



# Annual President's Report

For the year ending March 31, 2025



## CAMA's Membership at an All-Time High

950  
Members  
(up from 825 last year)

60%  
of members are from  
municipalities under  
20,000 population

142  
new members  
in the first quarter  
of 2025

## Supporting Access and Growth

16  
scholarships available for the  
CAMA Annual Conference

4  
scholarships for the EA  
Conference

2  
scholarships for the Executive  
Leadership Program

2  
scholarships for ICMA  
development opportunities

## National Gatherings that Inspire

360+  
delegates and  
56  
exhibitors at the  
2024 CAMA Conference  
in Banff

170  
delegates at the  
2024 Inaugural EA  
Conference in Fredericton  
(First event of its kind in local  
government)

## Empowering Leaders at Every Level

30  
participants in the Executive  
Leadership Program

65  
Masterminds Forum  
participants

50  
Masterminds Leadership  
Circle direct report  
participants

220+  
registrants for EA Master  
Classes

## Celebrating Dedicated Service & Municipal Excellence

109  
members received  
Long Service Pins

11  
municipalities were honoured  
with the Awards of Excellence



# 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 **950+** 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”.

*Cape Forchu Lighthouse in  
Yarmouth, Nova Scotia*



*St. John's Harbor in  
Newfoundland*



# 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.



*The bridge of Selkirk above the Red River. Selkirk, Manitoba*

# 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

"Strong leadership isn't about standing alone—it's about building something greater, together."

It has been an incredible honour to serve as your President over the past year.

As I reflect on the 2024-2025 chapter of our journey, I'm filled with immense pride for what we have accomplished together. CAMA has never been stronger—our membership is at an all-time high, our programming more innovative than ever, and our community more united.

In today's evolving municipal landscape, the role of the CAO continues to demand courage, creativity, and resilience. I'm proud to say that CAMA has stepped up to meet these challenges—through the strength of our peer networks, the depth of our resources, and the passion we bring to supporting one another. Whether you are leading a rural municipality or a large urban centre, you are part of a national community that has your back.

This year, we saw continued momentum across all five pillars of our Strategic Plan. From the successful launch of our Masterminds Leadership Circle for direct reports and the inspiring Executive Leadership Program, to the inaugural Executive Assistant Conference—CAMA is reaching new corners of the profession and building leadership capacity at every level. The growth of our Masterminds Forums, new succession planning resources, and expanded scholarship opportunities show that we are not just responding to needs—we are anticipating them.

I'm especially proud of the work we've done to strengthen inclusion and governance. The proposed launch of the Canadian Association of Municipal Executive Assistants (CAMEA) reflects our commitment to recognizing and supporting every role that contributes to municipal excellence. And through our enhanced governance practices and risk management strategies, we are ensuring that CAMA remains a resilient and future-ready organization.

To every CAMA member, volunteer, and partner—thank you. Your engagement, energy, and insights fuel everything we do. And to the CAMA Board and our exceptional Executive Director, Jennifer Goodine, your leadership and dedication are what makes our Association truly outstanding.

As we look ahead to the next year—and gather soon in Mont-Tremblant for what promises to be another unforgettable Conference—I'm more confident than ever in the future of municipal administration in Canada. Together, we are empowering leaders and transforming communities.

See you in Mont-Tremblant!



Tony Kulbisky  
CAMA President  
CAO, Westlock County, AB



# 2024-2025 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.

**Tony Kulbisky**

President

DIRECTOR, ALBERTA  
CAO, WESTLOCK COUNTY, AB



**Gary Kent**

Treasurer

MEMBER-AT-LARGE  
(OVER 100,000 POPULATION)  
CAO, REGION OF PEEL, ON



**Lisa Niblock**

Director,  
Newfoundland &  
Labrador

CAO, TOWN OF PARADISE, NL



**Nathan Peto**

Director, Manitoba

& Saskatchewan  
FORMER CAO, CITY OF  
PORTAGE LA PRAIRIE, MB



**Brenda Orchard**

First Vice-President

DIRECTOR, ONTARIO  
CAO, LENNOX & ADDINGTON  
COUNTY, ON



**Bev Hendry**

Past President



**Raffaelle Di Stasio**

Director, Québec  
CAO, CITY OF MONTREAL-  
WEST, QC



**Tracy Thomas**

Director, Northwest

Territories, Yukon  
Territory & Nunavut  
SAO, TOWN OF FORT SMITH,  
NWT



**Marc Melanson**

Second Vice-  
President

DIRECTOR, NEW BRUNSWICK  
CAO, CITY OF DIEPPE, NB



**Jeff Gushue**

Director, Nova  
Scotia & Prince  
Edward Island

CAO, TOWN OF YARMOUTH,  
NS



**Evan Parliament**

Director, British  
Columbia

CAO, CITY OF REVELSTOKE,  
BC



**Yves Leger**

Member-At-Large

(UNDER 100,000  
POPULATION)  
CAO, TOWN OF SHEDIAC, NB



# Executive Director's Message

What an extraordinary year it has been for CAMA.

This year, we saw the implementation of some of the most ambitious and meaningful programs in our Association's history—programs that not only supported our members but expanded the very definition of what leadership in local government looks like. From launching the Executive Leadership Program and expanding our Masterminds Forums, to building an ever-stronger foundation for succession planning and peer support, CAMA is delivering on its promise to be a responsive, resilient, and innovative organization.

It was also incredibly exciting for me, personally, to author **three new toolkits** this year: the **Succession Planning Toolkit**, the **Standing Strong Toolkit: A CAO's Guide to Professionalism Amidst Incivility**, and the upcoming **Charting Your Course Toolkit for first-time CAOs**. These resources were shaped not only by research and experience, but also by the insights and lived realities shared by members through **some amazing focus groups**. Your feedback was instrumental in ensuring these tools are practical, relevant, and rooted in the real-world challenges facing today's municipal leaders.

One of the greatest highlights of the year was seeing a bold vision come to life: the launch of our first-ever national Executive Assistant Conference in Local Government. The energy, gratitude, and sense of community that emerged during those few days in Fredericton was nothing short of inspiring. For years, Executive Assistants have been the behind-the-scenes anchors of municipal administration. This year, we put them in the spotlight—and they shone. The EA Toolkit, the Master Classes, the EA Connections network, and now this Conference, are not just support tools—they are leadership-building platforms that are transforming how we view administrative excellence.

We've also continued to focus on inclusivity and connection—welcoming new members, reaching underrepresented regions, and introducing innovative resources. CAMA is working to ensure that everyone who supports municipal excellence finds a professional home here.

Of course, none of this would be possible without the leadership of our incredible Board of Directors and the dedication of our national staff team—spread across Canada and united by a shared passion for public service. I'm also deeply grateful to our valued sponsors and partners whose support fuels our mission every step of the way.

Thank you for being part of this momentum. Let's continue to grow, to innovate, and to empower one another to build stronger communities through exceptional leadership.

With exciting new initiatives on the horizon, I can't wait to see what we'll achieve together in the year ahead – let's reach 1,000 members strong.

See you in Mont-Tremblant!

Jennifer Goodine  
CAMA Executive Director



*2024 CAMA Conference Staff Team: Victoria Bowering (Capital Regional District, BC), Carolina Correa (Fredericton), Julia McDevitt (Fredericton), Alycia Bartlett (Fredericton), Jennifer Goodine (Fredericton), Alisha Bainbridge-Trites (Fredericton), Denise Habibovic (Mississauga), Beth Readman (Napane), Doreen Nakhle (Fredericton)*



# Membership

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

In the evolving story of our Association, milestones are more than just numbers—they are powerful indicators of progress, accomplishments, and the dedication of our members. CAMA is pleased to mark an exciting new chapter, reaching an impressive 950 members nationwide—a noteworthy increase from the 825 members we proudly celebrated less than a year ago.

Our roots go back more than fifty years, when a small group of municipal leaders came together around a shared vision. Since then, we have grown into a dynamic network of 950 professionals, each bringing their own perspectives, experiences, and goals to the table. At our core, we remain grounded in collaboration, connection, and mutual support.

If you ask a CAMA member what they value most, chances are you will hear about the strength of the network—peer support, shared learning, and meaningful conversations. As we welcome emerging leaders into the fold, these benefits only deepen. Who on your team is ready to take the next step in their leadership journey? Which neighbouring municipal leaders could gain from CAMA's tools and community? Help us continue to build a stronger Association—because when we grow together, we all benefit.

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](https://camacam.ca/membership).

## Stronger Together: How CAMA Membership Elevates Leadership Teams

*"CAMA membership has been invaluable for me as a CAO, providing access to top-tier leadership resources and a network of peers who understand the unique challenges of municipal administration. Supporting Darren's participation in the Executive Leadership Program has reinforced our team's capacity to lead with innovation and excellence."*



**DOUG GILCHRIST**  
CHIEF ADMINISTRATIVE OFFICER  
CITY OF KELOWNA, BC

*"Participating in CAMA's Inaugural Executive Leadership Program was transformative, equipping me with advanced leadership tools and a broader understanding of municipal governance. Being part of CAMA, alongside our CAO, has strengthened our team's ability to deliver impactful results."*



**DARREN CAUL**  
COMMUNITY SAFETY DIRECTOR  
CITY OF KELOWNA, BC

**Discover the difference CAMA membership can make -  
join today and elevate your leadership team!**

**50% off first year**  
[camacam.ca/membership](https://camacam.ca/membership)

CAMA  ACAM

## 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%
<b>Membership Under 20,000</b>	<b>60%</b>
Between 20,000 and 50,000	11%
Between 50,000 and 100,000	13%
Over 100,000	16%
<b>Membership Over 20,000</b>	<b>40%</b>

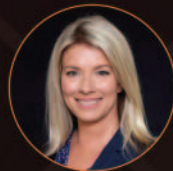
Following is the breakdown of membership by Province:

Province	
Alberta	22% (209)
British Columbia	14% (131)
Manitoba	6% (55)
New Brunswick	9% (90)
Newfoundland/Labrador	4% (38)
Northwest Territories	1% (18)
Nova Scotia	5% (45)
Nunavut	1% (12)
Ontario	28% (260)
Prince Edward Island	1% (9)
Québec	3% (27)
Saskatchewan	5% (47)
Yukon	1% (9)

### Unlock Your Potential with CAMA: The Ultimate Network for Local Government Leaders

*"Joining CAMA was one of the best professional development decisions I have made as a CAO. Being able to access a national network of colleagues who share this space is invaluable. I feel confident that if I need advice in troubleshooting a challenging issue, my CAMA connections are willing and available to lend an ear. CAMA offers senior local government leaders an exceptional range of resources—from the Annual Conference and practical toolkits to insightful webinars—designed to support their growth and advance their careers."*

Join CAMA today and empower your leadership journey with unparalleled resources and connections!



**JENNIFER KINNEMAN**  
CHIEF ADMINISTRATIVE OFFICER  
FRASER VALLEY REGIONAL DISTRICT, BC

**50% off first year**  
[camacam.ca/membership](https://camacam.ca/membership)



# Strategic Plan – 2022-2027

CAMA is now entering **Year Four** of its five-year Strategic Plan.

Our work continues to be guided by five core pillars:

- Member Engagement and Support
- Professional Development
- Resilient Leadership
- Strategic Relationships
- A Strong and Sustainable Organization

Each pillar reflects our commitment to supporting CAOs and senior municipal leaders through meaningful programs, resources, and partnerships that strengthen municipal administration across Canada.

Click [here](#) for a snapshot of our Vision, Mission, Core Services, and New Initiatives.

## Looking Ahead: 2025-2026 Strategic Workplan

As CAMA enters the fourth year of its Five-Year Strategic Plan (2022-2027), the focus shifts to reassessing and refining newly launched initiatives that have now become part of the Association's annual core programming:

- **Masterminds for CAOs**, the **Leadership Circle** for direct reports,
- The **Executive Leadership Program**,
- **EA Master Classes** and **EA Connections**, and
- The **National Executive Assistant Conference**.

For 2025-2026, CAMA will continue to enhance its signature Annual Conference, and expand its resources through the development of new toolkits, including the launch of the **Charting Your Course: First-Time Municipal CAO Toolkit**.

These priorities reflect CAMA's ongoing commitment to providing relevant, inclusive, and sustainable programming that supports municipal leaders across all regions and roles.





# Member Engagement and Support

## Expanding CAMA's Reach and Impact

The Membership and Communications Committee, chaired by Marc Melanson, CAMA Second Vice-President and Board Representative for New Brunswick (City Manager, City of Dieppe), is responsible for implementing the Membership Business Plan and guiding communication strategies that strengthen CAMA's engagement with members and the broader public.

Committee members include:

- Raffaella Di Stasio, Directrice Générale, Ville de Montréal-Ouest, QC / Representative for Québec
- Evan Parliament, CAO, City of Revelstoke, BC / Representative for British Columbia
- Jeff Gushue, CAO, Town of Yarmouth, NS / Representative for Nova Scotia & PEI
- Yves Leger, CAO, Town of Shediac, NB / Member-At-Large for Municipalities with a Population Under 100,000
- Ross Blackwell, CAO Village of Lions Bay, BC
- Sheridan Graham, CAO, County of Peterborough, ON
- Jennifer Kinneman, CAO, Fraser Valley Regional District, BC
- Erin Samuell, Senior Communications Specialist, County of Huron, ON
- Mike Derricott, CAO, Town of Cochrane, AB
- Serge Arsenault, Directeur général, Ville de Grand-Bouctouche, NB
- Shawna LeBlanc CAO, Rural Municipality of Elton, MB
- Noreen Zhang, CAO, Town of Wembley, AB

A comprehensive overview of member benefits is available in the [Member Value Proposition](#).

## Membership Growth and Strategic Focus

In 2024–2025, the Committee focused on four strategic tactics:

1. Encouraging direct reports to join CAMA and cultivating future CAO leadership.
2. Increasing Francophone member recruitment.
3. Promoting CAMA's Value Proposition and Toolkit Library.
4. Addressing common perceptions and misconceptions about the Association.

Following the launch of the Membership Tactical Plan in January 2025, CAMA welcomed 142 new members, including CAOs and direct reports—bringing total membership to 950.

This growth reflects the strength of CAMA's leadership programming and the value of enhanced networking opportunities. Tailored membership campaigns were implemented in each Province and Territory to reflect local needs while maintaining national consistency.

## New Membership Category: Students & Municipal Interns (Non-Voting)

To support the next generation of municipal leaders, a new non-voting membership category for students and municipal interns has been introduced and will be considered at the 2025 Annual General Meeting.

### Key Details:

- **Eligibility:** Open to students in post-secondary public administration or related programs, and participants in recognized municipal internships.
- **Fee:** \$50 (nominal fee to support accessibility and administrative costs).
- **Governance:** Non-voting membership in line with CAMA's current structure.

This initiative strengthens CAMA's succession planning efforts and builds early connections between future leaders and the profession.

## Proposed CAMEA Chapter: Enhancing Support for CAMA Members

The CAMA Board has approved a Business Plan to establish a new chapter—**CAMEA (Canadian Association of Municipal Executive Assistants)**—with a proposed launch in January 2026.

This initiative builds on the tremendous success of recent CAMA initiatives developed specifically for Executive Assistants in local government, including the EA Toolkit, EA Master Classes, EA Connections network, and the inaugural National EA Conference. These programs have demonstrated both the value and the demand for dedicated support tailored to the unique role of EAs who work alongside CAOs and senior leadership.

CAMEA will **function as a separate, non-voting chapter** under the CAMA umbrella, providing a professional home for Executive Assistants while preserving the integrity of CAMA's core membership.

Its purpose is to strengthen the support system around CAOs by offering Executive Assistants professional development, resources, and a national peer network—all of which contribute to the effectiveness of municipal leadership.

Executive Assistants are often the first point of contact for our members and play a vital behind-the-scenes role in advancing the work of municipal administration. By recognizing and supporting their contributions, CAMA continues to foster excellence at every level of local government.

Draft by-law amendments to enable this new chapter will be presented to the membership for consideration at the 2025 Annual General Meeting in Mont-Tremblant.

## 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://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://indeed.ca), [workbc.ca](https://workbc.ca), [bcjobs.ca](https://bcjobs.ca), [jobbank.gc.ca](https://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 [X@camalink](https://twitter.com/X@camalink), [Facebook](https://facebook.com/cama), and [LinkedIn](https://linkedin.com/company/cama).

# Professional Development

## Annual Conferences

### 2024 CAMA Conference - Fairmont Banff Springs Hotel | June 3-5, 2024

Over 360 municipal administrators from across Canada gathered in Banff, Alberta, to celebrate the 50<sup>th</sup> Annual CAMA Conference at the iconic Fairmont Banff Springs Hotel. Hosted by CAO Kelly Gibson and the Town of Banff, the event combined stunning scenery with meaningful professional development and networking opportunities, making it one of CAMA's most memorable Conferences to date.

The Conference opened with a range of engaging pre-conference activities, including the always-popular golf tournament at Silvertip Resort, exhilarating Kananaskis rafting, sightseeing to Lake Louise and Moraine Lake, and gondola rides. Delegates were welcomed at the lively Opening Reception and Tradeshow, featuring 56 exhibitors showcasing products and services from across the country.







Throughout the Conference, delegates attended inspiring keynotes and workshops focused on timely topics such as unconscious bias, navigating the first 100 days in a new CAO role, Indigenous partnerships, building positive workplace culture, psychological safety, and leading through organizational change. A session on good governance and thriving in leadership roles resonated deeply with attendees, as did a closing presentation on building resilient, high-performing teams in the new world of work.

Special events like the Casual Night Out at Mount View BBQ and the President's Dinner Mountain Garden Gala provided opportunities to relax and connect. The Gala featured live music, an Indigenous drumming ceremony, and a fun photo booth.

The Conference also included moments of reflection and recognition. A moving tribute was held in memory of CAMA Board Member Rodney Cumby, with the ceremonial retiring of his CAMA hockey jersey.

Long Service Awards were presented to members marking 20, 25, 30, 35, and even 45 years of service. In addition, eight municipalities were honoured with CAMA Awards of Excellence for innovative projects and community impact.

Delegates participated in enriching study tours that explored Banff's cutting-edge infrastructure, the Roam Transit Operations and Training Centre, and Indigenous plant knowledge on the Wapakwanis Walk with Matricia Brown. These tours offered hands-on learning and showcased local leadership in sustainability and service delivery.

This exceptional Conference would not have been possible without the dedicated support of our sponsors and partners, as well as the hardworking CAMA team who brought the event to life. Their contributions helped foster a meaningful, collaborative environment that advanced professional growth and strengthened the CAMA network across the country.



## 2025 Annual Conference - Mont Tremblant

Renowned as the pinnacle of professional development and networking, our Annual Conference, affectionately known as CAMA-RADERIE, anticipates record attendance this year. From May 26-28, 2025, municipal leaders from across the country will gather in the picturesque resort town of Mont-Tremblant, Québec for the 51<sup>st</sup> Annual CAMA Conference and Annual General Meeting. Set against the breathtaking backdrop of the Laurentian Mountains, the event promises to deliver a memorable experience under the theme *"Empowering Leaders - Transforming Communities."*

CAMA was also pleased to award **six scholarships** to support members attending this year's Conference—reinforcing our commitment to accessibility, equity, and professional growth for municipal leaders across all regions and community sizes.

Thank you to Raffaele Di Stasio, Chair/Board Representative for Québec, and City Manager, City of Montreal-West, QC for leading the Professional Development and Conference Committee along with the following CAMA members:

- Tony Kulbisky, President / Board Representative for Alberta / CAO, Westlock County, AB
- Marc Melanson, Second Vice-President, Representative for New Brunswick / City Manager, City of Dieppe, NB
- Nathan Peto, Board Representative for Manitoba & Saskatchewan, City Manager, City of Portage la Prairie, MB
- Lisa Niblock, Board Representative for Newfoundland & Labrador, CAO, Town of Paradise, NL
- Evan Parliament, Board Representative for British Columbia / CAO, City of Revelstoke, BC
- Tracy Thomas, Board Representative for Northwest Territories, Yukon Territory & Nunavut / SAO, Town of Fort Smith, NWT
- David Reynolds, CAO, Big Lakes County, AB
- Sonya Pritchard, CAO, County of Dufferin, ON
- Chris McQueen, CAO, Town of Fort Erie, ON
- Juli Halliwell, General Manager of Corporate Services, City of Burnaby, BC
- John Enns-Wind, CAO, Town of Grand Bay Westfield, NB
- Elana Arthurs, CAO, Municipality of Brighton, ON
- Colin Smith, CAO, Town of Riverview, NB
- Jack Benzaquen, City Manager, City of Dollard-des-Ormeaux, QC / CAMA Past President



This Conference will feature a dynamic program designed to inspire and inform Chief Administrative Officers and senior municipal leaders. Attendees can look forward to powerful keynote presentations from Michael Landsberg, Chantal Hébert, and Sarah McVanel, as well as a range of breakout sessions addressing pressing issues like AI in local government, housing and homelessness, talent retention, and building resilience in rural communities.

The Pre-Conference day will offer delegates a chance to unwind and connect through outdoor adventures such as white-water rafting, ziplining, e-biking, a panoramic gondola tour, and a tree-top walk. Networking opportunities continue with an interactive Exhibitor Tradeshow, casual social events, and the highly anticipated “Toques & Tunes” Après Ski-themed evening at Le P’tit Caribou.

CAMA’s longstanding tradition of recognizing excellence in municipal administration will continue with the Long Service Awards Luncheon and the CAMA Awards of Excellence. The Conference will conclude with a black-and-white masquerade-themed President’s Dinner—complete with entertainment, a photo booth, and a final celebration of leadership and CAMA-raderie.

We extend our deepest appreciation to our sponsors and exhibitors whose support helps make this event possible. The 2025 CAMA Conference in Mont-Tremblant is shaping up to be an unforgettable experience—one that will empower leaders and strengthen communities across the country.

## Expanding Access to Professional Development: New Scholarship Opportunities for Members

In alignment with CAMA’s mission to support educational growth and leadership development within Canada’s municipal sector, the Board approved an expansion of the Association’s scholarship offerings. This decision reflects the Association’s continued commitment to investing in its members while promoting equitable access to professional development.

CAMA currently offers two scholarships for the Executive Leadership Program and two for ICMA’s development opportunities. In addition, the Conference Scholarship Program has been significantly enhanced. Seven new scholarships have been added, bringing the total to **16 scholarships for the CAMA Annual Conference**, covering registration fees. Scholarships continue to be awarded based on financial need, with a focus on small municipalities, northern communities, new CAOs, and emerging leaders.

In another exciting development, **four new scholarships** have been introduced for the **CAMA Executive Assistant Conference**. These awards aim to empower Executive Assistants working in local government by supporting attendance at this landmark professional development event. Scholarship categories include:

- Emerging Administrative Leaders
- Small Municipality Representation
- Northern or Remote Communities
- Professional Growth and Development

These new offerings ensure CAMA continues to foster growth and inclusion across all levels of local government.



# THANK YOU TO OUR 2025 CONFERENCE PARTNERS

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TECHNOLOGY GROUP



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STEPS  
INC



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An azuria Water Solutions Company

## Bronze Sponsors



DCG  
DCG PHILANTHROPIC SERVICES INC.

## Future Conferences

CAMA is pleased to announce the locations and dates of our upcoming national Conferences. Mark your calendars for May 24-27, 2026, when we will gather in beautiful Whistler, British Columbia. In 2027, we head to the East Coast from June 5-9 in vibrant St. John's, Newfoundland and Labrador. Our 2028 Conference will take place in the Nation's Capital, Ottawa, Ontario, from May 29-31. Please note that the room blocks for the 2026 Conference in Whistler (Hilton Whistler Resort & Spa and the Westin Resort & Spa) will be released in September 2025. We look forward to welcoming you to these exciting destinations!

## 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 hosted by eScribe and Lidstone & Company Law corporation can be found in the [CAMA Member's Section](#):

- Behind the Scenes with City Clerks (eScribe)
- Enhancing Public Meetings: Practical Tips and Strategies for Clerks (eScribe)
- Navigating Employment Agreements and Employment Law Updates (Lidstone & Company)

## 2025 CAMA Executive Leadership Program

CAMA proudly hosted its Annual Executive Leadership Program from January 28-31, 2025, at the Kingbridge Centre, bringing together 30 Chief Administrative Officers (CAOs) and senior managers from across Canada for an immersive and inspiring leadership development experience.



*2025 Class of the CAMA Executive Leadership Program*

# Executive Leadership PROGRAM

## The Best Training of My Career: Relevant, Engaging & Invaluable



**SEAN O'CONNOR, P. ENG.**  
DIRECTOR OF ECONOMIC  
AND COMMUNITY DEVELOPMENT  
MUNICIPALITY OF THE DISTRICT OF  
GUYSBOROUGH

“This was by far the best training event that I’ve attended in my career. The content was completely relevant, facilitators were engaging and knowledgeable, the format was perfect, and facility couldn’t have been better. I had a great opportunity to network with my peers, met so many great people, and have so many valuable takeaways that will help me in my career.”

THE POWER OF LEADING IN  
LOCAL GOVERNMENT WITH IMPACT



The program kicked off on Tuesday evening with a dynamic networking dinner, fostering connections and setting the stage for an engaging week ahead. Tracy Thomas, SAO for the Town of Fort Smith and CAMA Board Representative for Northwest Territories, Yukon, and Nunavut (and a participant in the program) delivered greetings on behalf of President Tony Kulbisky and the CAMA Board of Directors. With a diverse mix of delegates, the energy was high as participants made introductions and embarked on a journey to enhance their leadership capabilities, exchange insights with seasoned CAOs, and expand their professional networks.

On Wednesday morning, the program launched with an inspiring keynote from Kara Van Myall, CAO for the Town of Saugeen Shores, Ontario, and a proud Executive Leadership Program alumna. She shared her powerful journey of transforming organizational culture, offering invaluable lessons and motivation for those navigating change in their own municipalities.





The program was expertly facilitated by a distinguished team of municipal leaders:

- Chris MacPherson, Retired CAO, CAMA Past President, and Honourary Member for Life
- Murray Jamer, Retired City Engineer and Deputy CAO, Retired CAMA Member
- Glen Davies, Retired City Manager, Former CAMA Board Representative for Manitoba & Saskatchewan
- Sheila Bassi-Kellett, Retired City Manager, Former CAMA Board Representative of Northwest Territories, Yukon Territory, & Nunavut

These seasoned professionals guided participants through thought-provoking sessions on Leadership, Human Resources, Resiliency, Incivility, Strategic Planning, Governance, and Political Acumen. The highly interactive sessions encouraged open dialogue, collaborative problem-solving, and peer-to-peer learning, creating a rich and impactful experience for all involved. Jennifer Goodine, CAMA Executive Director, provided insights on employee recognition.

The program culminated on Friday with each participant delivering a powerful reflection and presentation, showcasing their key takeaways, leadership insights, and personal growth from the week.

CAMA's Executive Leadership Program once again exceeded expectations, reinforcing its reputation as a premier leadership development initiative for municipal executives. This program is more than just a learning opportunity—it's a catalyst for growth, innovation, and long-term leadership success.

Mark your calendars! The **2026 Executive Leadership Program** will take place at the Kingbridge Centre from January 27-30, 2026 - this is an opportunity you won't want to miss! Congratulations to Voula Colbow, Town Clerk, Town of White City, SK and Cole Caljouw, Director of Governance & Legal Services, City of Yellowknife, NWT, on being this year's recipients of the scholarships for this program.



*From Left to Right: Murray Jamer, Glen Davies, Sheila Bassi-Kellett, Chris MacPherson*

## Congratulations to the CAMA Class of 2025 Executive Leadership Program

**Sean Lee**

Assistant Director  
City of Fredericton, NB

**Ian Watson**

Chief Administrative Officer Town of  
Quispamsis, NB

**Angele Spencer**

Deputy CAO, Sustainable  
Development & Urban Safety City of  
Dieppe, NB

**Sean O'Connor**

Business Development Officer,  
Municipality of the District of  
Guysborough, NS

**Cathie O'Toole**

Chief Administrative Officer  
Regional Municipality of Halifax, NS

**Alison Grant**

Manager of Strategic Initiatives &  
Communications  
Town of Truro, NS

**Craig Drover**

Director of Corporate Services,  
Eastern Regional Service Board, NL

**Darren Charters**

City Manager  
City of Corner Brook, NL

**Tracey Atkinson**

Chief Administrative  
Officer/Clerk/Planner  
Township of Mulmur, ON

**Manoj Dilwaria**

Chief Administrative Officer City of  
Thorold, ON

**David Barrick**

Chief Administrative Officer  
Municipality of Thames Centre, ON

**Sarah Sweeney**

Director of Community Services  
Town of Grimsby, ON

**Scott Burns**

Director of Public Works and County  
Engineer  
County of Dufferin, ON

**James Steele**

Commissioner - Engineering and  
Public Works  
District Municipality of Muskoka, ON

**Bill Corsan**

General Manager-Corporate  
Services & Community Relations,  
Municipality of North Cowichan, BC

**Deanne Duke**

Deputy Chief Administrative Officer,  
Rural Municipality of Lac du Bonnet,  
MB

**Adam Thiessen**

Manager of Corporate Services  
City of Steinbach, MB

**Ryan Leuzinger**

Chief Administrative Officer Town of  
Three Hills, AB

**David Reynolds**

Chief Administrative Officer Big  
Lakes County, AB

**Joulia Whittleton**

County Manager  
County of Grande Prairie, AB

**Alysia Tiffen**

Human Resources Director Town of  
Drayton Valley, AB

**Brett Newstead**

General Manager of Planning &  
Infrastructure  
Town of Stony Plain, AB

**Robert Beaupertuis**

General Manager - Financial &  
Business Planning Services  
County of Grande Prairie, AB

**Larry Sawrenko**

Chief Financial Officer  
City of North Vancouver, BC

**Richard Pucci**

Director of Operations &  
Intergovernmental Relations  
City of Prince Rupert, BC

**Anna Mathewson**

City Manager  
City of Port Moody, BC

**Emily Colucci**

Director of Community Services  
Town of Fort Smith, NWT

**Tracy Thomas**

Senior Administrative Officer  
Town of Fort Smith, NWT

**Rosamaria Miller**

Director of Corporate & Legislative  
Services Corporate Officer City of  
Prince Rupert, BC

**Blair Porter**

Director of Corporate Services  
Town of Hay River, NWT

# Professional Development For Executive Assistants in Local Government

## Toolkit for the Effective Executive Assistant to the CAO

Authored by Jennifer Goodine, CAMA Executive Director and former Office Administrator to the CAO and Mayor of Fredericton, this comprehensive resource was developed with input from a national committee of Executive Assistants working with CAOs and senior leaders in municipalities of all sizes.

While designed primarily for Executive Assistants to the CAO, the Toolkit includes a dedicated [CAO Chapter](#) offering guidance on how municipal leaders can better leverage their Executive Assistants to enhance productivity and build strong working relationships.

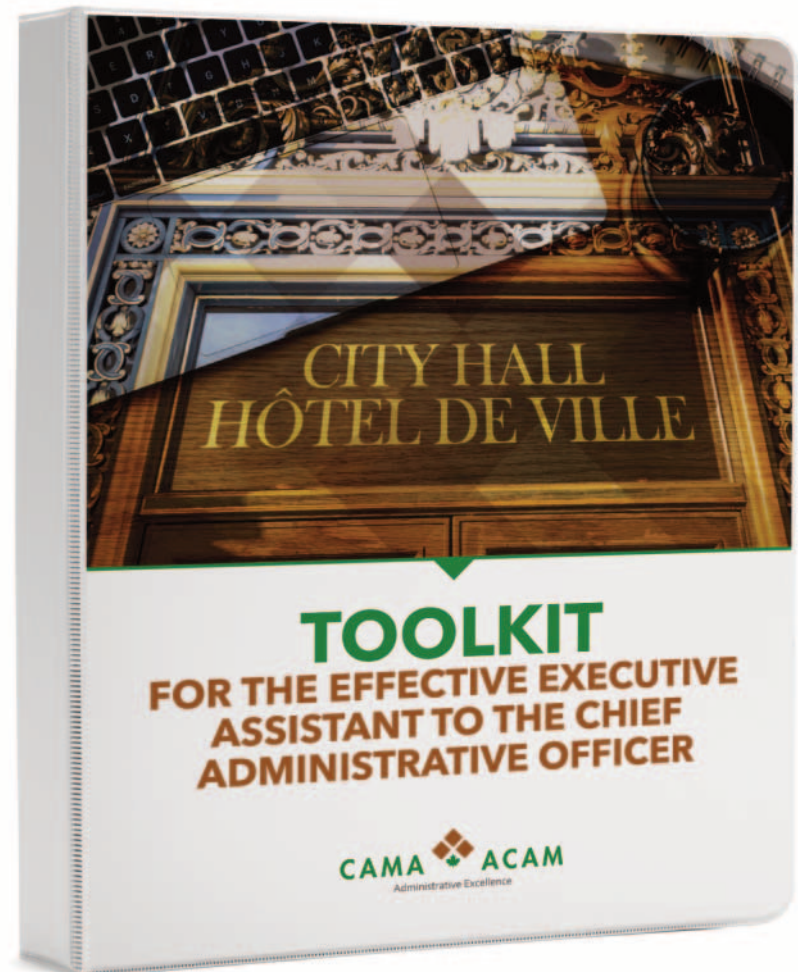
The Toolkit is publicly available on the [CAMA website](#) and is a valuable resource not only for Executive Assistants but for administrative staff and senior leadership teams alike. Members are encouraged to share it widely within their organizations.

## 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.

## CAMA EA Master Class Series: Continued Engagement and Growth

CAMA's EA Master Class Series - Series 2 continued to build momentum, drawing over 220 registrants to sessions covering time management, team dynamics, policies and meeting protocols, confident leadership, and innovative event planning. These sessions provide practical, targeted training to strengthen the effectiveness of Executive Assistants across the municipal sector.





## A Historic First: CAMA's Inaugural Executive Assistant Conference

CAMA proudly hosted its first-ever Executive Assistant Conference in Local Government from November 3-5, 2024, in Fredericton, New Brunswick—a landmark moment in the Association's commitment to recognizing and supporting the professionals who work alongside CAOs and senior municipal leaders across the country. The Conference not only strengthened the national network of Executive Assistants but also led to tangible results of new CAMA member CAOs that joined our Association as a direct result of the awareness and value generated through this initiative.

Delivering on a key priority in the Strategic Plan, this unforgettable event provided tailored learning, powerful networking, and a national platform for the often-unsung heroes of municipal government. The response was overwhelming—participants, speakers, and sponsors alike praised the exceptional programming, the welcoming and supportive atmosphere, and the strong sense of community and belonging created throughout the three-day experience.

The energy and CAMA-raderie were undeniable. From thought-provoking panel discussions and breakout sessions to a powerful opening keynote by a local Elder, the conference sparked meaningful dialogue and deep connections. Attendees shared their diverse experiences and challenges, bringing to light the unique realities of supporting leadership in municipalities of all sizes and regions.





And of course—who could forget the Maritime Lobsterfest? A true East Coast celebration, this lively evening was a feast for the senses, complete with fresh lobster, laughter, music, and Maritime hospitality at its finest. It was more than a meal—it was a moment that captured the spirit of the Conference: connection, celebration, and a deep appreciation for the people behind the scenes who keep local governments running smoothly.

Post-conference surveys, reflections, and testimonials confirmed the event's resounding success—with many calling it transformational.

With strong momentum and continued interest from across the country, the EA Conference has established itself as a cornerstone of CAMA's professional development programming, ensuring these essential professionals are supported, celebrated, and empowered for years to come.





## Upcoming CAMA EA Conferences

CAMA is pleased to confirm the next four EA Conference locations and dates:

- 2025 – City of Ottawa, Ontario | October 5-7
- 2026 – City of Calgary, Alberta | October 4-6
- 2027 – City of St. John's, Newfoundland | October 3-5
- 2028 – City of Ottawa, Ontario | October 1-3

These annual events will continue to build capacity, recognition, and leadership within the Executive Assistant community, furthering CAMA's commitment to excellence in local government.





## 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

CAMA's toolkit offerings are among our most valued resources, empowering members with practical, action-oriented tools developed by leaders for leaders.

### A Year of Impactful Resources for Municipal Leaders

The Toolkit Taskforce had a highly productive year, launching two major toolkits with a third set to debut in 2025—all authored by CAMA Executive Director, Jennifer Goodine. These valuable resources are tailored to meet the evolving needs of CAOs and municipal leaders across the country.

The Committee is chaired by Brenda Orchard, CAMA First Vice-President, Board Representative for Ontario, and CAO for Lennox & Addington County, with contributions from the following dedicated members:

- Nathan Peto, Board Representative for Manitoba & Saskatchewan, Former City Manager, City of Portage-la-Prairie, MB
- Gary Kent, CAMA Treasurer, Board Member-At-Large for Municipalities with a Population Over 100,000, CAO, Region of Peel, ON
- Tracy Thomas, Board Representative for Northwest Territories, Yukon Territory and Nunavut, and SAO, Town of Fort Smith, NWT
- Jeff Gushue, Board Representative for Nova Scotia & PEI, CAO, Town of Yarmouth, NS
- Mike Dolter, CAO, Town of Truro, NS

### Shaping Tomorrow's Leaders: Municipal Succession Planning Toolkit

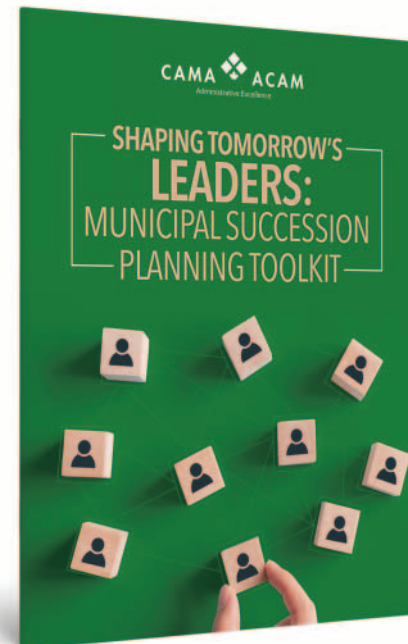
The **CAMA Municipal Succession Planning Toolkit** is a comprehensive resource designed to help municipalities ensure effective leadership transitions and organizational stability, and is available to members by visiting the [Member's Section](#) (Toolkit area) of the CAMA website.

Whether your municipality has a dedicated Human Resources Department or not, this Toolkit provides customizable strategies and tools for Chief Administrative Officers (CAOs), Senior Leadership Teams, and Councils.

It includes guidance on identifying key leadership positions, creating development plans for potential successors, and managing transitions smoothly.

This resource covers a range of succession planning approaches, including Traditional Hierarchical Succession, the Talent Pool Approach, and Performance-Based Planning. It also focuses on Leadership Development Programs and External Pipeline Development. The Toolkit also addresses critical topics like risk management, political navigation, and the importance of aligning succession planning with municipal strategic goals.

Prepare your organization for future leadership challenges by fostering a culture of growth, continuity, and resilience. Download the CAMA Succession Planning Toolkit today to ensure your municipality's long-term success.



## CAMA Standing Strong Toolkit: A CAO's Guide to Professionalism Amidst Incivility

The **CAMA Standing Strong Toolkit: A CAO's Guide to Professionalism Amidst Incivility** is an essential resource for Chief Administrative Officers (CAOs) looking to navigate the challenges of incivility in local government. Available to members through the [Member's Section](#) of the CAMA website, this toolkit provides actionable strategies to help CAOs maintain professionalism while fostering a respectful and productive work environment.

Whether dealing with incivility from elected officials, staff, or the public, this comprehensive guide equips CAOs with practical approaches to protect their teams, manage conflicts, and build resilience in the face of hostility. It also covers vital topics like legal obligations, crisis management, and the growing role of social media in exacerbating incivility.

This resource is a must-read for CAOs committed to fostering respect, professionalism, and positive change within their organizations. Download the CAMA Standing Strong Toolkit today to explore in-depth case studies, expert tips, and actionable steps for addressing incivility in local government.

We extend our sincere thanks to the CAMA members who contributed their insights and expertise to this resource.



## Charting Your Course - A First-Time Municipal CAO Toolkit

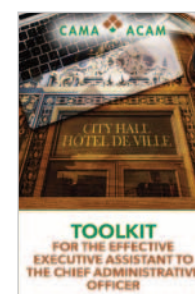
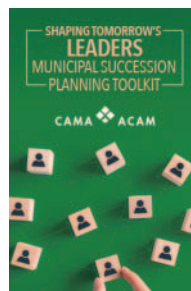
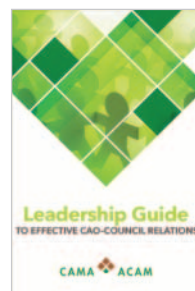
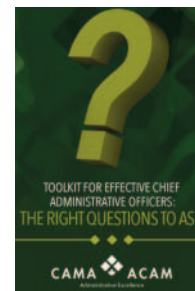
The **"Charting Your Course - A First-Time CAO" Toolkit** is designed for aspiring, new, and experienced CAOs looking to refine their leadership approach. Whether you're stepping into the CAO role for the first time or looking to enhance your leadership skills, this resource will provide valuable insights and practical guidance. This is set to be launched in June 2025 and we would like to thank the over 70 CAMA members that volunteered to be part of our focus groups to provide feedback on this resource.

## 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 eight being in the Member's Section and the bottom four being available publicly)

## Spreading the Word: Showcasing CAMA Across the Country

Over this past year, CAMA Board members proudly represented the Association at several key events across Canada, helping to raise awareness of CAMA's resources and promote membership. At the AMANB Conference in St. Andrews on September 13<sup>th</sup>, Marc Melanson and Yves Leger delivered a French-language presentation on the Political Acumen Toolkit, highlighting CAMA's programs and services, with branded swag handed out as prizes. In Nova Scotia, Jeff Gushue presented on Performance Management of a CAO as part of the Province's New Councillor Orientation Training in November 2024, in collaboration with the Department of Municipal Affairs and Housing. Meanwhile, at the LGMA CAO Dinner in Vancouver, Evan Parliament brought greetings on behalf of CAMA, resulting in new members joining the Association. Lisa Niblock also made a presentation on CAMA's Human Resources Toolkit at the April 2025 PMA Conference.





# Resilient Leadership

## Leadership Development & Peer Networks

### Masterminds Networking Forum

The Masterminds Networking Forums were very well received and continue to grow in popularity. Designed to provide a safe, confidential space for members to explore complex and often sensitive issues, these peer-to-peer sessions support professional growth and connection among senior municipal administrators. From September to December 2024, CAMA hosted three English-speaking groups and one French-speaking group. The forums will continue to be offered each Fall, providing ongoing support and dialogue on timely leadership challenges.

A special thank you to our dedicated facilitators and Board members—Nathan Peto, Bev Hendry, Evan Parliament, and Raffaele Di Stasio—who guided the discussions with professionalism, insight, and care.

### Leadership Circle for Direct Reports

CAMA was also proud to launch a new initiative in 2025: the Leadership Circle, an exclusive networking opportunity for CAMA member direct reports. This space was created to foster leadership development, peer exchange, and mentorship for the next generation of municipal leaders. The sessions were facilitated by Board members Marc Melanson, Yves Léger, Evan Parliament, and Tracy Thomas, and have been met with strong engagement and enthusiasm from participants.



“The CAMA Masterminds series was an excellent ‘think-tank’ experience where professionals come together to discuss solutions to problems unique to the public sector. It provided a safe space to explore innovative solutions to the challenges we all face as leaders - not to mention blue-sky thinking about the organizations we want to build tomorrow.”

**JOANNE HYDE**  
CLERK AND MANAGER – POLICY, TORONTO AND REGION CONSERVATION AUTHORITY, ON

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

**CAMA**  **ACAM**

## Long Service Recognition Awards Program

This year there will be 109 members that will be receiving their recognition pins. Ten and fifteen-year recipients received their pins in April 2025 and those with twenty years or more of service will be presented their pins at the Long Services Awards Luncheon at the Fairmont Mont-Tremblant at the Conference. Wallace Mah, CAO for the District of Kent, BC will receive special recognition for his 40 years of service at the President's Dinner.



2024 - 20 Year Long Service Recipients



2024- 25 Year Long Service Recipients



2024 - 30 Year Long Service Recipients



2024 - 35 Year Long Service Recipients



2024 - Jack Ramdsen - 45 Years

## Awards of Excellence Program

The 2024 CAMA Awards of Excellence were presented at the Luncheon at the Fairmont Banff Spring to eight winning municipalities.

The following municipalities and projects were recognized, in four categories:

### 2024 CAMA Willis Award for Innovation

- City of Lloydminster, AB, 20,001 to 100,000 Population Category, New Mechanical Wastewater Treatment Facility
- City of Vaughan, ON, Over 100,000 Population Category, Innovation Reduces Wait Times for Forestry Service Requests

### 2024 CAMA Environmental Leadership & Sustainability Award

- Town of Lincoln, ON, 20,001 to 100,000 Population Category, Water Loss Reduction Program
- Strathcona County, AB, Over 100,000 Population Category, HodgePodge Lodge – Strathcona County's Reuse Program

### 2024 CAMA Municipal Inspiring Workplace Award (New for 2024. Replaces the Professional Development Award category.)

- Town of Innisfil, ON, 20,001 to 100,000 Population Category, People First, Our Best Investment
- Strathcona County, AB, Over 100,000 Population Category, People Plan

### 2024 CAMA Collaboration Award

- City of Rossland, BC, Collaboration Award with External Organizations (No Population Category), Rossland Yards Project
- Regional Municipality of Niagara, ON, Collaboration Award with Municipalities (No Population Category), Niagara Region Transit

To find out more about each award, and to see a video outlining each project, visit [www.camacam.ca/awards](http://www.camacam.ca/awards) and look for the award recipients' link.

Eleven successful municipalities will be honoured at this year's Awards of Excellence Luncheon held at the Fairmont Mont Tremblant Hotel. We received 56 submissions, all excellent quality.

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

- Bev Hendry, Chair, CAMA Past President, ON
- David Calder, City Manager, City of Cambridge, ON
- Kara Van Myall, CAO, Town of Saugeen Shores, ON
- Christofer Atchison, Director of Legislative, Community and Agricultural Affairs, Mountain View County, AB
- Rob Axiak, CAO, City of Welland, ON
- Greg Mariotti, CAO, Township of Georgian Bay, ON
- Mark Boysen, CAO, North Salt Spring Waterworks, BC
- Marc Landry, Director of Regional Projects, Southeast Regional Services 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

## Strategic Dialogue with Federal Partners: Focus on Climate Resilience and Municipal Advocacy

As part of its October 2024 Board meeting, CAMA welcomed external partners for valuable briefings and strategic discussions that aligned with the Association's ongoing commitment to supporting resilient and sustainable communities. Representatives from **Housing, Infrastructure & Communities Canada (HICC)** presented the newly launched **Climate Toolkit for Housing and Infrastructure (CTHI)**—an open-access platform designed to help municipal administrators develop climate-resilient infrastructure projects. The session featured a briefing from Assistant Deputy Minister Matt de Vlieger and a dialogue on how the Toolkit can better serve communities of all sizes, including funding opportunities and outreach strategies. Infrastructure Canada expressed a strong interest in collaborating with CAMA to enhance awareness and uptake of the CTHI among municipal leaders. Representatives from HICC will be in attendance at the Mont-Tremblant Conference with their Mobile Helpdesk.

The Board also received a timely update from the **Federation of Canadian Municipalities (FCM)** on its federal advocacy priorities leading into the election. FCM shared strategies for keeping municipal issues at the forefront of national policy discussions and offered insights into cross-border considerations stemming from the evolving political landscape in the United States. These discussions reinforced CAMA's role as a vital connector between municipal administrators and national-level partners working to shape the future of local government in Canada.

CAMA's Business Partner Program continues to be successful with forty-two companies that are proud to showcase their products and services to CAMA members and their employees. To learn more click [here](#).



## A Special Thanks to our Business Partners



## Platinum Partnerships

We would like to acknowledge and thank our 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 Procurement Group of Canada

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](#)

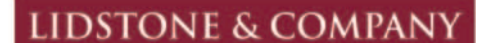


### About Canoe Benefits

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

### About Lidstone & Company

Lidstone & Company Law Corporation 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 Frameworks

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.





# Affiliate Partnerships

## Strategic Partnership with ICMA

We are very honoured to have ICMA President-Elect Michael Land and CEO Julia Novak, in attendance at this year's CAMA Conference. A special thanks to Doug Gilchrist, CAO for the City of Kelowna, on the second year of his three year term as ICMA Board Vice-President for the International Region

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](#).

Congratulations to Jean-Paul Loyer, CAO/Treasurer for the Regional Municipality of Tracadie on this year's recipient of the ICMA Professional Development Scholarship.

## New Affiliate Agreement with ICMA

CAMA has long valued its relationship with the International City/County Management Association (ICMA), serving as both a longstanding and the largest Affiliate Partner. With the previous agreement having expired in 2021, the CAMA Board reviewed and approved a new Affiliate Agreement in line with ICMA's Global Engagement Strategy. This renewed partnership reflects a shared commitment to advancing professional local government management across borders and includes content sharing and professional development, toolkit promotion, mutual learning opportunity and Conference collaboration.

## ICMA Webinar on Incivility and Social Media

On February 13, 2025, CAMA partnered with ICMA and SOLACE (UK) to host a global webinar titled *Social Media in Local Government*. The session featured panelists from Canada, the United Kingdom, and the United States and explored the strategic management of social media interactions with elected officials, staff, and the public. CAMA was proudly represented by First Vice-President Brenda Orchard, who contributed insights on navigating incivility through tools like the **Standing Strong Toolkit**.

## ICMA Certification Program Taskforce

ICMA is currently developing a new Certification Program aimed at entry- and mid-level local government professionals in the U.S., Canada, and globally. The program will provide a structured path to build leadership and management capacity within the sector. CAMA Executive Director Jennifer Goodine has been invited to serve on the ICMA Taskforce shaping this framework to ensure it provides meaningful value to CAMA members and Canadian ICMA members. The Taskforce will meet between January and May 2025.

# 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.

## CAMA Partners to Host Webinar on International Women's Day

The Women in Local Government Administration (WILGA) working group is committed to advancing the role of women in local government administration. With your continued support and engagement, we are making meaningful progress in raising awareness, inspiring future leaders, and advocating for diverse and inclusive leadership teams. This year we held the Third Annual International Women's Day webinar which you can access [here](#).

A heartfelt thank you to CAMA members Laura Swain, CAO of Parkland County, AB; Ann Mitchell, CAO of the City of Medicine Hat, AB; and Heather Nelson-Smith, CAO, District of Port Hardy, BC who shared their expertise, experiences, and reflections with nearly 500 registrants.

*Bouctouche, New Brunswick*



# 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 Gary Kent. We had a clean audit once again with a member's accumulated surplus of \$828,647

## Advancing Governance Excellence

In 2024-2025, the CAMA Board of Directors made significant strides to strengthen governance, leadership, and organizational resilience.

- **Governance Leadership:** A full-day governance session in Yellowknife reinforced the Board's commitment to ethical, strategic, and high-performing leadership. Key outcomes included a new Code of Conduct, enhanced Executive Director evaluation process, and the establishment of a Governance Taskforce to guide future officer nominations.
- **Executive Selection Policy:** A transparent, competency-based process was approved for selecting Executive Committee members, ensuring future leaders reflect performance, experience, and alignment with CAMA's mission.
- **Ethics and Accountability:** As part of our ongoing efforts to strengthen governance and accountability, a formal Code of Conduct was adopted.
- **Risk Management Framework:** A formal approach to identifying and monitoring organizational risk was introduced, supported by a redefined Finance and Risk Committee and a new Risk Tolerance Policy.
- **Board Performance and Culture:** Initiatives were launched to support continuous improvement, including Executive Committee check-ins, annual Board self-assessments, meeting feedback surveys, and a formal in-camera policy.
- **Operational Resilience:** A comprehensive Business Continuity Plan was implemented to safeguard operations and support staffing stability, including annual reviews of resource needs.

Together, these initiatives reflect CAMA's continued dedication to strong governance, accountability, and leadership that supports its members and mission.

## Bilingualism Policy

As part of this year's workplan, the Board advanced its commitment to supporting francophone members by developing a targeted survey to better understand barriers to membership and identify opportunities to enhance services and outreach. Questions focused on communication effectiveness, service gaps, and ways to increase CAMA's value proposition for francophone administrators. This initiative reflects the Board's ongoing efforts to strengthen inclusion and engagement across Canada's bilingual communities.





## Board Meetings

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

## Fall 2024 Meeting

The CAMA Board gathered in Yellowknife on October 2-3, 2024, for a meeting focused on governance and advancing key strategic initiatives and reviewing important organizational updates. We extend our sincere gratitude to Stephen Van Dine, City Manager of Yellowknife, and former City Manager Sheila Bassi-Kellett, for their exceptional hospitality. Their northern hospitality was incredible, and the Northern Lights provided a beautiful and fitting reminder of the shining leadership of CAOs across Canada.

## Winter 2025 Board Meeting

The CAMA Board of Directors gathered in person and online for their quarterly Board meeting in Ottawa, ON in February 2025.

In addition to discussing the ongoing work of CAMA to support Chief Administrative Officers and senior local government staff across Canada, they also met with representatives from the Canadian Department of Housing, Infrastructure and Communities, as well as the Federation of Canadian Municipalities.

## Election Process

During our recent election process for the 2025-2026 CAMA Board of Directors there were two positions available:

- Representative for Alberta
- Representative for Manitoba & Saskatchewan

An election was held for these positions and the winners will be announced at the Annual General Meeting.

## Board Transitions and Appreciation

CAMA extends heartfelt thanks to Bev Hendry for her service over the past nine years as a valued member of the Board, including her most recent role as Past President.

We also thank Nathan Peto, who stepped down from his role on the Board as Representative for Manitoba and Saskatchewan in February 2025 to pursue a new career opportunity. Nathan brought great insight and energy to the table, and we appreciate the contributions he made during his time with CAMA.

We wish both Bev and Nathan continued success in their future endeavors.



*The CAMA Board in Ottawa in February 2025*

# Closing Remarks

As we conclude this year's Annual Report, I want to extend my sincere appreciation to all those who have contributed to CAMA's continued growth and success.

From our dedicated Board of Directors and committed volunteers, to our valued members and partners, this past year has demonstrated what we can accomplish when we work together.

CAMA's future is bright. With momentum behind our programs, expanding membership, and an unwavering focus on innovation, inclusion, and excellence, we are well-positioned to continue serving municipal leaders across the country.

As we prepare to gather in Mont-Tremblant and look ahead to another exciting year, let us carry forward the energy, collaboration, and commitment that define our Association.

Thank you for your trust, your leadership, and your engagement.



Tony Kulbisky  
CAMA President  
CAO, Westlock County, AB





# Treasurer's Report (2024-2025)

## Fiscal Year Ending March 31, 2025

It has been an honour to serve as the Treasurer of the Canadian Association of Municipal Administrators (CAMA) over the past year.

On behalf of the Board of Directors, I am pleased to present the Treasurer's Report for the fiscal year ending March 31st, 2025. The enclosed audited financial statements confirm that CAMA remains in a strong and stable financial position.

We concluded the 2024-2025 fiscal year with a surplus of \$51,698 bringing our accumulated surplus to \$828,647.

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 revised policy, the target maximum Reserve Fund is equal to eight months of average operating costs based on our annual budget. The reserves are intended to be used for long-term sustainability to support one-time initiatives identified in the Strategic Plan and approved by the Board.

Despite the continued inflationary pressures and incremental cost increases across our programs and services, membership dues were held at previous levels for the 2024-2025 fiscal year. This was made possible by our healthy reserves and strong revenue generation across multiple streams. We are proud to support our members without increasing fees during a time when many organizations are facing financial constraints.



## Below are the key highlights:

### Revenue

Revenue for the year totaled \$1,397,923, driven primarily by:

- **Annual Conference:** \$618,918
- **Programs:** \$309,796
- **Membership dues:** \$350,872
- **Sponsorships and advertising:** \$83,986
- **Interest income:** \$34,351

### Expenses

Expenses totaled \$1,346,225, with key investments in:

- **Annual Conference delivery:** \$622,658
- **Board and committee activities:** \$81,223
- **Programs and member services:** \$282,679
- **Staff and management/professional fees:** \$275,542
- **Administrative and Operating:** \$84,123

This resulted in an excess of revenue over expenses of \$51,698, demonstrating that our operations continue to be both effective and efficient.

We also note a significant increase in prepaid expenses (\$320,518), which reflects our ongoing investment in securing venues and services for future conferences and programs –part of our multi-year planning approach.

In summary, CAMA remains in a strong financial position. We will continue to manage our resources responsibly while investing in programs, events, and tools that directly support our members and advance the profession.

Thank you to our many sponsors and exhibitors for their continued support, both virtually and in person. Their contributions play a vital role in the success of our programs and events. I encourage members to consider these organizations when your municipality is in need of 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, 2025 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 2025 - 2026 fiscal year.**

Sincerely,



Gary Kent  
CAMA Treasurer  
CAMA Board Member-At-Large for Municipalities with a Population Over 100,000  
CAO, Region of Peel, ON

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

**FINANCIAL STATEMENTS  
ÉTATS FINANCIERS**

**2025**

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## INDEPENDENT AUDITORS' REPORT

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

### *Opinion*

We have audited the financial statements of **CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS**, which comprise the statement of financial position as at March 31, 2025, 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, 2025, 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 2025, 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 2025 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 27, 2025

Fredericton, au Nouveau Brunswick  
le 27 mai 2025

DRAFT



**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2025

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
ÉTAT DE LA SITUATION FINANCIÈRE  
AU 31 MARS 2025

	2025	2024	
<b>ASSETS</b>			<b>ACTIF</b>
<b>CURRENT</b>			<b>À COURT TERME</b>
Cash and cash equivalents	\$ 1,078,994	1,063,303	\$ Encaisse et équivalents de trésorerie
Accounts receivable	46,163	47,527	Comptes débiteurs
Prepaid expenses (note 3)	320,518	132,050	Frais payés d'avance (note 3)
	<u>\$ 1,445,675</u>	<u>1,242,880</u>	
<b>LIABILITIES AND MEMBERS' SURPLUS</b>			<b>PASSIF ET SURPLUS DES MEMBRES</b>
<b>LIABILITIES</b>			<b>PASSIF</b>
Accounts payable (note 4)	\$ 118,509	82,224	\$ Comptes créditeurs (note 4)
Deferred revenue (note 5)	498,519	383,706	Revenus reportés (note 5)
	<u>617,028</u>	<u>465,930</u>	
<b>MEMBERS' SURPLUS</b>	<u>828,647</u>	<u>776,950</u>	<b>SURPLUS DES MEMBRES</b>
	<u>\$ 1,445,675</u>	<u>1,242,880</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, 2025**

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX  
ÉTAT DE L'EXPLOITATION ET DU SURPLUS  
DES MEMBRES POUR L'EXERCICE  
TERMINÉ LE 31 MARS 2025**

	2025	2024	
<b>REVENUE</b>			<b>REVENUS</b>
Membership dues	\$ 350,872	308,559	\$ Cotisations des membres
Job scene broadcast	28,886	31,295	FAX d'emploi
Sponsorships	135,125	36,000	Commandites
Interest	34,351	26,108	Intérêts
Awards nominations	4,700	4,515	Nominations - prix et récompenses
Programs	305,096	137,090	Programmes
Annual conference	520,668	492,438	Conférence annuelle
Advertising	18,225	27,697	Publicité
	<u>1,397,923</u>	<u>1,063,702</u>	
<b>EXPENSES</b>			<b>DÉPENSES</b>
Administrative and operating expenses (Schedule 1)	642,344	491,337	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	81,223	75,776	Activités des comités (Tableau 1)
Annual Conference	622,658	400,553	Conférence annuelle
	<u>1,346,225</u>	<u>967,666</u>	
<b>EXCESS OF REVENUE OVER EXPENSES</b>	51,698	96,036	<b>SUFFISANCE DES REVENUS SUR LES DÉPENSES</b>
<b>MEMBERS' SURPLUS, BEGINNING OF YEAR</b>	<u>776,949</u>	<u>680,913</u>	<b>SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE</b>
<b>MEMBERS' SURPLUS, END OF YEAR</b>	<u>\$ 828,647</u>	<u>776,949</u>	<b>SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE</b>

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINSTRATORS**  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2025

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX ÉTAT**  
DE MOUVEMENTS DE TRÉSORERIE POUR  
L'EXERCICE TERMINÉ LE 31 MARS 2025

	2025	2024	
<b>CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES</b>			<b>FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION</b>
Excess of revenue over expenses	\$ 51,698	96,036	\$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	1,364	(304)	Comptes débiteurs
Prepaid expenses	(188,468)	94,296	Frais payés d'avance
Accounts and fees payable	36,284	9,393	Comptes créditeurs et honoraires à payer
Deferred revenue	114,813	82,869	Revenus reportés
	<u>(36,007)</u>	<u>186,254</u>	
<b>NET CHANGE IN CASH POSITION</b>	15,691	282,290	<b>VARIATION NETTE DE LA POSITION DE TRÉSORERIE</b>
<b>CASH POSITION, BEGINNING OF YEAR</b>	<u>1,063,303</u>	<u>781,014</u>	<b>POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE</b>
<b>CASH POSITION, END OF YEAR</b>	<u>\$ 1,078,994</u>	<u>1,063,303</u>	<b>\$ POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE</b>



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**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2025

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**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.

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**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS  
31 MARS 2025

---

**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, 2025

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
NOTES AFFÉRENTES AUX ÉTATS FINANCIERS  
31 MARS 2025

**2025**

**2024**

**3. PREPAID EXPENSES**

Components of the ending balance are as follows:

2024 Events deposits	\$ -
2025 Events deposits	234,895
2026 Events deposits	44,918
2027 Events deposits	10,705
2028 Events deposits	30,000
	<u>\$ 320,518</u>

**3. FRAIS PAYÉS D'AVANCE**

Le solde à la fin de l'exercice comprend :

108,910	\$	Dépôts des événements 2024
23,140		Dépôts des événements 2025
-		Dépôts des événements 2026
-		Dépôts des événements 2027
-		Dépôts des événements 2028
<u>132,050</u>	<u>\$</u>	

**4. ACCOUNTS PAYABLE**

Trade payables	\$ 96,932
Other taxes payable	21,577
	<u>\$ 118,509</u>

**4. COMPTES CRÉDITEURS**

63,287	\$	Dettes commerciales
18,937		Autres impôts à payer
<u>82,224</u>	<u>\$</u>	

**5. DEFERRED REVENUE**

Components of the ending balance are as follows:

Conference	\$ 43,760
Membership	363,730
Other	91,029
	<u>\$ 498,519</u>

**5. REVENUS REPORTÉS**

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

37,045	\$	Conférence
276,445		Adhésion
70,216		Autre
<u>383,706</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, 2025

**ASSOCIATION CANADIENNE DES  
ADMINISTRATEURS MUNICIPAUX**  
TABLEAU 1  
POUR L'EXERCICE TERMINÉ LE 31 MARS 2025

	2025	2024	
<b>ADMINISTRATIVE AND OPERATING EXPENSES</b>			<b>FRAIS D'ADMINISTRATION ET D'EXPLOITATION</b>
Interest and bank charges	18,324	21,951	\$ Intérêt et frais bancaires
Postage and courier	1,293	3,101	Affranchissement et messagerie
Professional fees	17,692	19,480	Honoraires professionnels
Programs	282,679	117,153	Programmes
Telephone and fax	3,434	3,149	Téléphone et fax
Web-site	17,653	14,779	Site web
Management fees	55,357	106,819	Frais de gestion
Executive director costs	202,493	156,622	Coûts du directeur exécutif
Public relations	1,555	7,381	Relations publiques
Office	13,036	9,355	Bureau
Travel	1,418	3,748	Frais de déplacement
Translation	25,254	25,589	Traduction
Insurance	2,156	2,210	Assurance
	<u>642,344</u>	<u>491,337</u>	\$
<b>COMMITTEE ACTIVITIES</b>			<b>ACTIVITÉS DES COMITÉS</b>
Awards	9,506	10,154	\$ Prix et récompenses
Board meetings	<u>71,717</u>	<u>65,622</u>	Réunions du conseil
	<u>81,223</u>	<u>75,776</u>	\$