



# 2027 Executive Leadership Program

THE POWER OF LEADING IN LOCAL GOVERNMENT WITH IMPACT  
TWO COHORTS. ONE EXCEPTIONAL LEADERSHIP EXPERIENCE.

Kingbridge Centre, Toronto, Ontario

Cohort 1 - CAMA Members (CAOs & Direct Reports) | January 26-29, 2027

Cohort 2 - Emerging Leaders (CAMA Member Municipalities) | January 31 - February 3, 2027





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# About the Program

CAMA's Executive Leadership Program is specifically designed for Chief Administrative Officers and senior managers working in local government in Canada.

The best leaders are the ones who keep growing, have long-term resilience, and who rise to the occasion every day to build vibrant communities that improve people's lives.

In today's ever-changing world, effective leadership matters. Whether you're looking to improve your core leadership skills or need insights and tools to implement and manage change in your organization, this program is designed to address key needs and discuss specific local government topics and trends. After 2.5 full days of professional development, you will return to your organization re-energized and ready to inspire growth at all levels.

There will be educational sessions on site that will include a specific municipal dilemma in relation to the subject where you will share your ideas and brainstorm together on exploring some possible solutions. On our final day together, you'll have the chance to present your personalized leadership plan, highlighting how the insights gained throughout the week will empower you to overcome obstacles ahead. It's an opportunity to showcase your growth and strategic vision, marking the culmination of our collective learning journey. [CAMA's Toolkits](#) will also be used as resources during the program.

## Program Delivery Options

To provide flexibility and broaden participation, the program is offered in two cohorts:

### Cohort 1 - CAMA Members (CAOs & Direct Reports) January 26-29, 2027

This cohort is designed specifically for **CAMA members** (Chief Administrative Officers and direct reports) working in local government. **If these dates do not align with your schedule, members are welcome to register for Cohort 2, as the program and curriculum are consistent across both cohorts.**

### Cohort 2 - Emerging Leaders (CAMA Member Municipalities) January 31 - February 3, 2027

This cohort expands eligibility to include emerging leaders within municipal organizations in CAMA member municipalities—specifically those not currently eligible for membership (i.e., not CAOs or direct reports). **Participation remains tied to membership, as the municipality must have an eligible CAMA member.**

## Program Modules & Learning Experience

This program is structured around **six core leadership competencies** essential for success in local government, combining practical insight with real-world application.



### Leadership



### Strategic Planning



### Human Resources Management



### Governance



### Political Acumen



### Resilience

#### Leadership

- Leadership vs. management
- Building high-performing teams
- Driving organizational change
- Creating a positive workplace culture

#### Strategic Planning

- Thinking and acting strategically
- Aligning operations with long-term goals
- Decision-making in complex environments

#### Human Resources Management

- Performance management
- Recruitment, retention & succession planning
- Labour relations and conflict resolution
- Mentoring the next generation of leaders

#### Governance

- Roles and responsibilities of Council and Administration
- Supporting effective and informed decision-making
- Maintaining neutrality and professional boundaries
- Strengthening governance practices and accountability

#### Political Acumen

- Navigating complex Council dynamics
- Building trust and managing relationships with elected officials

- Understanding the political environment and community expectations
- Communicating effectively in sensitive and high-pressure situations

#### Resilience

- Managing stress and competing demands
- Building personal resilience and sustaining energy
- Leading through crisis, conflict, and uncertainty

#### Capstone & Learning Experience

Participants will engage in a dynamic and practical learning environment designed to translate insight into action, including:

- Development of a personalized leadership plan
- Interactive sessions, exercises, and real-world municipal scenarios including current and emerging municipal issues.
- Peer-to-peer collaboration, facilitated discussions, and knowledge sharing
- Practical application using CAMA Toolkits and resources
- Final presentations showcasing leadership insights and strategies

## What to Expect & Benefits of Attending

Insights and tools needed for managerial success focusing on **six key areas** that our members have determined are essential to local government leadership and management:

- **Learning.** Learn from experienced CAOs specifically selected to provide a blend of perspectives on the most important issues facing municipal managers in local government.
- **Inspiration.** Take away new ideas to help your organization grow and be inspired to put those ideas into practice.
- **Networking.** Connect with your colleagues across the country expanding your network and creating lifelong friendships.
- **Leadership Competencies.** Learn the core competencies of leadership and how you can “lead versus manage” and drive organizational change.
- **Teambuilding.** Receive numerous tips for successfully building your own team and being a true partner and manager.
- **Communication.** Communicate your ideas to your senior management team to garner “buy in”.
- **Enhance Influence.** Get greater results with people and learn how to set up the next generation of leaders for success.
- **Conflict Resolution.** Learn how to cope with difficult employees and others who create stress in your environment.
- **Strategic Planning.** Some tips to help you think, act and influence strategically, and ask the right questions to move the organization forward with a common, vision, direction, and goals.
- **Governance.** Gain knowledge of the value of good governance supporting your Council to make decisions, and to act in the best interests of your community.
- **Political Acumen.** Learn how to understand and maneuver municipal management and politics.
- **Health and Wellness & Resiliency.** Develop strategies for enhancing your leadership and resiliency – in and out of the workplace.



# General Program Information

## Program Cohorts & Dates

### Cohort 1 – CAMA Members (CAOs & Direct Reports)

January 26–29, 2027

### Cohort 2 – Emerging Leaders (CAMA Member Municipalities)

January 31 – February 3, 2027

Both cohorts deliver the same program, location, and experience.

PROGRAM LOCATION & ARRIVAL DETAILS	REGISTRATION FEE	HOW DO YOU REGISTER?	NUMBER OF PARTICIPANTS	CERTIFICATION REQUIREMENTS
<p>The CAMA Executive Leadership Program will be held at the Kingbridge Centre, located 25 minutes from Toronto Pearson Airport. Delegates will arrive the evening prior to Day 1 (in time for dinner at 6:30 p.m.) and depart on the final day at 1:00 p.m. Program dates vary by cohort (see above).</p> <p>The <b>Kingbridge Centre</b> is a world-class destination specializing in off-site meetings, learning, problem solving and leadership development that provides a unique immersive environment to expand mindset and create collaboration, innovation and transformational change.</p>	<p>An all-inclusive registration fee in the amount of <b>\$3,595.00 + 13% HST</b> which includes the following for the duration of the event:</p> <ul style="list-style-type: none"> <li>• Three night’s single accommodations at the Kingbridge Centre.</li> <li>• All professional development networking sessions.</li> <li>• <b>Meals.</b> Tuesday evening Dinner, all meals and refreshment breaks on Wednesday and Thursday, and Friday morning breakfast, break and lunch.</li> </ul> <p><b>Please note that your airfare to Toronto and your transportation to and from the Toronto Pearson Airport to Kingbridge Centre is your responsibility and at your own cost.</b></p>	<ul style="list-style-type: none"> <li>• The registration will open for the Program on April 28, 2026 at 12:00 Noon EST.</li> <li>• Interested CAMA members are invited to register using the provided link, which requires a \$500.00 deposit at the time of registration. The balance is due by January 15, 2027.</li> <li>• <b>The registration process is on a first come first-reserved basis. Registrants must also be CAMA members.</b></li> </ul> <p>The CAMA National Office will look after all registration logistics at the Kingbridge Centre.</p>	<p>A maximum number of 32 delegates will be accepted for this Program.</p>	<p>This Program provides sixteen hours of training and instruction that may be used to fulfill professional development or individual certification requirements for those delegates that are eligible. A <b>Certificate of Completion</b> will be provided at the end of the Program.</p>

# Program Schedule

Program schedule applies to both cohorts

Program Day	Cohort 1 Dates	Cohort 2 Dates
Arrival Day	January 26	January 31
Day 1	January 27	February 1
Day 2	January 28	February 2
Day 3	January 29	February 3



## Arrival Day

6:30 p.m. Meet & Greet / Networking Dinner

## Day 1

8:00 a.m. to 9:00 a.m. Breakfast

9:00 a.m. to 12:00 Noon Sessions

12:00 Noon to 2:00 p.m. Lunch and Free Time

2:00 p.m. to 5:00 p.m. Sessions

7:00 p.m. Dinner / Networking

## Day 2

8:00 a.m. to 9:00 a.m. Breakfast

9:00 a.m. to 12:00 Noon Sessions

12:00 Noon to 2:00 p.m. Lunch and Free Time

2:00 p.m. to 5:00 p.m. Sessions

7:00 p.m. Dinner / Networking

## Day 3

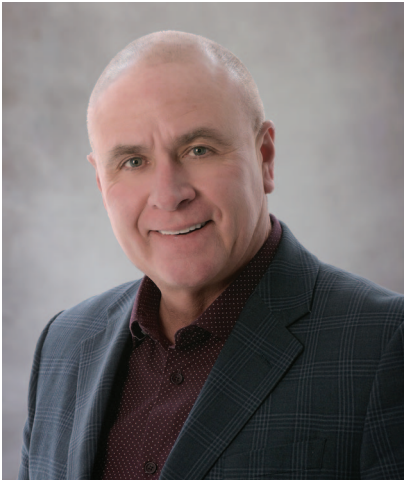
8:00 a.m. to 9:00 a.m. Breakfast

9:00 a.m. to 11:30 a.m. Presentation of Leadership Journey by Participants

11:30 a.m. to 12:00 Noon Closing Remarks and Presentation of Certificates

12:00 Noon to 1:00 p.m. Lunch

# Meet the Facilitators



**Chris MacPherson**  
Retired CAO / CAMA Past President  
CAMA Honourary Member for Life

Chris has had a long and distinguished career in local government administration and worked for the City of Fredericton for 45 years having risen from the role of summer student to Chief Administrative Officer.

He became the CAO of Fredericton in 2011 and prior to that he served as the City's Deputy CAO for ten years (2001 to 2011), the Director of Corporate Services for two years (1998-2000), Assistant Director of Community Services for four years (1994 - 1998), Recreation Officer for twelve years (1982-1994), and student labourer for the Recreation Department for five years (1976-1981). He worked under six different Mayors during his time in Fredericton.

Chris served as President of CAMA from 2009-2010, having served on the Board for seven years prior to that. In 2019, Chris received the Honourary Membership for Life Award from CAMA which is the highest honour that the Association presents. Chris along with his predecessor Paul Stapleton moved the CAMA National Office to Fredericton in 2005 where it was revived to the successful organization that it is today.

In 2023, Chris finished his term as the Vice President of the International Region for Canada on the International County and City Managers Association (ICMA). From 2007-2015, Mr. MacPherson served on the Board of Directors for Service New Brunswick (SNB). He was a member, vice-president and president of the Institute of Public Administration of Canada (IPAC), Fredericton Regional Group from 2000-2004. He also served as the Local Arrangements Chair for the IPAC National Conference in Fredericton in 2009. Over the years, he has also chaired and assisted with numerous committees of the Union of the Municipalities of New Brunswick (UMNB).

Chris is a lifelong learner. He earned an ICD.D designation (Institute of Corporate Directors) from the Rotman School of Business at the University of Toronto in 2017. In 2011, he attended Harvard University, completing the Certificate Program in State and Local Government. He has undergraduate degrees in Physical Education and Business Administration, as well as a Master of Arts degree in Sport and Recreation Management, from the University of New Brunswick. He is also passionate about continuous improvement earning his Lean Six Sigma Green and Black Belts.

Chris has been a mentor to many communities across New Brunswick and Canada on many municipal topics.

# Meet the Facilitators



**Sheila Bassi-Kellett**  
Retired City Manager  
City of Yellowknife, NWT

Born and raised in Toronto, Sheila Bassi-Kellett moved to Yellowknife in 1986 after completing her undergraduate degree. In her 35+ year career in the Northwest Territories, she has worked extensively in governance development and individual/organizational capacity building.

Sheila started working for the Government of the Northwest Territories (GNWT) for Municipal and Community Affairs (MACA), first as a researcher and then with the Community Transfer Initiative which was the GNWT's flagship initiative to transfer more power and authority to local governments. In 1994, she had the opportunity to move to Tulita, Northwest Territories, to become the Senior Administrative Officer (SAO) for the Hamlet of Tulita. Subsequently, she returned to work for the GNWT as an Indigenous Self Government Negotiator for five years before becoming the Director of Corporate Affairs for MACA in 2002 and then the Assistant Deputy Minister in 2005. Sheila was appointed Deputy Minister of Human Resources in 2011 and held that position until 2014 when she left the GNWT.

After running her own management consultancy for three years, Sheila returned to public service when she joined the City of Yellowknife in March 2017 as City Manager and retired in 2024.. In 2020, she was honoured to be recognized by Municipal World as a Woman of Influence in Local Government in Canada.

Working in the field of local governance development for most of her professional life, she appreciates the incredible role CAOs play and the pressures they face daily. She says "no matter where we live, CAOs face the same issues and challenges, with the only magnitude and context as variables. It can be a lonely job, so the value of CAMA in providing professional support, professional development and tools is invaluable."

# Meet the Facilitators



**Lisa Spitale**

Retired Chief Administrative Officer  
City of New Westminster, BC

Lisa Spitale recently retired after serving 13 years as the Chief Administrative Officer (CAO) for the City of New Westminster. Throughout her tenure, she worked closely with the Mayor and City Council to lead a complex, innovative, and forward-thinking municipal organization during a period of significant growth and transformation.

Lisa is a Registered Professional Planner with over 35 years of experience in both municipal government and the private sector. Prior to her appointment as CAO, she served as Director of Development Services, where she advanced official community plans and multi-million dollar high and medium density projects.

New Westminster, one of Metro Vancouver's most urban and fastest-growing communities, faced considerable pressures related to housing, infrastructure, and social challenges during her leadership. Lisa was widely recognized for her balanced, measured approach to growth management and her commitment to thoughtful, community-centred decision-making.

Throughout her career, Lisa has been a respected voice on issues impacting local government, frequently presenting on affordable housing, homelessness strategies, development financing, and women's leadership in the municipal sector.

# Meet the Facilitators



**Murray W. Jamer, P. Eng**  
Retired City Engineer & Deputy CAO

Murray Jamer has almost 40 years in the municipal sector, both as a municipal staff member and as a consultant. He started his career as a contractor and then an engineering consultant before moving on to the City of Saint John, where he spent 13 years in roles including Director of Works and Director of Water & Sewer.

Murray moved to the City of Fredericton in 1998 and was first the City Engineer and then the Deputy CAO before retiring in 2018. In retirement, Murray now works as an engineering and municipal management consultant for GEMTEC in Fredericton. As a consultant, Murray has expertise in strategic planning, asset management, rate studies, municipal engineering systems, and leadership coaching.

He is best known by his work colleagues for his commitment to employee engagement and mentoring/nurturing/coaching younger staff. He has continued mentoring municipal staff in his consulting career.

Throughout Murray's career, he has focussed on achieving greater efficiencies in municipal service delivery by improving work processes and this focus has led him to certification in Lean Six Sigma. Mr. Jamer has also been active, both as a conference speaker and organizer, in professional associations including AWWA, APWA (CPWA), and CAMA.

A highlight of Murray's career has been his long-term involvement with municipal managers in Asia and Africa through the Federation of Canadian Municipalities' international programs. His work with FCM has taken him to Thailand, Vietnam, Sri Lanka, Indonesia, Philippines, and South Africa.



**Take Your Leadership Skills to the Next Level**

**Join CAMA's Executive Leadership Program**

**THE POWER OF LEADING IN LOCAL GOVERNMENT WITH IMPACT**

Kingbridge Centre, Toronto, Ontario

# Executive Leadership PROGRAM

## Navigating your Leadership Journey: Discovering Community in CAMA-raderie



**SCOTT BURNS, C.E.T., P.ENG.**  
DIRECTOR OF PUBLIC WORKS  
AND COUNTY ENGINEER  
COUNTY OF DUFFERIN, ON

Leadership can often feel intimidating, out of reach, and even isolating. These perceptions can make career decisions more challenging if left unexamined. Attending the 2025 Executive Leadership Program with CAMA not only provided us with core leadership principles and insights on what it truly means to be an effective leader, but it also revealed a vibrant community of peers across Canada. For me, one of the most valuable takeaways was the awareness of this strong network. I'm excited for the continued CAMA-raderie ahead!

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# Executive Leadership PROGRAM



**KARA VAN MYALL, CAO**  
CHIEF ADMINISTRATIVE OFFICER  
TOWN OF SAUGEEN SHORES, ON  
2024 CAMA EXECUTIVE LEADERSHIP ALUMNI

The CAMA Executive Leadership Program is a must have in a CAO's toolbox. From the shared learning, great networking and relevant content, it is a worthwhile and impactful training session.

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Administrative Excellence