication has been instrumental in driving positive change and excellence in local government.

To the CAOs, never underestimate the profound impact of your work in communities. Your leadership shapes the present and future of our municipalities, and your contributions are invaluable.



In closing, I look forward to continuing our journey together over the next year, and embracing the opportunities and challenges ahead. Together, we will advance our mission and drive positive change in municipal administration.

Get ready for an incredible program at this year's Conference in Banff! With a record turnout on the horizon, we're thrilled to welcome you all there!



Tony Kulbisky
CAMA President

REMEMBERING RODNEY CUMBY: HONOURING OUR ESTEEMED CAMA BOARD MEMBER FOR NEWFOUNDLAND & LABRADOR

RODNEY CUMBY 1965-2024

It is with heavy hearts that we mourn the loss of Rodney Cumby, a valued member of the CAMA community and the Board Representative for Newfoundland and Labrador. Rodney's passing on March 8, 2024 marks a significant loss for municipal governance, particularly in Newfoundland and Labrador, where he made enduring contributions to the field.

Rodney Cumby was no stranger to the national stage of municipal government, having served on the CAMA Board from 2015 to 2018 and he was a returning member since 2022. His dedication to advancing the profession and advocating for the interests of municipalities across the country have left a lasting impact.



As the City Manager for the City of Corner Brook, Rodney played a pivotal role in shaping the landscape of western Newfoundland. With 24 years of experience in municipal government, his leadership extended far beyond Corner Brook, encompassing roles in Pouch Cove, Torbay, Paradise, and The City of Lloydminster, Alberta.

Throughout his career, Rodney was recognized as a strategic thinker and collaborative leader. He possessed a remarkable ability to build networks and forge partnerships with government, business, and residents to drive positive change. Under his guidance, award-winning municipal teams flourished, delivering impactful projects that enriched communities.

Rodney's dedication to professional development was evident in his pursuit of continuous learning. Armed with a Bachelor of Commerce degree from Memorial University and specialized training in negotiation skills from the University of Alberta, he remained committed to honing his skills and knowledge throughout his tenure.

In addition to his professional accomplishments, Rodney was a pillar of the municipal sector in Newfoundland and Labrador. Serving fifteen years on the Executive of Newfoundland's Professional Municipal Administrators, including four years as President, he played a vital role in shaping the province's municipal landscape. His contributions extended to various committees, including the TRIO Pension and Benefits Board and the Municipal Assessment Agency.

As we reflect on Rodney's legacy, let us remember his unwavering commitment to public service, his passion for municipal governance, and his enduring impact on the communities he served. His memory will continue to inspire us as we strive to uphold the values and principles he held dear. May his legacy serve as a guiding light for future generations of municipal leaders.

Rest in peace, Rodney Cumby. You will be deeply missed, but your contributions will live on in the hearts and minds of those you touched.



CAMA Board Member Brenda Orchard and Rodney: Harmonizing Memories (2023 CAMA Conference)



Celebrating Rodney's Legacy in Municipal Government: Past President Bev Hendry Presenting Rodney with his 25 Year Long Service Recognition Pin at the 2023 CAMA Conference in Deerhurst

APPRECIATION TO BEV HENDRY FOR HER INVALUABLE SERVICE AS CAMA PAST PRESIDENT

During her tenure as President of CAMA, Bev Hendry's leadership and dedication left an indelible mark on our organization and the municipal governance landscape.

Bev became President in January 2023, and brought with her a wealth of experience and a deep commitment to advancing excellence in local government.

As the Member at Large for Municipalities with a Population Under 100,000, Bev's insights and perspective were invaluable in shaping CAMA's strategic direction and initiatives. Her tenure as President was characterized by tireless advocacy for the needs of our members and a relentless pursuit of excellence in municipal administration.

She spearheaded numerous initiatives aimed at enhancing member engagement, professional development, and organizational sustainability.

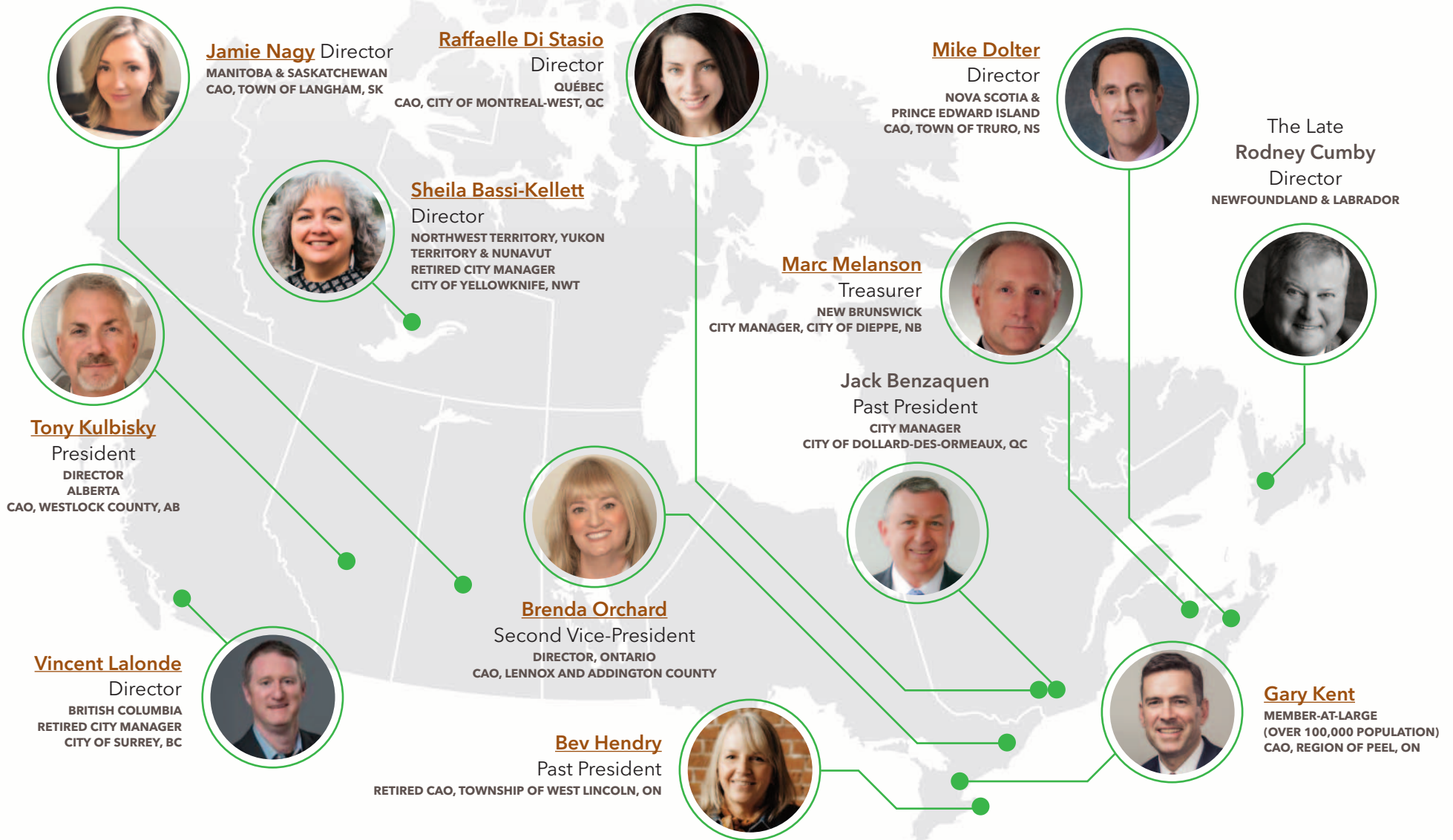
Bev's retirement from her position as Chief Administrative Officer of the Township of West Lincoln, ON marked the end of an era, but her legacy of leadership and service will continue to inspire future generations of municipal administrators. As per CAMA's Constitution, Bev resigned as President on February 15, 2024, but her impact will be felt for years to come.

In addition to Bev's contributions, we extend a sincere thank you to Jack Benzaquen, whose remarkable decade-long tenure on the CAMA National Board as Past President has been nothing short of extraordinary. As Bev assumes the role of Past President, we are grateful for her continued guidance and leadership in this new capacity.



2023-2024 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.



CAMA'S EXECUTIVE DIRECTOR EARNs PRESTIGIOUS COMMUNITY BUILDER AWARD FROM THE NUNAVUT ASSOCIATION OF MUNICIPALITIES

Congratulations to CAMA Executive Director, Jennifer Goodine, who was honoured in November 2023 with the prestigious Community Builder Award by the Nunavut Association of Municipalities (NAM).

The award recognizes individuals and organizations making waves in enhancing the well-being of member municipalities. Her dedication to excellence and her significant contributions have truly made a positive impact.

Marla Limousin, Executive Director of NAM, praises Goodine's dedication, saying, "Jennifer's generosity is beyond any that we have seen since we have started to rebuild the organization, and we are so thankful. We do not have to reinvent the wheel with respect to the training of senior administrators."



NAM's mission is to inspire the next generation of local government administrators, and Jennifer's collaboration is a shining example of how generosity transforms communities. Along with CAMA's Board, she has paved the way for young talents to consider rewarding careers in local government administration in Canadian northern communities.

Under Goodine's leadership, CAMA sets new standards for stewardship and excellence. A toast to her and the CAMA team for their unwavering commitment to building a brighter future for municipal/local government administration.

EXECUTIVE DIRECTOR'S MESSAGE

As we gear up for record-breaking attendance at the 2024 CAMA Conference, I love reflecting on the achievements and milestones of the past year.

In our relentless pursuit of member satisfaction and responsiveness to your needs, we've been hard at work keeping you informed and prioritizing your interests while experiencing tremendous growth in our membership.

This year, we've expanded our program offerings, introducing groundbreaking initiatives like the inaugural Executive Leadership Program and the popular Masterminds Networking Sessions. Witnessing our members connect, celebrate successes, and support one another across the nation has been truly gratifying.

The enthusiastic uptake of our resources by Executive Assistants in local government, including the innovative Toolkit, EA Master Classes, and the EA Connections group, signals a profound shift in empowering this vital profession. The buzz around our upcoming inaugural Conference designed exclusively for Executive Assistants in Local Government in Fredericton this November is exciting.

None of this would be possible without the unwavering support of our esteemed partners and sponsors, whose invaluable contributions enable us to deliver unparalleled services and experiences to our members.

A special thanks to our exceptional staff who are a true pan-Canadian team that live in municipalities from coast to coast to coast and meet in the middle to ensure the Conference is a success.

A heartfelt thank you is also extended to our exceptional Board of Directors, whose dedication and leadership have been instrumental in our collective success. Ultimately, our shared goal remains the enhancement of quality of life in our communities, and it's a privilege to work alongside such passionate individuals.

I encourage you to reach out to me or any Board member with your questions, concerns, or needs. The CAMA National Office stands ready, across all time zones, to support our members in their mission to elevate local government excellence nationwide.

Here's to a year of continued growth, collaboration, and impact. Together, let's make local government the best it can be for communities across the country.

Jennifer Goodine
Executive Director



2023 CAMA Conference Staff Team

Back Row: Rose Fernandes, Jennifer Goodine, Beth Readman, Julia McDevitt, Victoria Bowering

Front Row: Alycia Bartlett, Denise Habibovic

MEMBERSHIP

Celebrating CAMA's Membership Milestone: A Testament to Unity and Growth

In the dynamic journey of any organization, milestones serve as crucial markers of progress, a testament to achievements, and a reflection of the unwavering commitment of its members. CAMA proudly celebrates a significant achievement—a remarkable growth to 825 members from across the country, following closely on the heels of our announcement of 700 members less than a year ago.

From the outset, our organization has been built on the principles of collaboration and support. Over fifty years ago, we started with just a few members who shared a common goal, and today, we've grown into a vibrant community of 825 individuals, each contributing unique strengths and aspirations.

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! 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 continuing to grow our Association.

New members receive a 50% discount on our already fantastic membership fees for the first year! The primary member's fee is tailored to your municipality's population, while additional members can join for just \$160.00 each. Extend the advantage to your direct reports and enhance your team's professional network. Explore all membership details on our [website](#).

Membership by Population

We have sixty percent of our membership being from communities with populations under 20,000.

Population	Percentage of Members
Under 5,000	27%
Between 5,000 and 10,000	16%
Between 10,000 and 20,000	17%
Membership Under 20,000	60%
Between 20,000 and 50,000	11%
Between 50,000 and 100,000	13%
Over 100,000	16%
Membership Over 20,000	40%

Following is the breakdown of membership by Province:

Province	Percentage	Number of Members
Alberta	23%	(185)
British Columbia	12%	(101)
Manitoba	6%	(53)
New Brunswick	8%	(76)
Newfoundland/Labrador	3%	(24)
Northwest Territories	1%	(13)
Nova Scotia	5%	(42)
Nunavut	1%	(6)
Ontario	28%	(231)
Prince Edward Island	1%	(11)
Québec	3%	(29)
Saskatchewan	5%	(42)
Yukon	1%	(9)

STRATEGIC PLAN – 2022-2027

CAMA is well underway with the implementation of our new Strategic Plan (2022-2027), now entering its third year. Our commitment remains steadfast to the five core pillars that guide our future initiatives:

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. Throughout this Annual Report, we will present an overview of the past year's initiatives and member services.

Looking ahead to 2024-2025, our Strategic Plan remains centered on core services and special initiatives. These include a focused Membership Development Campaign, the continuation of our successful Masterminds Networking Sessions, and the introduction of a new model featuring an additional day for the 2025 Conference including a One-Day Tradeshow. Additionally, we will prepare for the second CAO Executive Leadership Program and explore the feasibility of offering virtual CAO Master Classes. The Board will also advance its Toolkit Workplan.

As well, we are excited to announce the inaugural CAMA Conference tailored specifically for Executive Assistants in Local Government, building upon the success of our EA Master Classes and EA Connections.

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 & Communications Committee

CAMA's Membership Committee is chaired by Marc Melanson, CAMA Treasurer and Board Representative for New Brunswick and City Manager for the City of Dieppe. Marc is joined by the following CAMA members:

- Bev Hendry, CAMA Past President
- Brenda Orchard, CAMA Second Vice-President/Board Representative for Ontario/CAO, County of Lennox-Addington, ON
- Jamie Nagy, CAMA Board Representative for Manitoba and Saskatchewan/CAO, Town of Langham, SK
- Dawn Chaplin, Retired CAMA Member
- 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

Campbellton, New Brunswick

The Membership and Communications Committee has a primary focus on implementing the Membership Business Plan to attract and retain members. Additionally, they oversee communication between CAMA, its members, and the public concerning the organization's vision and mission. Check out our [Member Value Proposition](#) for a comprehensive overview of our benefits.

In the past year, CAMA launched targeted membership campaigns in several Provinces and Territories, including Alberta, Ontario, Nova Scotia, New Brunswick, Quebec, Newfoundland & Labrador, and Nunavut, along with a LinkedIn campaign.

As of January 1, 2023, CAMA had 649 members. We reached milestones of 700 members on May 1st, 2023, 750 members on October 4, 2023, and 800 members on January 30, 2024. In total, we gained 219 new members in 2023, with a net gain of 133, accounting for CAOs retiring or transitioning to other industries.

The Committee and Board also examined barriers to membership in smaller communities, conducting an analysis on the feasibility of an additional membership category for communities with populations under 1,500. Ultimately, it was decided that the current membership categories were sufficient.

Member Spotlight

We extend a warm invitation to all CAMA members to reach out to the CAMA National Office if you wish to be featured in our e-brief's "Member Spotlight." This initiative is designed to showcase our members, fostering a sense of community and enhancing engagement within our CAMA family.

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](https://www.civicjobs.ca), your posting also reaches a broad, public audience. CivicJobs.ca is Canada's largest and most visited local government job board where 95% of their traffic is from within Canada.

They average over 450 page views every hour with over 11,000 postings, 3.3 million page views, and 1.1 million visitor sessions per year. Your ad will also appear on other popular job boards including: [Indeed.ca](https://www.indeed.ca), [workbc.ca](https://www.workbc.ca), [bcjobs.ca](https://www.bcjobs.ca), [jobbank.gc.ca](https://www.jobbank.gc.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 on [Twitter @camalink](https://twitter.com/camalink), [Facebook](https://www.facebook.com/camalink), and [LinkedIn](https://www.linkedin.com/company/cama).

Professional Development

Annual Conferences

2023 Deerhurst Resort Conference

After a four-year hiatus, the 49th Annual CAMA Conference returned to the Deerhurst Resort in Huntsville, Ontario, from May 29-31, 2023, drawing over 270 Chief Administrative Officers and senior staff members from municipalities nationwide, and yielding a surplus of \$92,000. Gratitude is extended to our sponsors and exhibitors whose participation significantly contributed to the success of the Conference.

Special appreciation to host CAOs Denise Corry (Town of Huntsville) and Julie Stevens (District Municipality of Muskoka) and their dedicated teams for their unwavering support.



*CAMA Past Presidents - 2023 CAMA Conference
Jack Benzaquen, Marc Landry, Jake Rudolph, Jeff Renaud, Janice Baker, Chris MacPherson,
Barry Carroll*

Select presentations from the event are available on the [CAMA Website](#), while recordings of others can be accessed in the [CAMA Member's Section](#), respecting copyright restrictions.

Under the theme "CAMA-RADERIE - Together Again," the Conference delivered inspirational keynote speakers, invaluable networking opportunities, and an interactive tradeshow showcasing products and services tailored to

municipalities, with participation from 65 companies nationwide. Delegates also enjoyed amazing Study Tours and commemorated CAMA's 50th Anniversary (in 2021) with a black and gold-themed President's Dinner, graced by the presence of seven CAMA Past Presidents.

Colleagues were honoured with Long Service Awards for their dedication to municipal administration, alongside CAMA's

esteemed Honourary Life Members Janice Baker and Roy Brideau. Additionally, the CAMA Awards of Excellence were presented to nine deserving municipalities during the Luncheon, celebrating their achievements.

We invite you to watch a [video](#) highlighting CAMA's 50 years of Administrative Excellence in Canada, encapsulating the spirit of our remarkable journey.



2024 Annual Conference

Join us for the 50th Annual CAMA Conference, taking place from June 3-5, 2024, at the prestigious Fairmont Banff Springs Hotel. We extend our sincere gratitude to Kelly Gibson, CAO for the Town of Banff, for their invaluable support.

Renowned as the pinnacle of professional development and networking, our Annual Conference, affectionately known as CAMA-RADERIE, anticipates record attendance this year. Chaired by myself alongside Committee members Vincent Lalonde, Gary Kent, Raffaella Di Stasio, Sheila Bassi-Kellett, and Brenda Orchard, this year's Conference promises unparalleled opportunities for growth and connection.

We're proud to offer our signature programs, including the First Time Delegates rate, a complimentary registration for "Members in Transition," and our Scholarship Program, which awarded eleven scholarships across four categories this year.

Under the theme "CAMA-RADERIE – Embracing Change," our sessions delve into the heart of transformation, covering topics from effective communication strategies to fostering good governance.

Explore the human side of unconscious bias, navigate your first 100 days as a CAO, and discover the power of municipal-indigenous partnerships. Additionally, gain insights on resiliency, organizational culture, and conducting reviews. Our Conference will also celebrate personal milestones at the Long Service Awards Luncheon and showcase excellence through the CAMA Awards.

Explore Banff in Style! The Pre-Conference program is nothing short of spectacular. Picture this: golf at Silvertip Resort, thrilling Banff Rafting, a scenic cruise on Lake Minnewanka, a visit to the iconic Lake Louise and Moraine Lake, and a gondola ride through Banff's historic highlights. The challenge? Choosing which adventure to embark on!

Network with your colleagues at the Mount View BBQ for Casual Night Out. Immerse yourself in a unique, western Canadian experience with entertainment by the Kickstart Band Western Duo. It's a night of line dancing, and fun against the stunning mountain backdrop.

Don't miss our educational Study Tours, offering immersive experiences exploring Banff's infrastructure, sustainable energy solutions, and indigenous culture. Suzanne Gibson will also lead an inspiring workshop on "Leading Through Change".

End the conference with a bang at the President's Dinner! This year's theme is "Mountain Garden Gala" where you can throw on your most fabulous pastel colors or floral patterns and grab a stylish sun hat or straw hat! You will want to strike a pose at the fun photo booth and dance the night away to the tunes of the Two Bit Bandits Band.

Furthermore, we're thrilled to welcome [The Local Gov Café](#) team to the Conference, covering highlights and municipal innovations through engaging conversations with delegates, keynote speakers, and recipients of our Awards of Excellence Program. Hosted by Susan Gardner and Ann Mitchell, this podcast promises insights and inspiration that drive and challenge communities.

We can't wait to see you in the beautiful and majestic mountains!



THANK YOU TO OUR 2024 CONFERENCE PARTNERS

Platinum Partners



LIDSTONE & COMPANY



Government Frameworks.com

Silver Partners



Bronze Partners



2025 Annual Conference Update

The 2025 Annual Conference is set to unfold at the stunning Fairmont Mont Tremblant from May 25-28, 2025. As part of CAMA's proactive approach, we customarily secure our venues several years in advance. However, considering our recent growth, it has become evident that our current Exhibitor Tradeshow space can no longer accommodate the increasing demand. In response to this challenge, the Board has made a strategic decision to enhance the Conference schedule.

This innovative approach entails adding an extra day to the Conference program, with the Pre-Conference activities commencing on Sunday (as opposed to Monday). The highlight of this extended schedule will be a full-day Exhibitor Tradeshow on Monday, featuring interactive activities and keynote speakers. The regular programming will continue as scheduled on Tuesday and Wednesday.

This strategic choice aims to provide exhibitors with greater opportunities, enhance professional development options for delegates, and ensure a sustainable revenue stream, all of which enable us to maintain affordable registration fees for you, our valued members.

Policy on Future Conference Locations

The Board has made an important decision to expand the horizons of our future Conference locations. In recognition of the evolving landscape, we have chosen to explore destinations that may not necessarily be in close proximity to the FCM Conference. This forward-looking approach reflects our commitment to providing diverse and enriching experiences for our members. We are now in the initial stages of planning and securing venues for our Conferences in 2026 and beyond. This strategic move will open new possibilities and ensure that CAMA Conferences continue to be dynamic, engaging, and accessible to a broader audience in locations across the country. Watch for an announcement in the Fall 2024 so you can mark your calendars!

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**](#):

- NG9-1-1: The Local Government Role in Public Safety (ESRI Canada)
- Health Canada's National Radon Program (Health Canada)
- Cyber Resilience for Municipalities: Safeguarding Critical Infrastructure Municipal Cyber Attack Simulation (Optimus SBR and Optimus Tech Solutions)

A Special Thanks to our Webinar Partners



New Member Services

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

2024 CAMA Executive Leadership Program

CAMA hosted its first-ever Executive Leadership Program at the Kingbridge Centre from January 23-26, 2024. This transformative program, a vision outlined in CAMA's new Strategic Plan (2022-2027), brought together 25 Chief Administrative Officers (CAOs) and senior managers from various local governments across Canada.

The program commenced on Tuesday evening with a warm and engaging introductory networking dinner, setting the stage for a collaborative and insightful experience.



Sheila Bassi-Kellett presenting at the CAMA Executive Leadership Program

The diverse group of delegates, eagerly embarked on a journey designed to enrich their professional development and expand their network by learning from experienced CAOs and peers.

Wednesday's sessions began with a welcoming address from CAMA President, Bev Hendry, setting a tone of inspiration and collaboration. The highlight of the day was a keynote presentation by Michael Fenn, a distinguished former Ontario Deputy Minister and CAO, who shared invaluable insights into the multifaceted role of a CAO.

Facilitating the program were seasoned professionals who brought a wealth of experience to the table. Chris MacPherson (a retired CAO, CAMA Past President, and Honourary Member for Life) joined forces with Murray Jamer (retired City Engineer and Deputy CAO), Glen Davies (retired City Manager), and Sheila Bassi-Kellett, City Manager for the City of Yellowknife and CAMA Board Representative for Northwest Territories, Yukon Territory, and Nunavut.

The dynamic facilitators guided the participants through thought-provoking modules covering crucial topics such as Leadership, Human Resources, Strategic Planning, Government, Political Acumen, and Resiliency. The interactive sessions encouraged open dialogue, knowledge sharing, and collaborative problem-solving, fostering a rich learning environment.

The program concluded on Friday with a special presentation by Sheila Bassi-Kellett on the resiliency of a CAO, highlighting the importance of adaptability and perseverance in leadership roles. Each participant had the opportunity to showcase their insights and reflections from the week, contributing to a diverse tapestry of experiences and sharing their own leadership journeys.

CAMA's inaugural Executive Leadership Program not only met but exceeded its objectives, providing a unique platform for CAOs and senior managers to enhance their leadership skills, gain strategic insights, and build lasting connections within the municipal administration community.



Chris MacPherson presenting at the CAMA Executive Leadership Program

As CAMA continues to be at the forefront of fostering excellence in local government leadership, the success of this program reaffirms the organization's commitment to shaping the future of municipal administration in Canada.

The next program will be held from January 28-31, 2025 and new this year we are offering two scholarships for the registration fee of the Executive Leadership Program (valued at \$3395.00). Congratulations to Tracey Atkinson, CAO/Planner for the Township of Mulmur, ON and Ryan Leuzinger, CAO for the Town of Three Hills, AB on being this year's recipients.



Class of 2025 - Executive Leadership Program

Congratulations to the CAMA Class of 2024 Executive Leadership Program



Karen Govan
Chief Administrative Officer
Municipality of Grey Highlands,
ON



Sheridan Graham
Chief Administrative Officer
Peterborough County, ON



Brad Hefford
Director of Governance &
Legislative Services/Town Clerk
Town of Gander, NL



Wally Melnyk
Chief Administrative Officer
Town of Stonewall, MB



Nathan Peto
City Manager
City of Portage La Prairie, MB



Karen Dunlop
Chief Administrative Officer
Municipality of North Grenville,
ON



Kara Van Myall
Chief Administrative Officer
Town of Saugeen Shores, ON



Kealy Dedman
Commissioner of Public Works
Region of Peel, ON



Allison Hector-Alexander
Director - Diversity, Equity and
Inclusion / Regional Municipality
of Durham, ON



Stacey Hadley
City Clerk / Director of
Legislative Services
City of North Battleford, SK



Stacey Wabick
Chief Administrative Officer
Municipal District of
Greenview, AB



Chris Wagar
Director of Infrastructure
Services, County of Lennox-
Addington, ON



Dylan Heide
Chief Administrative Officer
Town of Mahone Bay, NS



Darren Caul
Community Safety Director
City of Kelowna, BC



John Enns-Wind
Chief Administrative Officer
Town of Grand Bay-Westfield,
NB



Jody Murray
Chief Administrative Officer
Town of Portugal
Cove-St. Philip's, NL



Rebekah Msuya-Collison
Chief Administrative
Officer/ Clerk
Municipality of South Huron, ON



Patrick Pulak
General Manager
of Operations
City of Brandon, MB



Trevor Lee
Deputy Chief Administrative
Officer, Corporate Services
City of Guelph, ON



Natalie Moore
Director of Finance/Treasurer
Corporation of the
City of Timmins, ON



Kyle Attanasio
Chief Administrative Officer
City of Kenora, ON



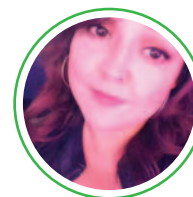
Rodney Audette
Town Manager
Town of White City, SK



George Farkas
General Manager, Municipality
of North Cowichan, BC



Alsid Prime
Director of Corporate Services
District of Clearwater, BC



Samantha Bayha
Senior Administrative Officer
Hamlet of Tulita, NT

Toolkit for the Effective Executive Assistant to the CAO

Having appreciation for the role of the Executive Assistant in local government, the CAMA Board developed a [“Toolkit for the Effective Executive Assistant to the Chief Administrative Officer”](#) which was launched during a presentation at the 2023 CAMA Conference at the Deerhurst Resort. A webinar was also held on June 21st, 2023 with over 400 participants to provide a high-level overview of this new resource, the importance of building a successful partnership with your Executive Assistant with advice from Gary Kent (CAO for the Region of Peel), and Dianna Leeder, personal coach who provided some tools that will help with work-life balance in this highly demanding profession.

This Toolkit was compiled, produced and authored by Jennifer Goodine, CAMA Executive Director (and former Office Administrator to the CAO and Mayor of the City of Fredericton), with the assistance of a National Committee of local government Executive Assistants that work, or have worked, with CAOs and senior managers from across Canada, from all size municipalities.

The primary audience of this Toolkit is the Executive Assistant to the CAO in local government, which includes existing Executive Assistants with experience in the role, as well as new Executive Assistants with minimal local government experience. There is also a separate [CAO Chapter](#) that focuses on how a CAO or senior manager can effectively use their Executive Assistant to improve their own productivity and build a successful partnership.

Please forward this Toolkit to your Executive Assistant and all your administrative staff as the skills highlighted are transferrable. Your senior leadership team can also benefit from reading the CAO Chapter. It is a public document and can be found on the [CAMA website](#).

CAMA EA Master Class Series

Additionally, the [EA Master Class Series](#) was initiated and has seen tremendous interest, with over 240 registrants with sessions on Communication Excellence, Governance, Customer Service Excellence and Political Acumen. We expect these classes will continue in 2025.

2024 CAMA Conference for Executive Assistants in Local Government

CAMA also introduced the first [National Annual Conference for Executive Assistants in Local Government](#) being held in Fredericton from November 3-5, 2024. This event is tailored specific to the unique challenges and opportunities faced by administrative staff in local government settings. It also offers a platform for these professionals to connect with peers from across the country and create a network like you have with CAMA. Send the program along to your administrative staff and invest in their development which is an investment in the success and sustainability of your municipality.



CAMA EA Connections

This is a monthly casual networking forum with a small group of Executive Assistant colleagues to provide a safe, confidential space to explore sensitive and challenging issues. The Chairmanship of this group began with Jennifer Goodine, Executive Director and rotates every quarter to provide leadership opportunities to others. If your Executive Assistant is looking for this type of forum, have them contact the CAMA National Office.



Member Services

Ask CAMA?

"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

The Toolkit Taskforce, chaired by Mike Dolter, and Board members Bev Hendry, Raffaele, Di Stasio, Jamie Nagy, Rodney Cumby, and Sheila Bassi-Kellett had a productive year, working on two new toolkits:

Municipal Resilience Toolkit: Strategies for Crisis Management

Crises within municipalities can originate in diverse forms, from natural disasters to social unrest, posing significant threats to financial stability, safety, and reputation. Anticipating such events is impossible, but municipalities can mitigate their impact through proactive preparation and effective crisis management. "The Municipal Resilience Toolkit: Strategies for Crisis Management" aims to equip Chief Administrative Officers (CAOs), senior managers, and their teams with comprehensive guidance for navigating crises. This resource, tailored to the specific needs of municipalities, encompasses risk assessment, crisis communication, incident response, business continuity, and recovery strategies.

Accessible through the [CAMA Member's Section](#), this Toolkit acknowledges the uniqueness of each organization and situation. Its concise format ensures accessibility and practicality. Moreover, it addresses the challenges faced by small municipalities with limited resources.

Key topics covered include crisis leadership and governance, crisis communication, community engagement, psychological support, technology and data management, coordination, legal considerations, financial management, crisis-specific checklists, training, and community resilience building. Detailed guidance is provided on developing crisis management strategies, activating response plans, and facilitating post-crisis recovery.

The Toolkit also emphasizes proactive crisis management, highlighting the importance of leadership, communication, and collaboration. By adopting the recommended practices and leveraging the provided resources, municipalities can enhance their resilience, safeguard their communities, and emerge stronger from adversity.

Shaping Tomorrow's Leaders: Municipal Succession Planning Toolkit

The new "Shaping Tomorrow's Leaders: Municipal Succession Planning Toolkit" will be launched throughout the summer months and is designed to equip Chief Administrative Officers and senior managers with the knowledge, tools, and resources they need to effectively manage succession planning within their municipality, ensuring a smooth transition of leadership and the continued success of the organization.

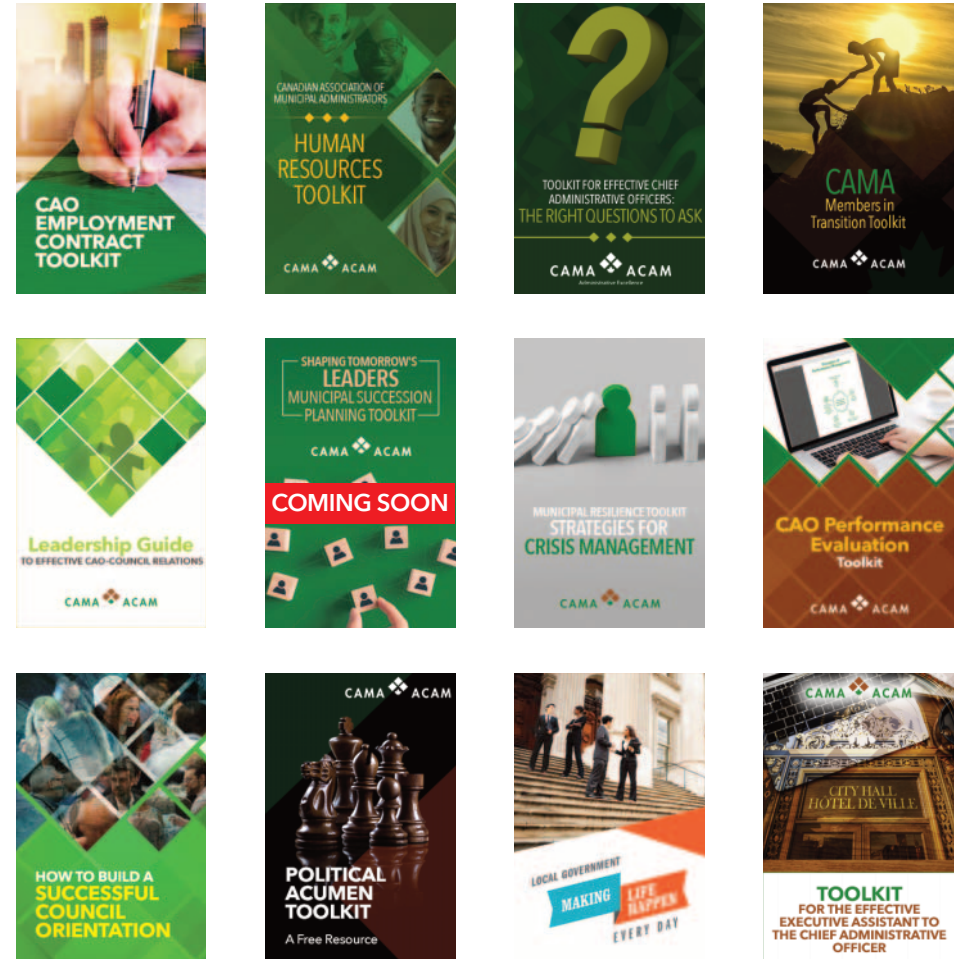
It is crucial for the leadership team to foster a culture of succession, actively seeking out the next generation of leaders and establishing a framework of nurturing and advancing emerging talent.

Local governments are currently grappling with retirements, heightened competition from large private sector entities and other municipalities, all while striving to meet citizens' expectations for the uninterrupted provision of essential services.

Within this Toolkit there are a series of sections and appendices designed to guide municipal management teams in creating their own succession plan and related policies. The sections cover various aspects of succession planning, from its importance in ensuring leadership continuity to considerations for crafting the plan itself, along with strategies for implementing complementary programs such as mentorship and retirement initiatives. Additionally, the appendices offer practical tools that can be customized for use in your municipality.

The Toolkit Library

CAMA's Toolkits are available in English and in French and you can click the buttons below that will take you to their webpages (with the first seven being in the Member's Section and the bottom five being available publicly):



RESILIENT LEADERSHIP

Strong Mayor Legislation and Future Steps

CAMA took a significant step forward in March 2023 by launching its "White Paper on Ontario's Strong Mayor Legislation and the Essential Role of the CAO in Ensuring Good Governance." During the Board's discussions, the focus was on understanding the ramifications of Strong Mayor Powers on CAOs, addressing human resources concerns, and assessing council-staff relations. CAMA is committed to closely monitoring this new governance approach in Ontario, ensuring our members stay informed as it evolves.

Masterminds Networking Forum

The Masterminds Networking Forums, conceptualized and initiated by Past President Jack Benzaquen, were held from September to December 2023 with three English speaking groups and one French-speaking group and will continue to be offered each Fall. A special bi-weekly session was also held with two groups from April to June 2024 on the critical topic of "Abuse by Elected Officials". A special thanks to our facilitators Chris MacPherson, CAMA Past President/Honourary Member for Life; Brenda Orchard, Second Vice-President/Representative for Ontario; and Marc Melanson, Treasurer and Representative for New Brunswick.



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 2024 and those with twenty years or more of service will be presented their pins at the Long Services Awards Luncheon at the Fairmont Banff Springs Hotel at the Conference. The following two CAMA members will receive special recognition for their 40 years and 45 years of service:

- 40 Years: Theresa Van Oort, Chief Administrative Officer, County of Northern Lights, AB
- 45 Years: Jack Ramsden, Chief Administrative Officer, Town of Eckville, AB

“The CAMA Masterminds Network provided an incredible opportunity to tap into experienced administrators’ diverse perspectives from different sized municipalities right across Canada. A supportive, safe space was created to tackle highly sensitive issues facing municipal leaders today. We were able to learn from each others’ experiences, successes, and failures. It was an absolute pleasure collaborating with those who share a calling and strong commitment to better serve our residents – “So others may thrive.”

MIKE MELINYSHYN
CFO / DIRECTOR OF CORPORATE SERVICES &
INNOVATION, TOWN OF INNISFIL, ON



**CAMA MASTERMINDS
NETWORKING FORUM**
THE POWER OF MUNICIPAL CAMA-RADERIE



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



2023 - 20 Year Long Service Recipients



2023- 25 Year Long Service Recipients



2023 - 30 Year Long Service Recipients



2023 - 35 Year Long Service Recipients



2023 - Robert Jorgensen - 40 Years



2023- Jim Puffalt - 40 Years

Awards of Excellence Program

The 2023 CAMA Awards of Excellence were presented at the Luncheon at the Deerhurst Resort to nine winning municipalities. You can find more details on our [website](#) and by listening to the [Local Gov Cafés](#) interview with all recipients.

I am pleased to announce that eight successful municipalities will be honoured at this year's Awards of Excellence Luncheon held at the Fairmont Banff Springs Hotel. We received 45 submissions, all excellent quality. This year's new category Municipal Inspiring Workplace Award (that replaced the Professional Development Award) also garnered a lot of interest.

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

- Rodney Cumby, City Manager, City of Corner Brook, NL (Chair and CAMA Board Representative for Newfoundland & Labrador)
- Greg Mariotti, CAO, Township of Georgian Bay, ON
- Shanon Kalra-Ramjoo, Director, Parks, Forestry and Horticulture Operations, City of Vaughan, ON
- Lisa Spitale, CAO, City of New Westminster, BC
- Theresa Fuller, CAO, Town of Bashaw, AB
- Mark Boysen, District Manager/Corporate Officer, North Salt Springs Waterworks District, BC
- Matthew Goudy, CAO, City of Lacombe, AB
- Jane Blakely, Director of Legal, City Clerk & Human Resources, City of Fredericton, NB
- Ian McDougall, CAO, Town of Newmarket, ON
- Marc Landry, Director of Special Projects, Southeast Regional Commission, NB

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.

STRATEGIC RELATIONSHIPS

Recent Engagements and Collaborations with FCM

- **FCM Exhibitor Tradeshow.** CAMA had a Tradeshow Booth at the FCM Conference in Toronto from May 25-27, 2023 to promote the new CAO Performance Evaluation Toolkit (tailored for the Mayor & Council), the Strong Mayor's White Paper, membership in CAMA, and our other valuable resources.
- **Regular Updates.** Mathieu Bélanger, Executive Director of Policy and Public Affairs, from the Federation of Canadian Municipalities, joined the Board at its meeting in Ottawa in February 2024 to provide an update on FCM's activities and advocacy efforts.
- **FCM Municipal Asset Management Collaboration Workshop.** A special thanks to Sara DeGrace, Deputy CAO for the City of Fredericton, for her representation of CAMA at the Federation of Canadian Municipalities Asset Management Collaboration Workshop held on April 22-24, 2024 in Ottawa. This forum offered an opportunity to exchange ideas and solicit input on the necessary support for enhancing asset management practices in small municipalities across Canada.

Meetings with Federal Government Representatives

While in Ottawa on February 15, 2024, the Board had the opportunity to meet with Gerard Peets (Assistant Deputy Minister) and Lindsay Boldt (Executive Director) from Infrastructure and Housing Canada for a discussion covering infrastructure, funding, housing affordability, and homelessness. A briefing paper was provided to the Department and we will be continuing to collaborate with them to ensure that we provide you with the latest information on these important topics.

You can find an updated copy of the current federal programs for Canadian municipalities provided by Infrastructure Canada on the CAMA website. Click [here](#) for a document that provides descriptions, eligibility, applicant information and contact details for each program.

A virtual session was also held on February 22, 2024, with Michael Zinck, Assistant Deputy Minister of Climate Change at Environment Canada. The discussion focused on the Board's briefing paper outlining principal priorities and recommendations, emphasizing proactive mitigation strategies, the Disaster Mitigation and Adaptation Fund, grant allocation criteria, reporting protocols, and the application process.

CAMA's Business Partner Program

CAMA's Business Partner Program continues to be successful with forty 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



amilia



Platinum Partnerships

We would like to acknowledge and thank our Association 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.

About Canoe Benefits

We got you. From emergency services to public works staff, administration to council, and everyone in between, we provide employee benefits and retirement solutions that protect the people who serve our communities every day. Our solutions deliver best-in-class support designed for the specific needs of your team and their families. At [Canoe](#), we're proud to continue our legacy of more than 65 years of providing effective insurance solutions for the Canada public sector.



About Canoe Procurement Group

[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](#)



About 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.

About Government Framework

[Government Frameworks](#)

specializes in automation, process improvement, records management, reporting, and planning solutions to help local municipalities achieve more with fewer resources, reduce errors, and wait times for increased service capabilities. We streamline administration, prioritize good governance, and ensure compliance, with our flagship product, FARMER.



LIDSTONE & COMPANY

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). We look forward to welcoming Jane Stroud, CEO of the Kiama Municipal Council and Jackie Kruger, Federation Representative for LG Professionals to Banff.

President Bev Hendry participated in an international panel session called “Leading in Uncertain Times” while attending the Taituarā Local Government Professional Aotearoa Conference in Hastings, Hawke’s Bay, New Zealand in November 2023.

ICMA

We are very honoured to have ICMA President-Elect Tanya Ange, in attendance at this year’s CAMA Conference. Congratulations to Doug Gilchrist, CAO for the City of Kelowna, on becoming the ICMA Board Vice-President for the International Region in September 2023. Doug’s appointment follows on the term of Chris MacPherson, CAMA Past President and Honourary Member.

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](#).

President Bev Hendry and Jennifer Goodine, Executive Director, attended the ICMA Conference in Austin, Texas in October 2023 where CAMA hosted an ICMA Canadian Dinner on October 2, 2023 with 47 people in attendance.

This year, rather than hosting the Canadian Dinner at the upcoming ICMA Conference in Pittsburgh (September 21-25, 2024), the Board has decided to initiate a Scholarship Program. This program aims to support first-time attendees at the conference or other ICMA professional development opportunities throughout the year by awarding two scholarships of up to \$2500.00 CAD each. We are delighted to announce that Nathan Peto, City Manager for the City of Portage la Prairie, has been selected as this year’s recipient. Congratulations, Nathan!

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.

Nunavut Association of Municipalities

In November 2023, CAMA had the honor of being guests at the Nunavut Association of Municipalities (NAM) Conference held in Iqaluit, where we had the privilege of engaging with their elected officials and SAOs. A special shoutout to our presenters, Sheila Bassi-Kellett (Retired City Manager for the City of Yellowknife, and CAMA's Board Representative for Northwest Territories, Yukon Territory, and Nunavut) and Chris MacPherson, CAMA Past President, who shared their invaluable insights on critical topics such as Crisis Management, Leadership, and Governance in local government.



CAMA Partners to Host Webinar on International Women's Day

CAMA has partnered with Alberta Municipalities, CivicInfo BC, Local Government Administration Association of Alberta, and the Society of Local Government Managers to form the Women in Local Government Administration Working Group (WILGA). The overarching goal of this partnership is to bring women in local government together from across Canada and create opportunities for awareness, education, and networking. In support of this goal, we are proud to present our second online event. CAMA's Executive Director, Jennifer Goodine, is a member of the Women in Local Government Administration Working Group (WILGA).

On International Women's Day (March 8th) the WILGA group brought together a small group of leaders to discuss their experience in gender inclusion "Breaking Down Barriers and Biases: Inspiring Gender Inclusion". Whether you missed out or want to spread the inspiration with colleagues and friends, the recording is available [here](#).

Thank you to the following CAMA members for being panellists on this insightful webinar:

- Elle Brovold, City Manager, City of Campbell River, BC
- Kealy Dedman, Commissioner of Public Works, Peel Region, ON
- Sandra Lund, CAO, Town of Ponoka, AB
- Nina McCarthy, Deputy Fire Chief, Fredericton Fire Department, NB

Partnership with City of Toronto Women's Network

New this year is another exciting partnership with TOnow - the [Toronto Network of Women](#) who focus on providing events and opportunities to its more than 2,000 members. The network focuses on celebrating women's successes and supporting their leadership and professional development.

A STRONG AND SUSTAINABLE ORGANIZATION

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 Annual General Meeting by Treasurer Marc Melanson. We had a clean audit once again with a member's accumulated surplus of \$96,036.

Financial Stability Committee

The Financial Stability Committee had a busy year with the oversight of feasibility studies and business plans for CAMA's new programming for the CAO Executive Leadership Program and the Executive Assistant professional development offerings. CAMA's revenue Generation Plan 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:

- Gary Kent, Chair/CAMA Member-At-Large (For Municipalities with a Population Over 100,000), CAO, Region of Peel, ON
- Tony Kulbisky, CAMA President & Representative for Alberta, CAO for Westlock County, AB
- Mike Dolter, CAMA Representative for Nova Scotia & PEI, CAO for Town of Truro, NS
- Yves Leger, CAMA Member, CAO/Clerk, Rural Community of Maple Hills, NB
- Duane Gladden, CEO and Executive Director of Rural Municipalities of Alberta/COO Canoe Procurement Group of Canada

Bilingualism Policy

In a proactive move, the Board has officially embraced a Bilingualism Policy, reaffirming CAMA's dedication to linguistic equality. Moreover, a comprehensive plan for implementing bilingualism at the Annual Conference has been adopted. This accomplishment is the result of the dedicated efforts of the Bilingualism Taskforce over the past year, comprising the following members:

- Jack Benzaquen, CAMA Past President/Chair
- Tony Kulbisky, CAMA President/Board Representative for Alberta/CAO, Westlock County, AB
- Marc Melanson, CAMA Treasurer & Board Representative for New Brunswick/Directeur général, Ville de Dieppe, NB
- Raffaele Di Stasio, CAMA Board Representative for Québec/Directrice générale, Ville de Montréal-Ouest, QC
- Mélanie Brisson, Directrice générale, Ville de Sainte-Julie, QC
- Yves Léger, CAO/Clerk, Maple Hills Rural Community, NB
- Dave Brown, Directeur général, Île de Lamèque, NB/Président AMANB
- Tina Bubenzer, CAO, Village of St-Pierre-Jolys, MB

Board Meetings

The Board held two in person Board meetings (and several virtual meetings) throughout the year:

Fall 2023 Meeting

The Fall 2023 meeting was held in St. John's, Newfoundland, from October 25th to 27th, 2023, with Rodney Cumby, Board Representative for Newfoundland and Labrador, graciously hosting the event. It was also fantastic to have some of our current and retired Newfoundland members join us for our dinner with "The Classics" as our entertainment. The Classics are a group of Newfoundlanders of varying backgrounds who, in retirement, have rediscovered the joy of performing music and are led by Paul Stapleton, CAMA Past President and Honourary Member for Life.

Winter 2024 Board Meeting

The Winter 2024 Board meeting was held in Ottawa from February 14-16, 2024 with meetings with federal representatives from Infrastructure Canada and FCM.



October 2023 CAMA Board Meeting - St. John's, Newfoundland



The CAMA Board in Ottawa in February 2024

Election Process

During our recent election process for the 2024-2025 CAMA Board of Directors there were six positions available:

- Member-At-Large for Municipalities with a Population Under 100,000
- Representative for Nova Scotia & Prince Edward Island
- Representative for Manitoba & Saskatchewan
- Representative for British Columbia
- Representative for Northwest Territories, Yukon Territory & Nunavut
- Representative for Newfoundland & Labrador

The Board of Directors is pleased to announce that we had one nomination for British Columbia, one nomination for Manitoba & Saskatchewan, one nomination for Northwest Territories, Yukon Territory & Nunavut, and one nomination for Newfoundland & Labrador. Thus, by acclamation, we would like to welcome Evan Parliament, Chief Administrative Officer for the City of Revelstoke, BC; Nathan Peto, City Manager for the City of Portage la Prairie, MB; Tracy Thomas, Senior Administrative Officer for the Town of Fort Smith, NWT, and Lisa Niblock, Chief Administrative Officer for the Town of Paradise, NL.

Evan, Nathan, Tracy, and Lisa will step into their new roles on the Board of Directors following the CAMA Annual General Meeting, scheduled for Tuesday, June 4, 2024 at 8:15 a.m. MST at the Fairmont Banff Springs Hotel.

An election was held for the Nova Scotia & Prince Edward Island and the Member-At-Large for Municipalities with a Population Under 100,000 positions and the winners will be announced at the Annual General Meeting.

CLOSING REMARKS

Reflecting on the achievements outlined in this report, I am filled with pride for the collective efforts of our CAMA community over the past year. Together, we have navigated challenges, seized opportunities, and advanced the mission of our Association.

As we bring this year's report to a close, I extend an invitation to each of you to actively engage in the CAMA-raderie of our Association. Stay connected with your fellow colleagues, Provincial/Territorial Associations, and Board representatives. Share your local challenges and innovative solutions, and let's work together to strengthen our collective impact on municipal governance.

Your involvement is not only welcomed but essential to the ongoing success of CAMA and the communities we serve. Thank you for your dedication, and I look forward to our continued collaboration and progress.

Together we are strong from coast to coast.



Tony Kulbisky
CAMA President
CAO, Westlock County



TREASURER'S REPORT (2023-2024)

It has been both a privilege and an honour to serve as the Treasurer for the Canadian Association of Municipal Administrators (CAMA) over the past year. I am pleased to present this report on the Association's finances for the fiscal year that ended on March 31st, 2024. Enclosed, you will find the audited financial statements. I am pleased to report another clean auditor's report.

Our Association remains in a strong financial position. We concluded the 2023-2024 fiscal year with a surplus of \$96,036 bringing our accumulated surplus to \$776,950.

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. According to our policy, the target maximum Reserve Fund is equal to twelve months of average operating costs based on our annual budget. 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 highlight the following significant variances in this year's financial statements compared to last year's:

- Membership revenue increased by \$25,000 compared to the previous year, driven by the retention of first-time members (offered at 50% off for the first year) and the overall growth of our membership base.
- General sponsorships show a decrease of \$24,000. This is due to reallocation, with sponsorships now split 50% towards the Annual Conference and 50% towards General Operations, reflecting this year-round exposure as well as their presence at the annual event.
- Investment income increased by \$8,700. However, we experienced a decrease of \$8,600 in job posting broadcasts, which had seen significant growth during the pandemic.
- New program revenue of \$137,090 was generated from our two new initiatives: the Executive Leadership Program and the EA Master Classes. The expenses for these programs amounted to \$117,153, resulting in a surplus of \$20,000.

- 2023 marked the return of our Annual Conference since 2019, which generated a surplus of \$92,000.
- The "Management Fees" line item includes \$106,819, covering our regular core services and the creation of the Crisis Management Toolkit, launched in May 2024, and the Succession Planning Toolkit, set to launch in the coming summer months.

Thank you to our many sponsors and exhibitors for continuing to support our organization through both virtual and in-person opportunities which have been a great success. I encourage you to support these companies when your municipality needs products or services!

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, 2024 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 2024 - 2025 fiscal year.

Sincerely,

A handwritten signature in green ink that reads "Marc Melanson". The signature is fluid and cursive.

Marc Melanson
CAMA Treasurer
CAMA Board Representative for
New Brunswick

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

**FINANCIAL STATEMENTS
ÉTATS FINANCIERS**

2024

CONTENTS	PAGE	TABLE DES MATIÈRES
INDEPENDENT AUDITOR'S REPORT		RAPPORT DE LE VÉRIFICATEUR INDÉPENDENT
FINANCIAL STATEMENTS		ÉTATS FINANCIERS
STATEMENT OF FINANCIAL POSITION	2	ÉTAT DE LA SITUATION FINANCIÈRE
STATEMENT OF OPERATIONS AND MEMBERS' SURPLUS	3	ÉTAT DE L'EXPLOITATION ET DU SURPLUS DES MEMBRES
STATEMENT OF CASH FLOWS	4	ÉTAT DES MOUVEMENTS DE TRÉSORERIE
NOTES TO FINANCIAL STATEMENTS	5-6	NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
SCHEDULE 1	7	TABLEAU 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, 2024, 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, 2024, 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 2024, 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 2024 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 & Noisard

Chartered Professional Accountants / Comptables agréés professionnels

Fredericton, New Brunswick
May 15, 2024

Fredericton, au Nouveau Brunswick
le 15 mai 2024

DRAFT

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2024

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
ÉTAT DE LA SITUATION FINANCIÈRE
AU 31 MARS 2024

	2024	2023	
ASSETS			ACTIF
CURRENT			À COURT TERME
Cash and cash equivalents	\$ 1,063,303	781,014	\$ Encaisse et équivalents de trésorerie
Accounts receivable	47,527	47,223	Comptes débiteurs
Prepaid expenses (note 3)	132,050	226,346	Frais payés d'avance (note 3)
	<u>\$ 1,242,880</u>	<u>1,054,583</u>	
LIABILITIES AND MEMBERS' SURPLUS			PASSIF ET SURPLUS DES MEMBRES
LIABILITIES			PASSIF
Accounts payable (note 4)	\$ 82,224	72,833	\$ Comptes créditeurs (note 4)
Deferred revenue (note 5)	383,706	300,837	Revenus reportés (note 5)
	<u>465,930</u>	<u>373,670</u>	
MEMBERS' SURPLUS	<u>776,950</u>	<u>680,913</u>	SURPLUS DES MEMBRES
	<u>\$ 1,242,880</u>	<u>1,054,583</u>	

Approved by the Board:
Approuvé par la Direction:

Member/membre

Title/titre

Member/membre

Title/titre

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

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS
STATEMENT OF OPERATIONS AND
MEMBERS' SURPLUS FOR THE YEAR
ENDED MARCH 31, 2024**

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX
ÉTAT DE L'EXPLOITATION ET DU SURPLUS
DES MEMBRES POUR L'EXERCICE
TERMINÉ LE 31 MARS 2024**

	2024	2023	
REVENUE			REVENUS
Membership dues	\$ 308,559	283,570	\$ Cotisations des membres
Job scene broadcast	31,295	39,900	FAX d'emploi
Sponsorships	36,000	60,000	Commandites
Interest	26,108	17,410	Intérêts
Awards nominations	4,515	-	Nominations - prix et récompenses
Programs	137,090	-	Programmes
Annual conference	492,438	-	Conférence annuelle
Advertising	27,696	25,550	Publicité
	<u>1,063,702</u>	<u>426,430</u>	
EXPENSES			DÉPENSES
Administrative and operating expenses (Schedule 1)	491,337	334,347	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	75,776	63,994	Activités des comités (Tableau 1)
Annual Conference	400,553	-	Conférence annuelle
	<u>967,666</u>	<u>398,341</u>	
EXCESS OF REVENUE OVER EXPENSES	96,036	28,089	SUFFISANCE DES REVENUS SUR LES DÉPENSES
MEMBERS' SURPLUS, BEGINNING OF YEAR	<u>680,913</u>	<u>652,824</u>	SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE
MEMBERS' SURPLUS, END OF YEAR	<u>\$ 776,950</u>	<u>680,913</u>	SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINSTRATORS**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2024

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX ÉTAT**
DE MOUVEMENTS DE TRÉSORERIE POUR
L'EXERCICE TERMINÉ LE 31 MARS 2024

	2024	2023	
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES			FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION
Excess of revenue over expenses	\$ 96,036	28,089	\$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	(304)	2,377	Comptes débiteurs
Prepaid expenses	94,296	(168,414)	Frais payés d'avance
Accounts and fees payable	9,393	5,468	Comptes créditeurs et honoraires à payer
Deferred revenue	82,869	81,027	Revenus reportés
	<u>186,254</u>	<u>(79,542)</u>	
NET CHANGE IN CASH POSITION	282,290	(51,453)	VARIATION NETTE DE LA POSITION DE TRÉSORERIE
CASH POSITION, BEGINNING OF YEAR	781,014	832,468	POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE
CASH POSITION, END OF YEAR	\$ 1,063,303	781,014	\$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE

**CANADIAN ASSOCIATION OF
MUNICIPAL ADMINISTRATORS**
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2024

**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 2024

**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, 2024

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS
31 MARS 2024

2024

2023

3. PREPAID EXPENSES

Components of the ending balance are as follows:

Conference 2023 deposits	\$ -
Conference 2024 deposits	108,910
Conference 2025 deposits	23,140
Other	-
	<u>\$ 132,050</u>

3. FRAIS PAYÉS D'AVANCE

Le solde à la fin de l'exercice comprend :

210,537	\$	Dépôts pour la conférence de 2023
5,000		Dépôts pour la conférence de 2024
10,809		Dépôts pour la conférence de 2025
-		Autre
<u>226,346</u>	<u>\$</u>	

4. ACCOUNTS PAYABLE

Trade payables	\$ 63,287
Other taxes payable	<u>18,937</u>
	<u>\$ 82,224</u>

4. COMPTES CRÉDITEURS

57,079	\$	Dettes commerciales
<u>15,754</u>		Autres impôts à payer
<u>72,833</u>	<u>\$</u>	

5. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	\$ 37,045
Membership	276,445
Other	<u>70,216</u>
	<u>\$ 383,706</u>

5. REVENUS REPORTÉS

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

77,240	\$	Conférence
218,097		Adhésion
<u>5,500</u>		Autre
<u>300,837</u>	<u>\$</u>	

6. FINANCIAL INSTRUMENTS

The association's financial instruments consist of cash, accounts 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, 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, 2024

**ASSOCIATION CANADIENNE DES
ADMINISTRATEURS MUNICIPAUX**
TABLEAU 1
POUR L'EXERCICE TERMINÉ LE 31 MARS 2024

	2024	2023	
ADMINISTRATIVE AND OPERATING EXPENSES			FRAIS D'ADMINISTRATION ET D'EXPLOITATION
Interest and bank charges	21,952	14,235	\$ Intérêt et frais bancaires
Postage and courier	3,101	2,131	Affranchissement et messagerie
Professional fees	19,480	17,690	Honoraires professionnels
Programs	117,153	-	Programmes
Telephone and fax	3,149	2,271	Téléphone et fax
Web-site	14,779	13,075	Site web
Management fees	106,819	82,458	Frais de gestion
Executive director costs	156,622	145,455	Coûts du directeur exécutif
Public relations	7,381	2,309	Relations publiques
Office	9,355	10,383	Bureau
Travel	3,748	1,172	Frais de déplacement
Translation	25,589	41,012	Traduction
Insurance	2,210	2,156	Assurance
	<u>491,337</u>	<u>334,347</u>	\$
COMMITTEE ACTIVITIES			ACTIVITÉS DES COMITÉS
Awards	10,154	4,700	\$ Prix et récompenses
Board meetings	65,622	59,294	Réunions du conseil
	<u>75,776</u>	<u>63,994</u>	\$