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#CAMA2025

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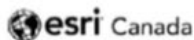
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A Special Thanks to our Business Partners





#CAMA2025

AGENDA

- Approval of 2024 AGM Minutes
- Executive Summary of Annual Report
- Approval of 2024-2025 Audited Financial Statements
- Approval of Appointment of Auditors of 2025-2026 Year
- Approval of Report of Nominating Chair and 2025-2026 Board
- Approval of By-law Amendments
- Recognition of Outgoing Board Members
- Adjournment of AGM

MOTION #1: AGM Minutes / Procès-verbal de l'AGA

THAT the minutes of the CAMA Annual General Meeting held on June 4, 2024 at the Fairmont Banff Springs Hotel be approved.

QUE le procès-verbal de l'assemblée générale annuelle de l'ACAM qui s'est tenue le 4 juin 2024 au Hôtel Fairmont Banff Springs, soit approuvé

2024-2025 BOARD OF DIRECTORS

Tony Kulbisky

President
DIRECTOR, ALBERTA
CAO, WESTLOCK COUNTY, AB



Gary Kent

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



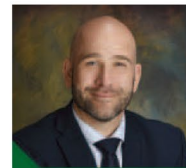
Lisa Niblock

Director,
Newfoundland &
Labrador
CAO, TOWN OF PARADISE, NL



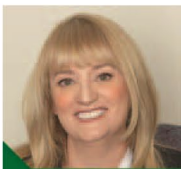
Nathan Peto

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



Brenda Orchard

First Vice-President
DIRECTOR, ONTARIO
CAO, LENNOX & ADDINGTON
COUNTY, ON



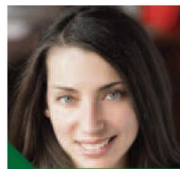
Bev Hendry

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



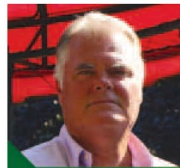
Jeff Gushue

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



STRATEGIC PLAN – 2022-2027

YEAR FOUR



Membership
Engagement &
Support



Professional
Development



Resilient
Leadership



Strategic
Relationships



A Strong and
Sustainable
Organization

MEMBERSHIP MILESTONE

HELP US REACH 1,000

950 Members

- 649 – January 2023
- 700 – May 2023
- 750 – October 2023
- 800 – January 2024
- 950 – May 2025
- 142 new members since January 2025
- 60% from communities with populations under 20,000

MEMBERSHIP COMMITTEE

- Marc Melanson/Chair, CAMA Second Vice-President, Board Representative for New Brunswick, City Manager, City of Dieppe, NB
- 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

MEMBERSHIP STRATEGY & NEXT GENERATION FOCUS

2024-2025 Priorities:

- Guided by the Membership Business Plan and four strategic tactics:
 - Attracting direct reports and emerging leaders
 - Increasing francophone engagement
 - Promoting the CAMA Value Proposition & Toolkit Library
 - Addressing common misconceptions about the Association.
- Targeted membership campaigns launched across select Provinces and Territories.
- New Membership Category: Students & Interns (Non-Voting)

HELP US REACH 1,000!

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

CAMA  ACAM

2024 CAMA CONFERENCE

- 360 Delegates
- Slight Deficit of -\$3,000
- Thank you Sponsors & Exhibitors
- Thank you Banff CAO Kelly Gibson





2025 CAMA CONFERENCE

Record 370 delegates (73 First-Time)
and 6 Scholarship Recipients



2025 CAMA CONFERENCE PROGRAM COMMITTEE

- Raffaella Di Stasio/Chair, Board Representative for Québec / CAO, City of Montreal-West, QC
- 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

FUTURE CONFERENCES



2026 CONFERENCE
MAY 24-27, 2026

WHISTLER, BC



2027 CONFERENCE
JUNE 5-9, 2027

ST. JOHN'S, NL



2028 CONFERENCE
MAY 29-31, 2028

OTTAWA, ON

CLASS OF 2025 EXECUTIVE LEADERSHIP PROGRAM





THANK YOU FACILITATORS

- Chris MacPherson, Murray Jamer, Sheila Bassi-Kellet, and Glen Davies
- Leadership, HR, Strategic Planning, Governance, Political Acumen, Resiliency
- 2026 January Program – Almost SOLD OUT
- Two scholarships offered

INAUGURAL EA CONFERENCE

170 Delegates



2024 EA CONFERENCE



FUTURE EA CONFERENCES

CAMA  ACAM



**Executive Assistants
in Local Government
Conference**

Future Locations



Ottawa, ON
October 5-7, 2025



Calgary, AB
October 4-6, 2026



St. John's, NL
October 3-5, 2027



Ottawa, ON
October 1-3, 2028

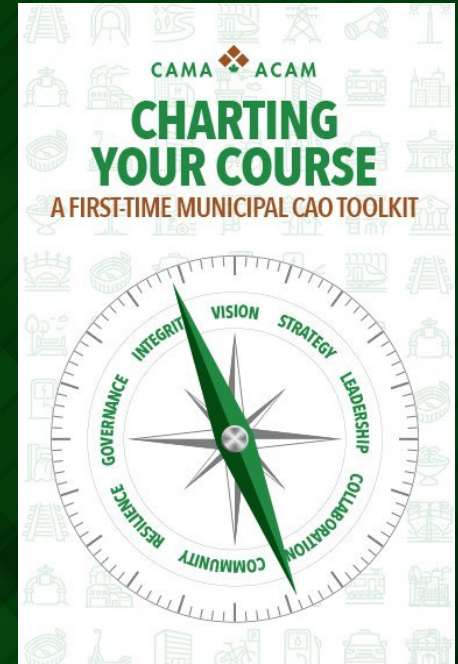
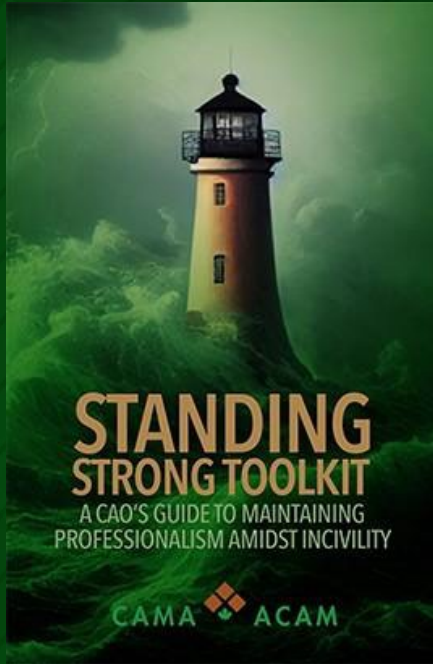
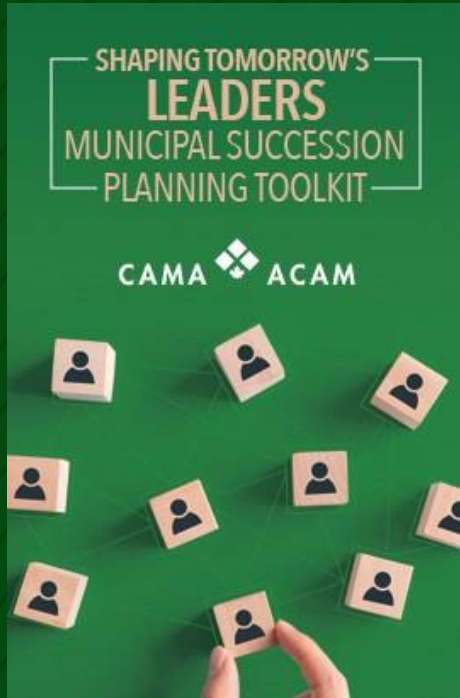
A NEW CAMA CHAPTER: CAMEA

- The Canadian Association of Municipal Executive Assistants
- A non-voting separate chapter under the CAMA umbrella
- Bylaw Amendments to be considered

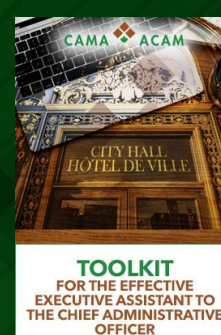
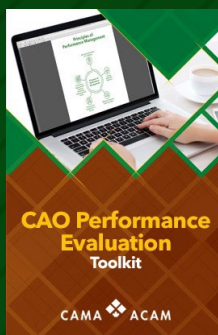
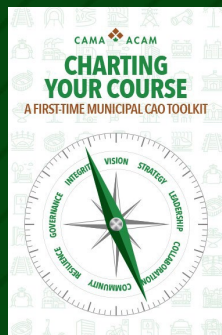
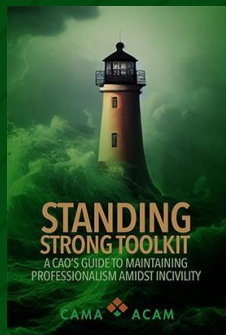
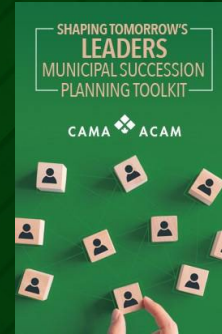
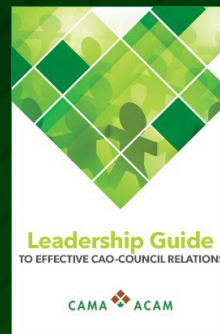
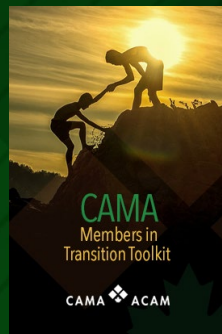
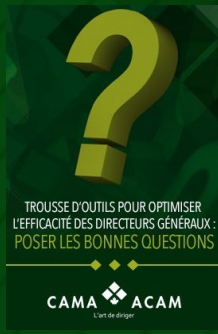
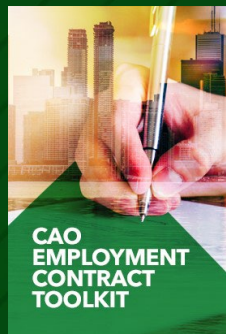
TOOLKIT TASKFORCE

- Brenda Orchard, CAMA First Vice-President/Board Representative for Ontario, CAO for Lennox-Addington County, ON
- 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

NEW TOOLKITS



TOOLKIT LIBRARY





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



**CAMA MASTERMINDS LEADERSHIP CIRCLE:
EMPOWERING SENIOR
MANAGERS SUPPORTING THE CAO**
THE POWER OF MUNICIPAL CAMA-RADERIE

- **Masterminds Networking Forums**
 - Safe, confidential space for senior leaders
 - Facilitated by Nathan Peto, Bev Hendry, Evan Parliament, Raffaella Di Stasio
- **Leadership Circle for Direct Reports**
 - Launched in 2025 for CAMA member direct reports
 - Focus on leadership growth, peer exchange & mentorship
 - Facilitated by Marc Melanson, Yves Leger, Evan Parliament and Tracy Thomas.



- 107 Recipients
- Wallace Mah, CAO, District of Kent, BC (40 Years)



11 WINNERS & 56 SUBMISSIONS

Thank you Awards Jury:

- 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

NATIONAL & INTERNATIONAL PARTNERSHIPS

- Housing, Infrastructure & Communities Canada (HICC)
- Federation of Canadian Municipalities
- ICMA/International Affiliates
- Provincial/Territorial Associations
- Women in Local Government Administration (WILGA)
 - Laura Swain, CAO, Parkland County, AB
 - Ann Mitchell, CAO, City of Medicine Hat, AB
 - Heather Nelson-Smith, CAO, District of Port Hardy, BC

GOVERNANCE EXCELLENCE – 2024-2025 HIGHLIGHTS

Governance session in Yellowknife led to:

- Improved **ED evaluation process**
- Formation of **Governance Taskforce**
- Approved **competency-based Executive selection process**
- Introduced **Risk Management Framework + Risk Tolerance Policy**
- New **Code of Conduct**
- Strengthened Board culture:
- Self-assessments
- Meeting feedback
- In-camera policy
- Launched **Business Continuity Plan** for operational resilience

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

TREASURER'S REPORT

Strong Financial Position

- 2024-2025 Fiscal Year Surplus: \$51,698
- Accumulated Surplus: \$828,647

Reserve Funds

- Ensure stability of mission, programs, employment, operations
- Cover potential revenue declines or operating deficits

Policy Guidelines

- Target maximum Reserve Fund: 8 months of average operations costs
- Intended for long-term needs and one-time Strategic Plan projects approved by the Board

REVENUE & EXPENSES

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

MOTION #2: Financial Statements / États financiers

THAT the Financial Statements of the Canadian Association of Municipal Administrators for the year ended March 31, 2025 be approved.

QUE les états financiers de l'Association Canadienne des administrateurs municipaux pour l'exercice terminé le 31 mars 2025 soient approuvés

MOTION #3: Appointment of Auditors / Nomination de vérificateurs

THAT Spacek Armstrong & Norrad Charters Professional Accountants be appointed as the auditors for the 2025-2026 fiscal year.

QUE le cabinet de comptables professionnels agréés Spacek, Armstrong & Norrad soit nommé à titre de vérificateur pour l'exercice 2025-2026.

NOMINATING COMMITTEE REPORT

2025-2026 Nominating Committee

- Chair – Past President Bev Hendry
- President – Tony Kulbisky
- First Vice-President – Brenda Orchard
- Second Vice-President – Marc Melanson
- Treasurer – Gary Kent

NOMINATING COMMITTEE REPORT

Board of Directors Terms:

- Serve for four-year terms, except for Executive Roles
- Eligible for re-election after two-year absence
- Terms start post-Annual General Meeting

NOMINATING COMMITTEE REPORT

- Call for nominations on February 23, 2025
- Positions available:
 - Alberta
 - Manitoba & Saskatchewan

ELECTION CANDIDATES

Candidates for the Election for the 2025-2026 CAMA Board of Directors Alberta



STACEY WABICK
CHIEF ADMINISTRATIVE OFFICER,
MD OF GREENVIEW, AB



TROY FLEMING
CITY MANAGER, CITY OF FORT
SASKATCHEWAN, AB



ANN MITCHELL
CITY MANAGER,
CITY OF MEDICINE HAT, AB

Candidates for the Election for the 2025-2026 CAMA Board of Directors Manitoba & Saskatchewan



SHAWNA LEBLANC
CHIEF ADMINISTRATIVE OFFICER,
RURAL MUNICIPALITY OF ELTON, MB



DUANE NICOL
CHIEF ADMINISTRATIVE OFFICER,
CITY OF SELKIRK, MB

CAMA BOARD OF DIRECTORS

2025-2026

- Brenda Orchard, President, Ontario
- Marc Melanson, First Vice-President, New Brunswick
- Gary Kent, Second Vice-President, Member-At-Large (for Municipalities with A Population Over 100,000)
- Raffaella Di Stasio, Treasurer, Québec
- Tony Kulbisky, Past President
- Jeff Gushue, Nova Scotia & Prince Edward Island
- Lisa Niblock, Newfoundland and Labrador
- Yves Leger, Member-At-Large (for Municipalities with A Population Under 100,000)
- Evan Parliament, British Columbia
- Tracy Thomas, Yukon Territory, Northwest Territories & Nunavut
- Troy Fleming, Alberta
- Shawna LeBlanc, Manitoba & Saskatchewan

**MOTION #4: Nominating Committee - Slate of Officers
for 2025-2026 / Comité des candidatures - Liste des
représentants pour 2025-2026**

THAT the Nominating Committee Report and the Slate
of Officers for the 2025-2026 year be approved.

QUE la rapport du Comité des candidatures et la liste
des représentants pour l'année 2025-2026 soient
approuvés.

CONGRATULATIONS



Shawna LeBlanc
CAO
Rural Municipality of Elton, MB



Troy Fleming
City Manager
City of Fort Saskatchewan, AB

2025 BYLAW AMENDMENTS

Creation of CAMEA Chapter

- Formal establishment of the Canadian Association of Municipal Executive Assistants (CAMEA) under CAMA.
- Builds on EA Toolkit, Master Classes, networking groups, and the national EA Conference.
- Non-voting Associate Members; governed by the CAMA Board.
- Supports EA professional development and leadership capacity.
- Official rollout: January 2026 (soft launch: October 2025 EA Conference).

2025 BYLAW AMENDMENTS

New Student/Municipal Intern Membership

- Open to post-secondary students and municipal interns.
- Non-voting category to encourage early engagement in local government careers.
- Strengthens future leadership pipeline.

General Housekeeping & Governance Modernization

- Clean-up of outdated or unclear definitions.
- Improved language around electronic and virtual meetings.
- Streamlined procedures for meeting and governance practices.
- Ensures alignment with current practice and the Canada Not-for-Profit Corporations Act.

MOTION #5: CAMA By-law Amendments / Modifications apportées aux statuts de la CAMA

THAT the CAMA By-law amendments as presented be approved and the by-law be updated to reflect those changes.

QUE les modifications apportées au règlement de l'ACAM, telles que présentées, soient approuvées et que le règlement soit mis à jour pour refléter ces changements.

NATHAN PETO – 2024 - 2025

MANITOBA & SASKATCHEWAN



- Member – 2025 Conference Committee
- Member – 2025 Toolkit Taskforce

BEV HENDRY – 2017-2025

PAST PRESIDENT



- CAMA President (2023-2024)
- Chair – Political Acumen Toolkit Committee
- Member – Membership/Communications Committee
- Treasurer
- Second Vice-President
- Member – CAO HR Toolkit Committee
- First Vice-President
- Member – Toolkit Taskforce
- Chair – Strong Mayor's Taskforce
- Chair – 2025 Awards Jury

BRENDA ORCHARD

PRESIDENT - 2025-2026



TONY KULBISKY - 2024-2025 PRESIDENT



- CAMA President (February 2024 – May 2025)
- Board Member Since 2017
- Member – Conference Committee (2018, 2020, 2025)
- Chair – Conference Committee (2024)
- Member – Toolkit Taskforce (2018)
- Member – Communications Committee (2019-2022)
- Chair – Financial & Risk Committee (2021, 2022, 2025)
- Treasurer – 2021
- Second Vice-President – 2022
- First Vice-President – 2023
- Member – Bilingualism Taskforce (2023)

BRENDA ORCHARD

PRESIDENT - 2025-2026



MOTION #6: Adjournment / Levée de l'assemblée

THAT the 2025 Annual General Meeting be adjourned.

QUE l'assemblée Générale annuelle 2025 soit levée.

An aerial photograph of the Fairmont Mont Tremblant resort, showing a large complex of colorful buildings with red, blue, and yellow roofs, situated next to a lake with autumn foliage in the background.

2025 CAMA CONFERENCE CONFÉRENCE 2025 DE L'ACAM

May 26-28, 2025 | 26-28 mai 2025
Fairmont Mont Tremblant, QC



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