ANNUAL PRESIDENT'S REPORT

For the year ending March 31, 2026

CAMA ACAM

Administrative Excellence

CAMA's Membership at an All-Time High

1080 Members (up from 950 last year)

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

Continued growth in 2026

Launch of CAMEA – New Chapter Association

390+ Members in its first months

First national Association of its kind for Executive Assistants in local government

National Gatherings that Inspire

2025 CAMA Conference (Mont Tremblant):
370 delegates | **55** exhibitors

2025 EA Conference in Ottawa:
200 delegates
(up from 170 in 2024)

Supporting Access and Growth

16 CAMA Conference scholarships

8 CAMEA Conference scholarships

2 Executive Leadership Program scholarships

1 ICMA professional development scholarship

Empowering Leaders at Every Level

30
participants in the Executive Leadership Program

65
Masterminds Forum participants

25
Leadership Circle participants

220+
registrants for EA Master Classes

Celebrating Dedicated Service & Municipal Excellence

110
members recognized through the Long Service Awards Program

11
municipalities honoured through the CAMA Awards of Excellence

Driving Practical Impact

10+
new and updated national toolkits released

70+
members contributed to toolkit development

Dialogue on Governance

50+
members engaged in national think tanks

Collaboration
with national partners

New tools
to address incivility and strengthen governance

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 1,000+ 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".**

Aerial View of Brandon, Manitoba at Sunset

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.

VISION

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

Goal #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.

Goal #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.

Goal #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.

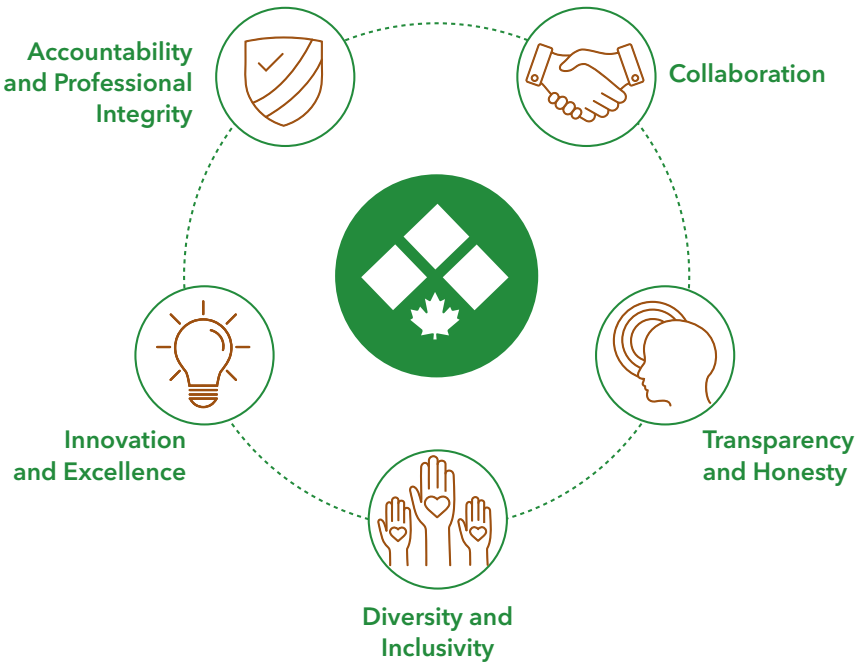
Goal #4 To continue to build strategic relationships with key stakeholders to create excellence in municipal governance.

Goal #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

"The true test of leadership is not in calm moments, but in how we lead through complexity, pressure, and change."

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

As I reflect on 2025-2026, I am filled with pride in the strength and momentum of our Association. CAMA continues to grow and respond to the increasingly complex environment facing municipal leaders across Canada.

The role of the Chief Administrative Officer has never been more demanding—requiring resilience, sound judgment, and the ability to lead through uncertainty. This year, CAMA has remained focused on strengthening leadership capacity, fostering meaningful peer connections, and delivering practical tools that support effective governance at the Council table and within our organizations.

A key priority has been our national work on incivility and CAO-Council relations. This issue continues to impact municipal leaders across the country, and it has been both important and rewarding to help lead this work on behalf of the Association. Through national dialogue, member engagement, and the development of practical tools and resources, CAMA is supporting respectful governance, strengthening relationships, and reinforcing the integrity of municipal administration.

Building on this strong foundation, the Association has continued to expand its reach, strengthen its national voice, and support leaders at every stage of their careers. As we enter the final year of our Strategic Plan, the Board has begun shaping the next chapter—focused on continued relevance, sustainability, and impact.

To our members, volunteers, and partners—thank you. Your leadership and commitment are what make this Association so strong.

As we look ahead to Whistler, I am confident in the future of municipal administration in Canada and proud of the role CAMA plays in supporting it.

Together, we are shaping the future of local government.

Brenda Orchard
CAMA President
CAO, Lennox & Addington County, ON

2025-2026 CAMA Board of Directors

2025-2026 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.

Brenda Orchard
President
DIRECTOR, ONTARIO
CAO, LENNOX & ADDINGTON COUNTY, ON

Marc Melanson
First Vice-President
DIRECTOR, NEW BRUNSWICK
CITY MANAGER, CITY OF DIEPPE, NB

Gary Kent
Second Vice-President
MEMBER-AT-LARGE
(OVER 100,000 POPULATION)
CAO, REGION OF PEEL, ON

Raffaelle Di Stasio
Treasurer
DIRECTOR, QUÉBEC
CAO, CITY OF MONTREAL-WEST, QC

Tony Kulbisky
Past President
CAO, WESTLOCK COUNTY, AB

Jeff Gushue
Director, Nova Scotia & Prince Edward Island
CAO, TOWN OF YARMOUTH, NS

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

Troy Fleming
Director, Alberta
CITY MANAGER, CITY OF FORT SASKATCHEWAN, AB

Evan Parliament
Director, British Columbia
CAO, CITY OF REVELSTOKE, BC

Shawna LeBlanc
Director, Manitoba & Saskatchewan
CAO, RURAL MUNICIPALITY OF ELTON, MB

Tracy Thomas
Director, Northwest Territories, Yukon Territory & Nunavut
CAO, OLDMAN RIVER REGIONAL SERVICES COMMISSION
(FORMERLY SAO, TOWN OF FORT SMITH, NWT)

Yves Leger
Member-At-Large
(UNDER 100,000 POPULATION)
CAO, TOWN OF SHEDIAC, NB

EXECUTIVE DIRECTOR'S MESSAGE

It has been an exceptional year for CAMA—one defined by strong execution, meaningful progress, and continued growth across the Association.

Under the leadership of President Brenda Orchard and the Board of Directors, CAMA has advanced key initiatives that directly support municipal administrators in their roles. This includes expanding professional development programming, strengthening the Toolkit Library, and delivering practical resources focused on governance, resilience, and leadership.

A significant milestone this year was the formal launch of the Canadian Association of Municipal Executive Assistants (CAMEA), extending CAMA's reach and supporting the broader municipal leadership team.

The strong early response reflects both the demand for these resources and the value of investing in the professionals who support our organizations every day.

CAMA has also strengthened its national presence through collaboration with partners and engagement on key issues such as governance, housing, and climate resilience—ensuring that the voice of municipal administration remains well represented.

This work is made possible through the commitment of our Board, staff, volunteers, and partners. Thank you to everyone who contributes their time, expertise, and leadership to advancing the Association.

To our members—your engagement and willingness to share your experiences ensure that our work remains practical, relevant, and grounded in the realities of local government.

We remain focused on supporting the Board's vision, strengthening our programs, and continuing to deliver value to members across the country.

I look forward to welcoming you to Whistler for the 2026 CAMA Conference.

Jennifer Goodine
CAMA Executive Director

2025 CAMA Conference Staff Team:
Beth Readman (Napanee, ON), Carolina Correa (Fredericton, NB), Sorcha Beirne (Fredericton, NB) Doreen Nakhle (Fredericton, NB), Jennifer Goodine (Fredericton, NB), Alycia Bartlett (Fredericton, NB), Victoria Bowering (Capital Regional District, BC). Missing from Photo: Molly Furzer (Fredericton, NB)

MEMBERSHIP

A Growing and Engaged National Community

CAMA's continued membership growth reflects the strength of its community and the value it delivers to municipal leaders across Canada. In 2026, the Association reached a significant milestone of 1,080 members nationwide, representing a substantial increase from 950 members in 2025.

Since the return of in-person conferences, membership has grown steadily from 650 members in 2023 to 1,021 in 2025—surpassing the 1,000-member milestone for the first time in the Association's history. This momentum has continued into 2026, with membership reaching 1,080 in the first quarter alone. This sustained growth highlights the relevance of CAMA's programs, the strength of its resources, and its expanding national presence.

CAMA proudly recognized Paul Gipps, CAO for the District of Lake Country, British Columbia, as the Association's 1,000th member—an important milestone that reflects the spirit of CAMAraderie: professional connection, shared learning, and mutual support that define CAMA's national network.

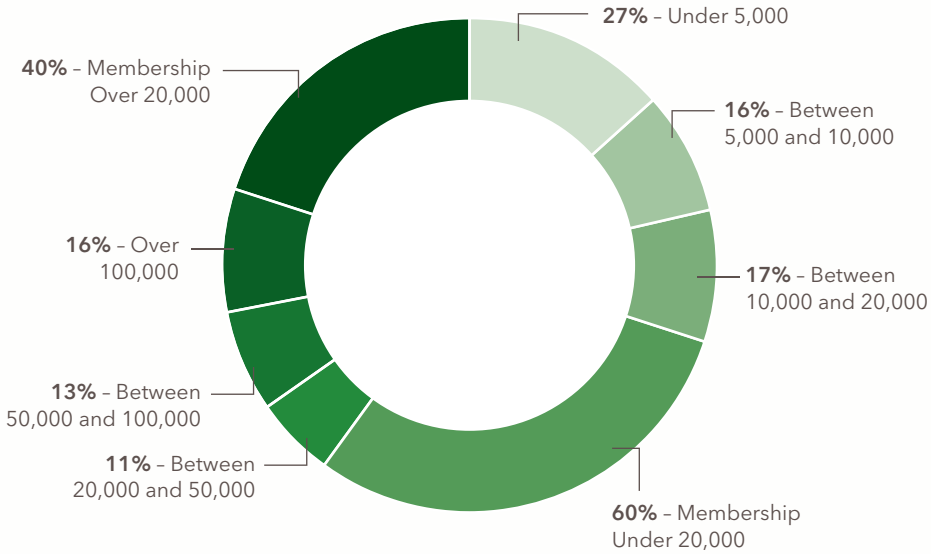
"1,080 Members Strong – and Growing"
"66% Growth in Three Years"

From Left to Right: CAMA President Brenda Orchard; Paul Gipps, CAO for the District of Lake Country, BC; and Evan Parliament, CAMA Board Representative for British Columbia

Membership by Population

CAMA's membership reflects strong engagement from municipalities of all sizes, with a notable concentration in small and rural communities. Sixty percent of members represent communities with populations under 20,000, demonstrating the Association's important role in supporting leaders across diverse municipal contexts.

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



Membership Growth at a Glance (2023–2026)

66% growth over three years

650 → 1,080 members

+430 net new members

1,000+ milestone achieved

~143 average annual net growth

Year-by-Year Snapshot

2023: 650 → **750**

2024: 750 → **820**

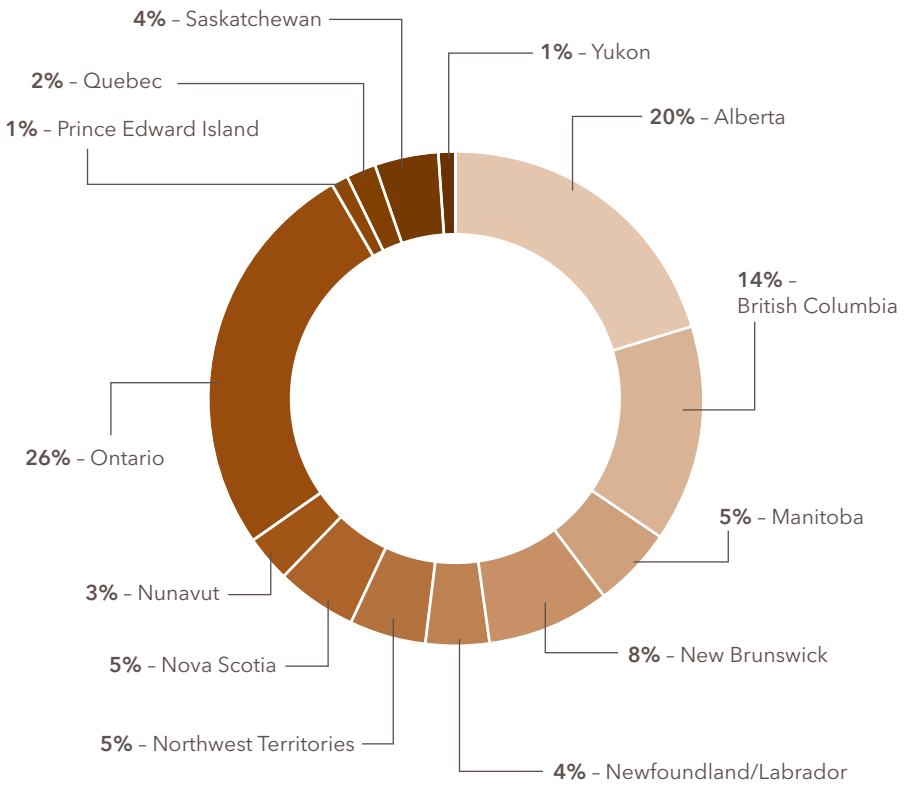
2025: 820 → **1,021**

2026 (YTD): 1,021 → **1,080**

National Representation

CAMA's growing national footprint is reflected in its broad representation across provinces and territories, with strong participation from both large urban centres and smaller communities across Canada.

Province	March 2026
Alberta	222 (20%)
British Columbia	154 (14%)
Manitoba	58 (5%)
New Brunswick	87 (8%)
Newfoundland/Labrador	44 (4%)
Northwest Territories	55 (5%)
Nova Scotia	50 (5%)
Nunavut	35 (3%)
Ontario	283 (26%)
Prince Edward Island	12 (1%)
Quebec	25 (2%)
Saskatchewan	46 (4%)
Yukon	9 (1%)
Total Number	**1080**



Strengthening Northern Representation

CAMA further strengthened its national reach through new partnerships with the Nunavut Association of Municipalities (NAM) and the Local Government Administrators of the Northwest Territories (LGANT). These collaborations expanded membership access across Northern Canada by enabling first-year membership coverage for administrators who were not previously part of CAMA.

As a result, the Association achieved full territorial representation in Nunavut and saw significant growth in the Northwest Territories. These partnerships reflect a shared commitment to building leadership capacity, enhancing access to resources and networks, and ensuring that municipal administrators—regardless of geography—are connected, supported, and represented within a strong national community.

A Growing Community of Leaders

CAMA's strength lies in its network—fostering peer support, shared learning, and meaningful connections across the country. As membership continues to grow, so does the collective capacity of municipal leaders to innovate, collaborate, and support strong local government.

Members are encouraged to extend these benefits within their organizations, continuing to build a stronger, more connected profession across Canada.

STRATEGIC PLAN – 2022-2027

CAMA is entering the final year of its current five-year Strategic Plan, guided by five core pillars: Member Engagement and Support; Professional Development; Resilient Leadership; Strategic Relationships; and A Strong and Sustainable Organization.

Over the course of this Strategic Plan, the Association has experienced steady growth and strengthening across its programs, membership, and national presence. This includes surpassing the 1,000-member milestone, expanding professional development and the Toolkit Library, strengthening governance practices, and launching new initiatives such as CAMEA to support the broader municipal leadership community.

As CAMA enters the final year of this plan, the focus is on building on this strong foundation while refining core programs and responding to emerging challenges in local government. The Board has also begun planning for the next Strategic Plan (2027–2032), ensuring continued alignment with the evolving needs of members.

"93% of members say their CAMA membership is valuable"

Listening to Our Members

In February 2026, CAMA conducted a national member survey to inform the development of the Association's next Strategic Plan (2027–2032) and ensure continued alignment with member needs and priorities. We sincerely thank the 130 members who participated and shared their insights.

The results reaffirm the strength and value of CAMA's core offerings. An overwhelming **93% of respondents** indicated that their membership is valuable, with particularly strong satisfaction in areas such as staff support, toolkits, and professional development. Members continue to place the highest value on practical resources, peer networking, and learning opportunities that can be immediately applied in their roles.

CAMA's Toolkit Library remains a cornerstone of member support, with high usage across key resources such as the Council Orientation, CAO Employment Contract, and Performance Evaluation Toolkits. Members emphasized the importance of continuing to expand practical, adaptable tools—particularly in areas such as digital transformation and artificial intelligence, governance, financial literacy, and workplace culture.

Looking ahead, members identified clear priorities for the Association's future, including strengthening governance and CAO–Council relations, expanding leadership development opportunities, supporting small and rural municipalities, and addressing increasing challenges related to incivility, public pressure, and personal resilience.

While conference participation remains strong, members also highlighted the importance of accessibility and affordability, reinforcing the need for a balanced approach that includes both in-person and virtual learning opportunities.

Overall, the survey results confirm that CAMA is a trusted and valued national organization. These insights will directly inform the development of the next Strategic Plan, ensuring that CAMA continues to evolve in step with the needs of its members and the realities of local government leadership across Canada.

MEMBER ENGAGEMENT AND SUPPORT

Expanding CAMA's Reach and Impact

The Membership and Communications Committee, chaired by Lisa Niblock, CAMA Board Representative for Newfoundland and Labrador (CAO, Town of Paradise, NL) 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:

- Marc Melanson, Directeur général, Ville de Dieppe, NB (CAMA First Vice-President and Board Representative for New Brunswick)
- Raffaelle Di Stasio, Directrice Générale, Ville de Montréal-Ouest, QC (Treasurer and CAMA Board Representative for Québec)
- Evan Parliament, CAO, City of Revelstoke, BC (CAMA Board Representative for British Columbia)
- Troy Fleming, City Manager, City of Fort Saskatchewan, AB (CAMA Board Representative for Alberta)
- Shawna LeBlanc, CAO, Rural Municipality of Elton, MB (CAMA Board Representative for Manitoba & Saskatchewan)
- Noreen Zhang, CAO, Town of Wembley, AB
- Jennifer Kinneman, CAO, Fraser Valley Regional District, BC
- Serge Arsenault, Directeur général, Ville de Grand-Bouctouche, NB
- Sheridan Graham, CAO, County of Peterborough, ON

Membership Growth and Strategic Focus

In 2025–2026, the Committee continued to focus 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.

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.

Job Postings

Members receive 50% off Jobscene, CAMA's nationwide job bank for municipal job opportunities reaching members in every Province and Territory. And through CivicJobs.ca, your posting also reaches a broad, public audience. **CivicJobs.ca** is Canada's largest 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, 5.7 million page views, and 1.5 million visitor sessions per year. Your ad will also appear on other popular job boards including: **Indeed.ca**, **workbc.ca**, **bcjobs.ca**, **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. CAMEA also has a job posting service for administrative type positions.

Social Media

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

PROFESSIONAL DEVELOPMENT

Annual Conferences

2025 CAMA Conference - Fairmont Mont Tremblant | May 26-28, 2025

Over 370 Chief Administrative Officers and senior municipal leaders from across Canada gathered in Mont Tremblant, Québec, for CAMA's 51st Annual Conference—an energizing and memorable event that combined professional development, peer connection, and celebration of municipal leadership.

The Conference began with a range of immersive pre-conference experiences, including golf at Le Maître, white-water rafting, e-bike tours, ziplining, and scenic excursions, setting the stage for a dynamic and engaging week. Delegates then came together at the Opening Reception and Tradeshow, where networking and collaboration were on full display.

Throughout the Conference, delegates participated in a robust program of keynote presentations, panel discussions, and concurrent sessions addressing some of the most pressing issues facing municipal leaders today. Topics included mental health and leadership resilience, governance and political acumen, artificial intelligence in local government, workforce attraction and culture, and navigating complex social challenges such as housing and community well-being. Sessions such as "Navigating the Transition" and "AI in Local Government" resonated strongly, offering both practical tools and candid reflections on leadership in today's environment.

"370+ Municipal Leaders from Across Canada"

The Conference also provided meaningful opportunities for connection and celebration. The Après Ski Party for Casual Night Out, Hospitality Suites, and the President's Masquerade Ball created a vibrant and memorable social experience, reinforcing the spirit of CAMAraderie that defines the Association.

CAMA proudly recognized excellence and service throughout the Conference. Long Service Awards honoured members with decades of dedication to municipal administration, while the Awards of Excellence celebrated innovative projects and impactful initiatives from municipalities across the country.

Study tours and experiential sessions further enriched the program, offering hands-on learning and showcasing local innovation, sustainability practices, and community leadership in the Mont Tremblant region.

A new national honour, the Jennifer Goodine Inspirational Leadership Award, was established at the President's Dinner. This Award recognizes exceptional municipal leaders whose impact extends beyond their role, demonstrating resilience, integrity, and a deep commitment to others The inaugural presentation will take place at the 2026 CAMA Conference in Whistler, BC.

This exceptional Conference was made possible through the generous support of exhibitors, partners, and the dedication of the CAMA team. Together, these contributions created a meaningful and inspiring experience that continues to strengthen connections and advance leadership across Canada's municipal sector.

2026 Annual Conference – Whistler, British Columbia

CAMA's 52nd Annual Conference and Annual General Meeting will take place May 25–27, 2026, in Whistler, British Columbia, bringing together municipal leaders from across Canada for what is expected to be a record-setting event. As the premier national gathering for Chief Administrative Officers and senior municipal staff, the Conference continues to serve as a cornerstone for professional development, knowledge sharing, and peer connection.

Guided by the theme *Reaching New Heights Together*, the 2026 program reflects the shared commitment of municipal leaders to strengthen communities, enhance leadership, and navigate an increasingly complex environment. The Conference will feature keynote presentations, interactive sessions, and networking opportunities designed to provide practical insights and meaningful dialogue.

CAMA has expanded its Scholarship Program for 2026, awarding sixteen conference scholarships to members across key groups, including emerging leaders, northern communities, small municipalities, and new Chief Administrative Officers.

The program will feature keynote presentations from Mike Downie, Michelle Cederberg, The Honourable Christy Clark, Brady Wilson, and Rhonda Scharf, alongside concurrent sessions focused on leadership, resilience, artificial intelligence, performance management, and the evolving realities of municipal administration.

The Pre-Conference day will offer a range of activities, including a bear viewing safari, e-bike tours, ATV adventures, guided walking tours, and the golf tournament at Big Sky Golf Course. New additions such as the *CAMA Café* and *Resilience Lounge* will provide informal spaces for connection and reflection.

Networking opportunities will continue throughout the Conference with the Exhibitor Tradeshow, hospitality suites, and signature events, including *Camp CAMA* at the Whistler Blackcomb Roundhouse, and the President's Reception and Dinner.

CAMA's tradition of recognizing excellence will continue through the Long Service Awards Luncheon and the CAMA Awards of Excellence, celebrating the achievements of municipal leaders from across the country.

CAMA extends its sincere appreciation to Evan Parliament, Chair of the Professional Development and Conference Committee (and Board Representative for British Columbia/CAO, City of Revelstoke, BC), and to the members of the Committee for their leadership and contributions to the development of this year's program:

- Brenda Orchard, President / Board Representative for Ontario / CAO, Lennox-Addington County, ON
- Tony Kulbisky, Past President / CAO, Westlock County, AB
- Tracy Thomas, Board Representative for Northwest Territories, Yukon Territory, Nunavut / CAO, Oldman River Regional Services Commission, AB
- Shawna LeBlanc, Board Representative for Manitoba & Saskatchewan / CAO, Rural Municipality of Elton, MB
- Troy Fleming, Board Representative for Alberta / City Manager, City of Fort Saskatchewan, 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
- Meighan Wark, CAO, County of Huron, ON
- Chris Spear, CAO, Town of Saint Andrews, NB
- Jake Rudolph, Past President/Honourary Member, BC
- Jeannot Doiran, Directeur général, Municipalité de Beausoliel, N.-B.
- Virginia Cullen, Former CAO, Resort Municipality of Whistler, BC
- Michael Duben, CAO, Municipality of Chatham-Kent, ON

We also thank our sponsors and exhibitors whose continued support makes this Conference possible.

Thank You to Our 2026 Conference Partners

PLATINUM SPONSORS

GOLD SPONSORS

SILVER SPONSORS

BRONZE SPONSORS

Future Conferences

CAMA is pleased to share the locations and dates for our upcoming national Conferences—offering exceptional opportunities to connect, learn, and experience communities across Canada.

Join us on the East Coast in St. John's, Newfoundland and Labrador, from June 5–9, 2027. We then head to the Nation's Capital, Ottawa, Ontario, from May 29–31, 2028, followed by Edmonton, Alberta, from May 28–30, 2029.

Please note that the hotel room blocks for the 2027 Conference in St. John's will open in September 2026.

We look forward to welcoming you to these dynamic destinations as we continue to bring CAMA-raderie to communities across the country.

2026 CAMA Executive Leadership Program

CAMA's Executive Leadership Program continues to be a cornerstone of professional development for Chief Administrative Officers and senior municipal leaders across Canada.

2026 Class of the CAMA Executive Leadership Program

In January 2026, the program was delivered at the Kingbridge Centre, bringing together 30 participants for an immersive leadership experience focused on real-world municipal challenges and opportunities.

"Expanded to two cohorts in 2027"

The program opened with a facilitated roundtable session, where participants engaged in candid discussions on key issues such as balancing strategic and operational demands, navigating public pressure and misinformation, career sustainability, and emerging leadership challenges. This approach set the tone for a week grounded in peer learning, shared experience, and practical insight.

Participants benefited from expert facilitation by a distinguished team of municipal leaders, with sessions covering leadership, human resources, resiliency, incivility, strategic planning, governance, and political acumen. The program also featured a keynote from CAO and program alumnus Ian Watson, who shared reflections on leadership and navigating complexity in the municipal environment.

The program was facilitated by:

- 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 or Northwest Territories, Yukon Territory, & Nunavut

Jennifer Goodine, CAMA Executive Director, also contributed to the program through a fireside discussion, sharing insights on leadership, employee recognition, and lessons learned from her experience in municipal administration.

The program concluded with participant presentations highlighting key learnings, leadership insights, and personal growth. The Executive Leadership Program continues to equip municipal leaders with the tools, confidence, and networks needed to succeed in increasingly complex roles.

Building on strong demand, CAMA will expand the program in 2027 to include two cohorts: a traditional session for CAMA Members (CAOs and their direct reports), and a new offering that broadens participation to emerging leaders within CAMA member municipalities. This expansion reflects CAMA's commitment to leadership development at all levels and to strengthening the future pipeline of municipal leadership across Canada.

The 2027 Executive Leadership Programs will take place at the Kingbridge Centre from January 26–29, 2027 and January 31 to February 3, 2027 .

Congratulations to Voula Colbow, Town Clerk, Town of White City, SK, and Cole Caljouw, Director of Governance & Legal Services, City of Yellowknife, NWT, recipients of this year's program scholarships.

Congratulations to the CAMA Class of 2026 Executive Leadership Program

Newfoundland & Labrador

- Holly Power, Board Clerk & Outreach Coordinator, Eastern Regional Service Board, St. John's, NL

New Brunswick

- Dana Purton Dickson, Director of Community Services, Town of Quispamsis, NB
- Cheryl Emmerson, Human Resources Manager, Town of Quispamsis, NB
- Elise Roussel, Directrice générale et greffière, Municipalité de Shippagan, N.-B.
- Phil Ouellette, Chief Executive Officer, Fundy Regional Service Commission, NB

Nova Scotia

- Ashley Simms, Director of Parks, Recreation & Culture, Town of Truro, NS

Ontario

- Hillary Geneau, Director of Corporate Services, Municipality of North Grenville, ON
- Quinn Gorecki, Deputy Clerk/Manager, People & Culture, Town of Minto, ON
- Amy Martin, Director of Planning & Development, Municipality of North Grenville, ON
- Stephanie Nagel, General Manager of Corporate & Enterprise Services/Chief Financial Officer, City of Welland, ON
- Jessica Ruddell, Chief Administrative Officer, City of Welland, ON
- Emily Dance, Chief Administrative Officer, Municipality of Arran-Elderslie, ON
- Robert Lilbourne, Director of Community and Development Services, Municipality of Strathroy-Caradoc, ON
- Robin McDougall, Director of Community Services, Town of Aurora, ON
- Rajbir Sian, Director of Development & Tourism, County of Dufferin, ON
- Steven Farquharson, Executive Director, Community & Growth, Town of Midland, ON

Manitoba

- Colleen Draper, Chief Administrative Officer, Rural Municipality of Springfield, MB
- Sandra Miller, Chief Administrative Officer, Rural Municipality of Headingley, MB

Saskatchewan

- Voula Colbow, Town Clerk, Town of White City, SK

Alberta

- Travis Peter, Chief Administrative Officer, Sturgeon County, AB
- Antoine Rempp, Director of Environmental Services, Regional Municipality of Wood Buffalo, AB
- Laurie Farquharson, Chief Financial Officer, Regional Municipality of Wood Buffalo, AB
- Drew Hyndman, Chief Administrative Officer, Town of Cochrane, AB

British Columbia

- Karyn Magnusson, Director of Engineering, Parks & Environment/City Engineer, City of North Vancouver, BC
- Darin Gerow, General Manager of Recreation/Manager of Roads & Parks, City of Salmon Arm, BC
- Ratan Grewal, Deputy General Manager of Finance, City of Burnaby, BC
- Mark Koch, Managing Director, Community & Environmental Services, Regional District of Okanagan-Similkameen, BC

Northwest Territories

- Cole Caljouw, Director, Governance & Legislative Services, City of Yellowknife, NWT

Nunavut

- Lewisa Oppong, Assistant Chief Administrative Officer, Hamlet of Gjoa Haven, NU

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 fourth Annual International Women's Day webinar on March 8th, 2026.

A heartfelt thank you to CAMA members Jody Murray, City Manager of Town of Labrador City, NL; Denise Corry, CAO of Town of Huntsville, ON; and Anna Mathewson, CAO, City of Port Moody, BC, who shared their expertise, experiences, and reflections with nearly 600 registrants on this year's "Give to Gain: Advancing Women in Local Government" webinar.

MEMBER SERVICES

Toolkits

CAMA's Toolkit Library continues to be one of the Association's most valued member resources, providing practical, action-oriented tools developed by municipal leaders, for municipal leaders.

A Year of Impactful Resources for Municipal Leaders

Over the past year, the Toolkit Taskforce advanced and expanded a suite of resources designed to support Chief Administrative Officers and senior municipal leaders in navigating increasingly complex governance and operational environments. New toolkits and updates were informed by direct member engagement, focus groups, and real-world municipal experience, ensuring resources remain relevant, accessible, and immediately applicable.

In addition to new content, existing toolkits were reviewed and updated to reflect evolving municipal challenges, reinforce usability, and align with current governance practices. These efforts continue to strengthen CAMA's commitment to equipping members with practical tools that support effective leadership, strong governance, and organizational excellence.

The Committee is chaired by Jeff Gushue, Board Representative for Nova Scotia and Prince Edward Island and CAO for the Town of Yarmouth, NS, with contributions from the following members:

- Brenda Orchard, CAO, Lennox-Addington County, ON (CAMA President/Board Representative for Ontario)
- Gary Kent, CAO, Region of Peel, ON (CAMA Second Vice-President/CAMA Member-At-Large for Municipalities with a Population Over 100,000)
- Lisa Niblock, CAO, Town of Paradise, NL (CAMA Board Representative for Newfoundland & Labrador)
- Yves Leger, CAO, Town of Shediac, NB (CAMA Member-At-Large for Municipalities with a Population Under 100,000)
- Sherbaz Muhammad, CFO, Délı̨nę Got'ı̨nę Government, NWT
- Bill Given, CAO, Municipality of Jasper, AB
- Jody Murray, Town Manager, Town of Labrador City, NL
- Allison Volk, Economic Development Officer/Executive Assistant, Rural Municipality of Pipestone, MB
- Jennifer Stover, CFO/CIO, Peterborough County, ON
- Cindy Millar, CAO, Northern Sunrise County, AB
- Craig Drover, Director of Corporate Services, Eastern Regional Service Board, NL
- Greg Borduas, Retired Member, ON

In addition to new content, existing toolkits were reviewed and updated to ensure continued relevance, usability, and alignment with current municipal challenges and practices.

Together, these efforts reinforce CAMA's commitment to equipping members with practical tools that support strong governance, effective leadership, and organizational excellence.

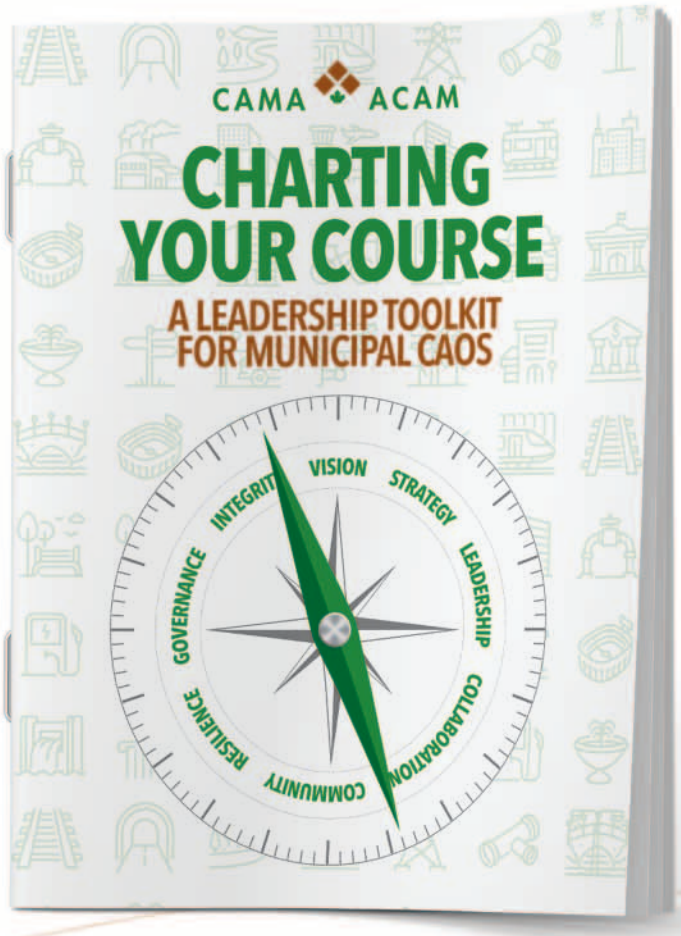
Charting Your Course: A Leadership Toolkit for Municipal CAOs

Launched in Fall 2025, *Charting Your Course: A Leadership Toolkit for Municipal CAOs* is a comprehensive and practical resource designed to support individuals at every stage of the CAO journey—from aspiring leaders to newly appointed and experienced Chief Administrative Officers.

Recognizing the complexity and diversity of municipal leadership, the Toolkit provides adaptable guidance on governance, Council–CAO relationships, strategic planning, and organizational leadership. A key feature is the First 100 Days framework, offering a structured approach to onboarding, building trust, and establishing early momentum. The Toolkit also addresses critical areas such as political acumen, resilience, professional boundaries, and long-term career sustainability.

Complemented by a suite of companion resources—including an Executive Summary, Pro Tips, checklists, and guidance for Councils—the Toolkit reinforces CAMA's commitment to equipping municipal leaders with practical tools and national support networks to succeed in their roles.

A sincere thank you to the 70+ CAMA members who reviewed the draft and participated in focus groups. Your insights and lived experiences helped shape this resource into what it is—a practical, real-world guide designed for CAOs.



Building Civility and Trust in Local Government

In 2025–2026, CAMA launched a national initiative to better understand and address the growing challenges of incivility, strained Council–CAO relationships, and declining governance culture in municipalities across Canada. This work culminated in the release of the report **Building Civility and Trust in Local Government**, informed by national Think Tanks, direct engagement with elected officials, and consultations with key partners including the Federation of Canadian Municipalities and the Canadian Urban Institute.

CAMA extends its sincere appreciation to the more than 50 members who participated in the national Think Tanks and contributed their time, experience, and candid insights. We also thank the elected officials and national partners who shared their perspectives, helping to ensure a balanced, collaborative, and solutions-focused approach to this important work.

The findings highlight that incivility is an emerging systemic concern in some municipalities, driven by blurred roles between governance and administration, inconsistent application of Codes of Conduct, and increasing public pressure and polarization. These challenges are having significant human and organizational impacts, including stress, burnout, reputational risk, and difficulties in recruitment and retention. Despite this, both CAOs and elected officials expressed a strong and shared commitment to improving governance culture and rebuilding respectful, effective working relationships.

In response, CAMA has developed a practical, forward-looking action plan focused on strengthening governance and leadership capacity across the country. Key initiatives include expanding professional development for members, establishing peer support networks and Safe Space Forums for CAOs, and the release of new governance and leadership resources to support CAOs, Mayors, Chairs, and Councils across Canada. These tools reinforce clear roles, respectful debate, procedural fairness, and strong governance practices.

President Brenda Orchard
OSUM Conference – April 2026

As part of this work, CAMA will be launching a pilot initiative in the coming months focused on peer-to-peer support training, designed to further strengthen capacity, resilience, and support systems within the municipal leadership community.

This initiative reflects CAMA's leadership in addressing one of the most pressing challenges facing local government today. By focusing on education, collaboration, and practical solutions, CAMA is helping to restore civility, strengthen governance, and support healthy, effective municipal leadership across Canada.

I was honoured to actively share this work across the country, including the following presentations:

- Executive Directors of Provincial and Territorial Administrator Associations
- Executive Directors of Provincial and Territorial Elected Official Associations.
- Canadian Urban Institute
- Strong Cities Network
- Panellist on the 2026 Incivility & Municipalities Forum hosted by AMCTO
- Ontario Small Urban Municipalities (OSUM) Conference

I will also be participating in a panel discussion at the upcoming Federation of Canadian Municipalities (FCM) Conference in Edmonton, further advancing national dialogue and collaboration on strengthening civility and trust in local government.

From Insight to Impact: Practical Tools for Municipal Leadership

As part of this national initiative, CAMA introduced a suite of six new governance and leadership resources designed to directly support municipal leaders in navigating today's increasingly complex environment.

These tools provide practical, experience-based guidance to strengthen Council–CAO relationships, reinforce role clarity, and support respectful, effective decision-making.

AMCTO THE MUNICIPAL EXPERTS

Canadian Urban Institute Institut Urbain du Canada

FCM FEDERATION OF CANADIAN MUNICIPALITIES FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Grounded in real-world municipal challenges, they are designed to be immediately applicable—helping Chief Administrative Officers, Mayors, Chairs, and Councils lead with confidence, clarity, and professionalism.

Council Orientation Toolkit (Updated Edition)

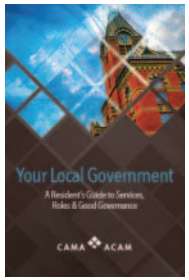
A comprehensive framework to support strong governance from day one.

This expanded resource equips CAOs to design and deliver effective Council orientation, reinforcing role clarity, professional boundaries, and shared expectations. Updated to reflect today's complex municipal environment, it includes enhanced guidance on governance fundamentals, Council–CAO relationships, meeting leadership, and managing tension—supporting respectful and effective governance throughout the Council term.

Your Local Government: A Resident's Guide to Services, Roles & Good Governance

Empowering residents through clear, accessible information.

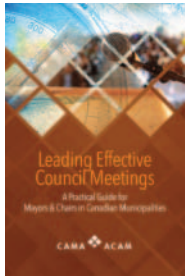
This plain-language guide helps residents understand how municipalities operate, including governance structures, decision-making, and service delivery. Complemented by a "Quick Facts" version and a companion resource for municipal leaders, it supports informed civic engagement, reduces misunderstandings, and strengthens relationships between local government and the communities they serve.



Leading Effective Council Meetings: A Practical Guide for Mayors & Chairs in Canadian Municipalities

Supporting confident, fair, and disciplined meeting leadership.

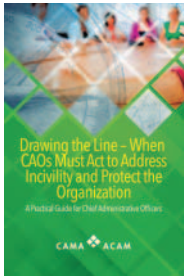
This practical guide reinforces the critical role of the Chair in maintaining neutrality, managing complex dynamics, and ensuring respectful, issue-focused debate. It provides clear expectations and ready-to-use strategies to address incivility, protect the integrity of the decision-making process, and strengthen public trust at the Council table.



Drawing the Line – When CAOs Must Act to Address Incivility and Protect the Organization

Providing clarity on when and how to lead through difficult situations.

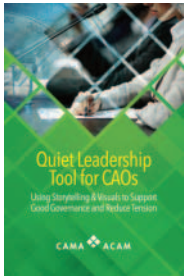
This leadership resource supports CAOs in recognizing when incivility escalates and intervention is required. It offers practical strategies for early action, escalation, and restoring trust—reinforcing the CAO's responsibility to protect staff, uphold governance standards, and maintain organizational integrity.



Quiet Leadership Tool for CAOs – Using Storytelling& Visuals to Support Good Governance and Reduce Tension

Enhancing clarity and reducing tension in Council decision-making.

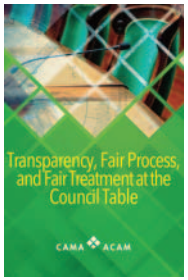
This tool supports CAOs in presenting information through clear narratives, data, and visuals to improve understanding and reduce reactivity. Grounded in calm, credible leadership, it helps shift discussions toward outcomes, enabling more focused, respectful, and informed decision-making.



Transparency, Fair Process, and Fair Treatment at the Council Table

Strengthening trust through consistency and fairness.

This guide supports CAOs in applying policies and processes with transparency, impartiality, and discipline. By reinforcing equitable access to information and consistent decision-making practices, it helps reduce tension, mitigate incivility, and build trust in governance processes.



CAO Employment Contract Toolkit (Updated Version)

Ensuring modern, relevant, and defensible employment agreements.

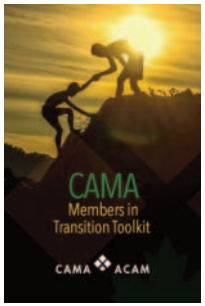
This updated toolkit reflects current legislative considerations and best practices for municipal employment contracts. Reviewed by leading experts, it provides practical guidance to support clear expectations, strong governance alignment, and effective employment relationships between CAOs and Councils.

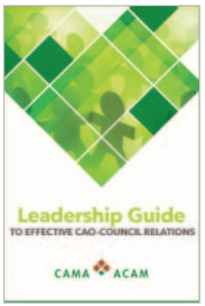
What Does a CAO Do? – National Awareness Campaign

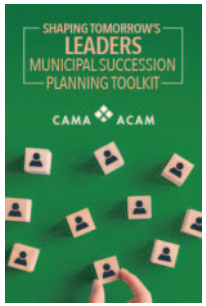
In 2026, CAMA also launched a national awareness campaign to elevate understanding of the Chief Administrative Officer (CAO) role—one of the most complex and demanding leadership positions in local government. While CAOs operate at the intersection of governance, operations, and community leadership, the full scope of the role is often misunderstood. This campaign highlights the four core dimensions of the profession: supporting Council and governance, leading people and organizational performance, engaging with communities and building public trust, and balancing strategy, finance, and risk. Through targeted communications and a national social media series, CAMA is reinforcing the executive nature of the CAO role, strengthening role clarity, and promoting greater awareness and respect for municipal leadership across Canada.

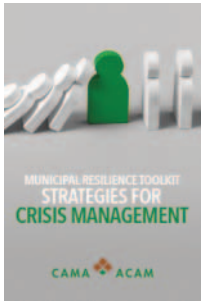
The Toolkit Library

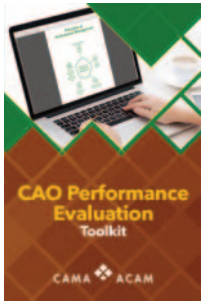
The CAMA **Toolkit Library** is in the **Member's Section**—a one-stop hub where you can access all public and member-only toolkits, available in both English and French, in one convenient location and one click. Visit the **website** to see all toolkits that are available.

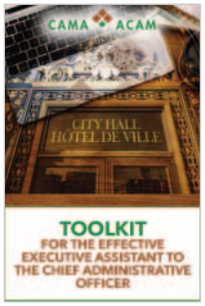


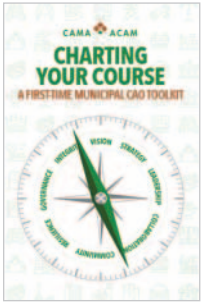


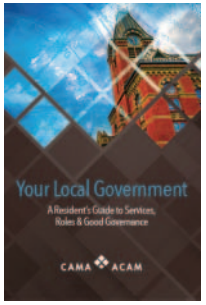


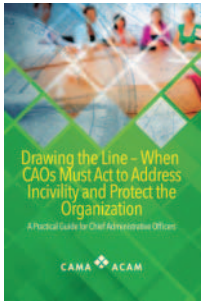


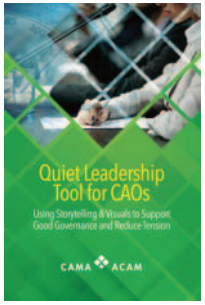


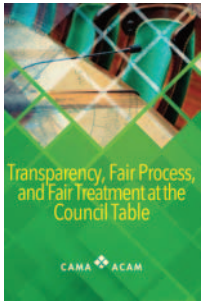


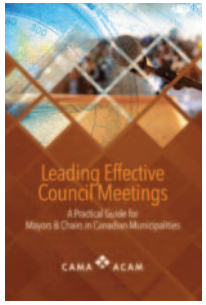












CAMA Resource Library – New Member Benefit

CAMA recently launched the Best Practices Member Resource Library, a growing national collection of policies, templates, and practical resources contributed by municipal colleagues from across Canada. Designed to support efficiency, innovation, and knowledge-sharing, the Library provides members with ready-to-use examples across a wide range of areas, including governance tools, codes of conduct, customer service strategies, council remuneration policies, wellness and DEI programs, recruitment and succession planning frameworks, and specialized resources such as social media policies and workplace investigation templates.

This new member benefit reflects the realities of local government and supports municipalities in strengthening their policies, practices, and organizational culture. Members are encouraged to both access and contribute to this evolving resource, reinforcing CAMA's commitment to collaboration and continuous improvement across the municipal sector.

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.

Summerside, Prince Edward Island

RESILIENT LEADERSHIP

Leadership Development & Peer Networks

Masterminds Networking Forum & Leadership Circle for Direct Reports

The Masterminds Networking Forums and Leadership Circle, an exclusive networking opportunity for CAMA member direct reports, continue to grow in popularity. These peer-to-peer sessions provide a safe, confidential space for members to discuss complex and often sensitive leadership challenges, supporting both professional growth and meaningful connection among senior municipal administrators.

From September to December 2025, CAMA hosted two English-speaking groups. From February to May 2026, this expanded to include two English-speaking groups and one French-speaking group.

The forums will continue to be offered each Fall and Winter, providing ongoing opportunities for peer support, dialogue, and shared learning on emerging leadership issues.

New: Town & Gown Mastermind Series

CAMA launched a new *Town & Gown Mastermind Series*, a targeted networking forum designed to connect members from communities hosting post-secondary institutions. Facilitated by CAMA member Glenn Horne, CAO for the Town of Wolfville (home to Acadia University), the series provided a practical space for peer-to-peer discussion on shared opportunities and challenges, including student housing, institutional partnerships, and campus-community dynamics. Delivered as a pilot over three sessions in Fall 2025, this initiative reflects CAMA's commitment to creating meaningful, member-driven forums that support collaboration, knowledge-sharing, and leadership development across unique municipal contexts

Long Service Recognition Awards Program

The Long Service Recognition Program continues to honour members for their dedication to municipal administration. In 2026, a total of 110 members are being recognized for reaching significant service milestones.

Recipients with 10 and 15 years of service received their awards in April 2026, while those with 20 years or more will be recognized at the Long Service Awards Luncheon during the Whistler Conference.

The following individuals achieved 20 years of service in 2025 and were recognized at the 2025 CAMA Conference in Mont Tremblant:

2025 - 20 Year Long Service Recipients

2025 - 30 Year Long Service Recipients

2025 – Wallace Mah – 40 Years

2025- 25 Year Long Service Recipients

Honouring 40 Year CAMA Member

CAMA is proud to recognize Wallace Mah for an exceptional 45-year career in local government, including 40 of those years either being a CAO or reporting to a CAO. His legacy is defined by strong financial stewardship, impactful infrastructure delivery, and meaningful partnerships with Indigenous communities, along with a longstanding commitment to advancing the municipal profession across British Columbia.

Honourary Life Membership Recognition

At the President's Dinner during CAMA's 2025 National Conference in Mont Tremblant, the Association proudly recognized two distinguished municipal leaders, Jake Rudolph and Barry Carroll, with Honorary Life Membership Awards.

This prestigious honour, bestowed by the Board of Directors, celebrates individuals who have demonstrated exceptional commitment to advancing the municipal administration profession and supporting the work of CAMA.

Mr. Rudolph, a professional planner and former CAO with experience across British Columbia and New Brunswick, also served as CAMA's President and made significant contributions through his volunteer leadership. Mr. Carroll, with over four decades of service as a CAO in Atlantic Canada, has been a steadfast leader and advocate for excellence in local government (and also a CAMA Past President). Together, their careers reflect a legacy of professionalism, dedication, and impact that has strengthened both CAMA and communities across the country.

2025 Awards of Excellence Program

The 2025 CAMA Awards of Excellence were presented at the Luncheon at the Fairmont Mont Tremblant to thirteen Canadian municipalities in the areas of innovation, environmental leadership & sustainability, inspiring workplaces, and collaboration.

Winning efforts included a service request program, an emergency management program, a City Hall service centre transformation, an environmental corridor, a resource recovery centre, biodiversity conservation and urban forestry strategies, a leadership excellence program, a leadership essentials program, a leadership development program, a reconciliation ceremony, and a multi-community mentorship program.

Jake Rudolph and Tony Kulbisky

Barry Carroll and Tony Kulbisky

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

2025 CAMA Willis Award for Innovation

- City of Selkirk, MB, Under 20,000 Population Category, CitizenSupport Service Request Program
- City of St. Albert, AB, 20,001 to 100,000 Population Category, Transforming Emergency Management
- City of Kitchener, ON, Over 100,000 Population Category, City Hall Service Centre Transformation

2025 CAMA Environmental Leadership & Sustainability Award

- Township of Georgian Bay, ON, Under 20,000 Population Category, Environmental Corridor and Act of Reconciliation Project
- qathet Regional District, BC, 20,001 to 100,000 Population Category, Resource Recovery Centre
- District of Saanich, BC, Over 100,000 Population Category, Biodiversity Conservation and Urban Forest Strategies

2025 CAMA Municipal Inspiring Workplace Award

- Town of Stony Plain, AB, Under 20,000 Population Category, Creating an Inspiring Workplace Through Leadership Excellence
- Town of Newmarket, ON, 20,001 to 100,000 Population Category, Leadership Essentials Program
- City of Kelowna, BC, Over 100,000 Population Category, Leadership Development Mentorship Program

2025 CAMA Collaboration Award

- City of Portage la Prairie, MB & Dakota Plains Wahpeton Nation, No Population Category, Reconciliation Ceremony
- Town of Innisfil, County of Simcoe & City of Barrie, ON, Growing & Leading Together Program

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

Nine successful municipalities will be honoured at this year's Awards of Excellence Luncheon held in Whistler. We received 41 submissions, all excellent quality.

2025 CAMA Awards of Excellence Recipients

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

- Tracy Thomas, Chair/CAMA Board Representative for Northwest Territories, Yukon Territory & Nunavut / CAO, Oldman River Regional Services Commission, NWT
- Matthew Goudy, CAO, Lacombe County, AB
- Greg Mariotti, CAO, Township of Georgian Bay, ON
- Lisa Spitale, Retired CAO, City of New Westminster, BC
- Jennifer Borne, CAO, Town of Tantramar, NB
- Kara Van Myall, CAO, Town of Saugeen Shores, ON
- Christofer Atchison, Director of Legislative, Community and Agricultural Services, Mountain View County, AB
- Diane McMordie, Managing Director, Corporate and Emergency Services/CFO, City of St. Albert, AB
- Serge Doucet, City Manager, City of Moncton, NB
- David Reynolds, CAO, Big Lakes County, AB
- Sherona Hollman, Director of Strategy & Transformation, Office of the CAO, Region of Peel, ON
- 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

Advancing Climate and Housing Collaboration

CAMA continues to strengthen collaboration with federal and sector partners through its work on the Climate Toolkit for Housing and Infrastructure. Representatives from Housing, Infrastructure and Communities Canada, ICLEI, and the Canadian Urban Institute were onsite at the Mont Tremblant Conference, engaging directly with delegates through one-on-one discussions. These sessions provided opportunities to explore the Toolkit, share insights, and discuss practical applications within municipalities. Delegates were invited in advance to book meetings, supporting meaningful dialogue and knowledge exchange aligned with CAMA's commitment to advancing climate resilience and housing solutions.

In collaboration with Housing, Infrastructure and Communities Canada, CAMA also hosted a series of national focus groups in late 2025 to support development of the Toolkit. Bringing together municipal administrators from across Canada, these sessions provided a forum to share real-world insights on housing supply, affordability, climate resilience, and infrastructure planning. CAMA extends its sincere appreciation to the 30 members who contributed their expertise and on-the-ground perspectives.

The resulting *What We Heard* report identified key themes, including policy misalignment across orders of government, rising infrastructure and development costs, capacity gaps (particularly in smaller municipalities), and the need for practical tools, data, and partnerships. These findings highlight the complexity of local decision-making and the critical role municipalities play in advancing climate-resilient, affordable housing solutions.

Strategic Dialogue with the Federation of Canadian Municipalities

During the Board's Ottawa meeting in February 2026, we participated in a strategic roundtable with Matt Gemmel, Executive Director, Policy & Public Affairs, Federation of Canadian Municipalities. This dialogue provided an important opportunity to share candid feedback on FCM programs, gain a better understanding of emerging national advocacy priorities, and explore opportunities for alignment and collaboration in advancing the interests of municipalities across Canada.

National and International Partnerships

CAMA continues to strengthen relationships with national and international partners, including the International City/County Management Association (ICMA) and Provincial and Territorial Administrator associations. These partnerships support knowledge-sharing, collaboration, and alignment on key issues impacting municipal administration.

A special thanks to, Meighan Wark (CAO for the County of Huron) on the first year of her 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**.

Provincial/Territorial Associations

Jennifer Goodine, Executive Director, continues to chair quarterly Conference Calls with the Executive Directors of the Provincial/Territorial Associations. These relationships that have been formed across the country have been extremely helpful to share best practices and other information to help all our organizations.

Spreading the Word: Showcasing CAMA Across the Country and on the International Stage

- **Representation at PMA Conference.** Special thanks to Lisa Niblock for representing CAMA at the April 2026 PMA Conference and promoting membership to those who were not previously aware of CAMA's affordable membership rates.
- **Representation at the LGAA Conference.** CAMA Past President, Tony Kulbisky made a presentation in June 2025 at the Local Government Administration Association of Alberta Conference about the increasing challenges caused by incivility from citizens, elected officials, staff, and external stakeholders towards municipal leadership.
- **2025 SOLACE Conference.** As CAMA President, last October 2025, I had the privilege of representing Canada on the International Perspective Panel at the SOLACE Conference in Leeds, United Kingdom, alongside municipal leaders from around the world. The discussion focused on the shared challenges facing local government today, including staff resilience, equity, and maintaining public trust. It reinforced that, regardless of geography, effective leadership is grounded in authenticity, collaboration, and courage. I also spoke to the impact of small-scale community initiatives, where even modest investments can drive meaningful local engagement and lasting change, as well as the importance of continuing dialogue on the realities faced by leaders, including issues of respect and safety in the workplace. This experience highlighted the strength of Canadian municipal leadership and the importance of ongoing global collaboration to support strong, resilient communities.

A STRONG AND SUSTAINABLE ORGANIZATION

CAMA remains in a strong and stable financial position, with a continued operating surplus. A detailed overview of the Association's financial results will be presented at the Annual General Meeting by Treasurer Raffaelle Di Stasio. The Association once again received a clean audit, with an accumulated surplus of $879,035.

Following the issuance of a Request for Proposals for audit services, and in accordance with CAMA's Financial Auditor Appointment Policy, submissions were reviewed by the Finance & Risk Committee. Based on this evaluation, the Committee is recommending that CAMA retain its current auditor, Spacek Armstrong & Norrad, in recognition of their strong performance, institutional knowledge, and ability to provide high-quality, independent audit services.

The appointment of auditors will be presented for consideration by the membership at the Annual General Meeting.

Board Meetings

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

Fall 2025 Meeting

We gathered in Revelstoke on October 21-24, 2025, for a meeting focused on advancing key strategic initiatives and reviewing important organizational updates. We extend our sincere gratitude to Evan Parliament, CAO, City of Revelstoke, BC for his exceptional hospitality.

October 2025 CAMA Board Meeting – Revelstoke, British Columbia

The CAMA Board in Ottawa in February 2026

Winter 2026 Board Meeting

The CAMA Board met in Ottawa in February 2026 for its regular Board meeting, complemented by two days of strategic planning sessions focused on charting a bold and forward-looking direction for the Association over the next five years. These sessions centered on strengthening CAMA's national voice, enhancing member value, and ensuring long-term sustainability and relevance in a rapidly evolving municipal landscape.

"35 Business Partners Supporting CAMA Members Across Canada"

Election Process

During our recent election process for the 2026-2027 CAMA Board of Directors there were three **positions** available:

- Representative for Ontario
- Representative for Nova Scotia and Prince Edward Island
- Representative for Northwest Territories, Yukon Territory and Nunavut

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

Board Transitions and Appreciation

CAMA extends its sincere appreciation to Tony Kulbisky for his outstanding service over the past nine years as a valued member of the Board of Directors, including his most recent role as Past President.

We also extend our thanks to Tracy Thomas, Board Representative for the Northwest Territories, Yukon, and Nunavut, and Jeff Gushue, Board Representative for Nova Scotia and Prince Edward Island, who will be concluding their terms on the Board. We are grateful for their contributions over the past two years and wish them continued success in their future endeavours.

Supporting CAMA: Business Partners and Sponsors

CAMA's Business Partner Program continues to provide valuable support to the Association and its members. With 35 participating organizations, the program connects municipalities with trusted service providers while contributing to the sustainability of CAMA's programs and initiatives.

We extend our sincere appreciation to our Business Partners for their continued support and commitment to the municipal sector. To learn more click **here**.

A Special Thanks to our Business Partners

Platinum Partnerships

CAMA extends its sincere appreciation to its Platinum Partners for their continued support and commitment to the municipal sector. These organizations play an important role in supporting the Association's work and enhancing the value of services available to members across Canada.

Through their partnership, CAMA is able to strengthen its programs, expand its reach, and provide practical tools and resources that support municipal leadership and organizational excellence.

Platinum Partners Include:

The Canoe Procurement Group of Canada

Supports municipalities through collaborative purchasing programs that leverage collective buying power and provide access to cost-effective, trade-compliant solutions.

Lidstone & Company Law Corporation

A recognized leader in municipal law, providing specialized legal expertise and support to local governments across Canada.

CLOSING REMARKS

As we conclude this year's Annual Report, we extend our sincere appreciation to our members, Board of Directors, partners, and volunteers for their continued leadership and commitment to CAMA.

This past year reflects the strength of our community and the collective impact of municipal leaders across Canada. With continued momentum, growing membership, and a strong foundation for the future, CAMA remains well positioned to support the evolving needs of the profession.

Brenda Orchard
CAMA President
CAO, Lennox & Addington County, ON

Canadian Association of Municipal Executive Assistants

CAMEA ACAEM

Canadian Association of Municipal Executive Assistants (CAMEA)

Expanding the Municipal Leadership Community

CAMEA Launch and National Growth

At its Annual General Meeting in Mont Tremblant, CAMA proudly announced the formal establishment of the Canadian Association of Municipal Executive Assistants (CAMEA)—a significant milestone that expands the Association's support for the broader municipal leadership team.

CAMEA provides a dedicated national platform for Executive Assistants and administrative professionals working in local government, offering tailored professional development, peer networking, and practical resources designed to support their unique and essential roles.

This milestone builds on several years of focused investment by CAMA to better support this professional community, including:

- the launch of the Executive Assistant Toolkit (2023);
- two years of EA Master Classes (2024 and 2025); and
- the inaugural National EA Conference in Fredericton (2024), followed by a second national conference in Ottawa (2025).

The Fredericton Conference marked a pivotal moment, bringing national attention to the critical role Executive Assistants play in municipal leadership. The response was overwhelmingly positive, with participants highlighting the value of tailored learning, meaningful peer connections, and a strong sense of professional recognition. The success of these initiatives laid the foundation for the formal creation of CAMEA.

Momentum following the launch has been strong. Within its first month, CAMEA welcomed more than 300 members, reflecting a clear demand for connection, recognition, and professional development tailored to the administrative profession.

To support this new chapter, CAMA established a Board Liaison Model to ensure alignment with the Association's strategic priorities. Lisa Niblock (CAMA Board Representative for Newfoundland and Labrador) was appointed as the CAMEA Board Liaison, providing governance oversight and continuity.

CAMEA represents an important evolution for CAMA—recognizing that strong municipal leadership depends on strong, supported teams at every level. As the Association continues to grow, this initiative strengthens CAMA's ability to support the full municipal leadership ecosystem across Canada.

2025 CAMEA National Conference – Ottawa, ON

The 2nd Annual CAMA National Conference for Executive Assistants in Local Government was held October 5–7, 2025, in Ottawa, bringing together over 200 Executive Assistants and administrative leaders from across Canada. The event marked the official launch of CAMEA – a historic step forward in recognizing and advancing the profession.

Highlights included keynote presentations that inspired resilience, confidence, and connection, along with sessions exploring the future of AI, leadership journeys, and the evolving EA–CAO partnership. Topics throughout the Conference focused on customer service excellence, Indigenous engagement, operational efficiency, and peer learning – all reflecting the innovation, professionalism, and collaboration that Executive Assistants bring to local government.

A memorable highlight of the event was the Red and White Canadian Night, where delegates gathered to celebrate our nation with live karaoke, laughter, and CAMA-raderie - an evening that perfectly captured the spirit of connection and pride that defines this growing national community.

CAMA extends heartfelt thanks to President Brenda Orchard (CAO for Lennox-Addington County, ON) and members Lisa Niblock (CAMA Board Representative for Newfoundland & Labrador and CAO, Town of Paradise, NL), Shannon Harrower (CAO, Town of Vermilion, AB), Peter Neufeld (CAO, Municipality of Leamington, ON), and Sonya Pritchard (CAO, Dufferin County, ON) for contributing to this year's speaker program.

CAMEA Conference Scholarship Program

In another exciting development, eight scholarships are available for the CAMEA 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 CAMEA continues to foster growth and inclusion across all levels of local government.

Upcoming CAMEA Conferences

The next three EA Conference locations and dates are as follow:

- **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.

Professional Development and Member Resources

Toolkit for the Effective Executive Assistant to the CAO

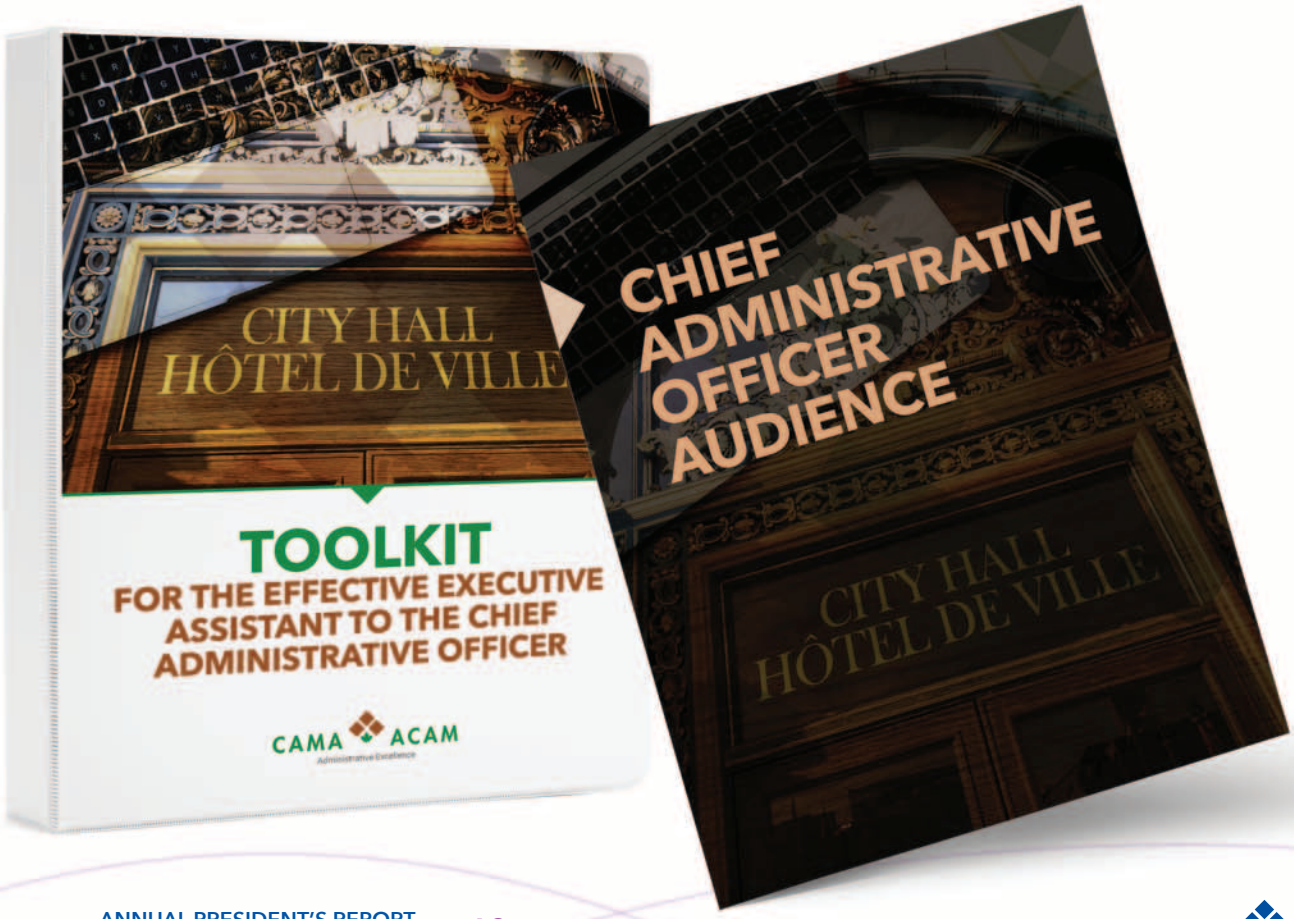
Authored by Jennifer Goodine, CAMA Executive Director and former Office Administrator to the CAO and Mayor of Fredericton, this comprehensive resource was developed with input from a national committee of Executive Assistants working with CAOs and senior leaders in municipalities of all sizes.

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.

CAMEA EA Master Class Series: Continued Engagement and Growth

CAMEA has continued to invest in professional development for Executive Assistants through the EA Master Class Series—an interactive, webinar-based program designed specifically for administrative professionals working in local government. These sessions equip Executive Assistants with practical tools, real-world strategies, and enhanced confidence to effectively support Chief Administrative Officers, senior leadership teams, and Council in an increasingly complex municipal environment.



The first two Master Class Series were highly successful, with 255 participants in Year 1 and 240 participants in Year 2. Over the past two years, nine sessions have been delivered, covering key areas such as communication and customer service excellence, governance and political acumen, time management, team dynamics, policies and procedures, meeting management, and navigating workplace challenges. Topics also included innovative areas such as event planning and the integration of AI in administrative practice.

Delivered by experienced facilitators and grounded in practical application, the series emphasizes peer learning, real-world case studies, and immediately applicable tools. This initiative reflects CAMA's recognition that well-supported and highly skilled administrative professionals are essential to the effectiveness of municipal leadership and governance.

Building on this success, Series 3 is currently underway, offering additional learning opportunities for administrative professionals. Topics include mental resilience and de-escalation, emotional intelligence, Indigenous protocols in local government, and professional development across all career stages—continuing to support the evolving needs of municipal leadership teams.

Industry Outreach and Thought Leadership

In April 2026, Jennifer Goodine, Executive Director, was invited to speak at the Niagara Region Administrative Professionals Event, where she shared insights and practical wisdom drawn from more than three decades of experience in the administrative profession. Her presentation highlighted the evolving role of Executive Assistants, the importance of strategic partnership within leadership teams, and the critical value administrative professionals bring to organizational success.

CAMEA Leadership Link

CAMEA's *Leadership Link* provides Executive Assistants and administrative professionals in local government with a structured, peer-based networking opportunity through small, facilitated virtual groups. Offered twice annually, these sessions create a safe and confidential space for participants to share experiences, explore challenges, and exchange practical insights. With a focus on real-time issues identified by participants, the Leadership Link strengthens professional confidence, supports knowledge-sharing, and reinforces the critical role administrative professionals play in effective municipal leadership teams.

CAMEA Mentorship Link

The CAMEA *Mentorship Link* is a peer-to-peer program that connects Executive Assistants and administrative professionals across Canada through meaningful one-to-one conversations grounded in real-world experience. Designed to build confidence, strengthen professional skills, and foster a sense of community, the program pairs mentors and mentees in flexible, member-driven relationships focused on shared learning and practical support. Through confidential virtual connections, participants exchange insights, navigate challenges, and enhance their effectiveness—reinforcing the important role administrative professionals play in supporting municipal leadership teams.

CAMEA Best Practices Library

CAMEA's *Best Practices Library* is a growing collection of practical tools, templates, and sample policies designed to support Executive Assistants and administrative professionals working in local government. Developed with a focus on real-world application, the library provides resources that help streamline administrative processes, strengthen organizational consistency, and enhance support to senior leadership teams. Covering areas such as onboarding, records management, travel protocols, and briefing materials, this member-exclusive resource enables administrative professionals to work more efficiently while contributing to the overall effectiveness of municipal operations.

CAMEA Resource Hub

Complementing the Best Practices Library, CAMEA's Resource Hub provides a curated collection of practical insights, guidance, and role-specific content designed to support Executive Assistants. The Hub offers accessible, real-world resources on topics such as customer service, governance support, time management, relationship building, and political acumen, as well as tools that support personal effectiveness, productivity, and communication in high-pressure environments.

Listening to Members, Shaping the Future

CAMEA's first Founding Member Survey (March 2026) confirmed strong engagement and impact, with 113 members participating from across Canada.

Members highlighted:

- The value of a national peer network
- Access to practical tools and templates
- The importance of professional development tailored to municipal environments

At the same time, feedback reinforced the increasingly **strategic nature of the EA role**, with growing demand for resources related to artificial intelligence, political acumen, leadership, and navigating complex governance environments.

A Strong Foundation for the Future

CAMEA represents more than a new association—it is a growing national community that is redefining and elevating the role of Executive Assistants in local government.

Built on connection, professionalism, and purpose, CAMEA is strengthening capacity across municipalities while ensuring administrative leaders are recognized as essential contributors to effective governance.

From Fredericton to Ottawa—and now across Canada—this is not just a program. It is a movement.

TREASURER'S REPORT 2025-2026

Raffaelle Di Stasio

Fiscal Year Ending March 31, 2026

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, 2026. The enclosed audited financial statements confirm that CAMA remains in a strong and stable financial position.

We concluded the 2025-2026 fiscal year with a surplus of $50,388 bringing our accumulated surplus to $879,035.

Reserve funds (the accumulated surplus) are maintained to ensure organizational stability and continuity of operations should there be a decline in revenues or an operating deficit. In accordance with Board 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 and one-time strategic initiatives 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 2025-2026 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:

Programs and member services reflected in the financial statements include all initiatives delivered through both CAMA and CAMEA, including conferences, webinars, leadership development, toolkits, and professional resources.

Revenue

Revenue for the year totaled $1,614,652, driven primarily by:

- **Annual Conference:** $592,739
- **Programs and member services:** $405,259
- **Membership dues:** $394,579
- **Sponsorships and advertising:** $188,843
- **Interest income:** $33,232

Expenses

Expenses totaled $1,564,264, with key investments in:

- **Annual Conference delivery:** $640,255
- **Board and committee activities:** $82,415
- **Programs and member services:** $408,436
- **Staff and management/professional fees:** $320,056
- **Administrative and Operating:** $113,100

This resulted in an excess of revenue over expenses of $50,388, demonstrating that our operations continue to be both effective and efficient. We also note a significant increase in prepaid expenses ($400,584), 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.

Appointment of Financial Auditors

In accordance with CAMA's Financial Auditor Appointment Policy adopted in 2025, the Association undertook a competitive Request for Proposals process for external audit services. Six Fredericton-based firms with non-profit audit expertise were invited to submit proposals, with two submissions received. Following a review by the Finance and Risk Committee, Spacek Armstrong Norrad was recommended based on qualifications, pricing, familiarity with CAMA's operations, and audit approach.

The Board approved a five-year engagement framework, with an option to extend for up to two additional years; however, in accordance with CAMA's bylaws, the appointment of the public accountant remains subject to annual approval by the membership at each Annual General Meeting.

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, 2026 be approved.**
- **Be it resolved that Spacek, Armstrong & Norrad Chartered Professional Accountants be appointed as CAMA's external financial auditors for the 2026-2027 fiscal year.**

Thank you for allowing me to serve as your Treasurer.

Sincerely,

Raffaelle Di Stasio
CAMA TREASURER
CAMA BOARD REPRESENTATIVE FOR QUÉBEC
CITY MANAGER, CITY OF MONTREAL WEST, QC

CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS
ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

FINANCIAL STATEMENTS
ÉTATS FINANCIERS

2026

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SPACEK ARMSTRONG & NORRAD
Chartered Professional Accountants

Peter Spacek – CPA,CA (506) 459-3113
Dave Armstrong – CPA,CA (506) 474-1626
Nick Norrad – CPA,CA (506) 457-2275
www.sancpa.ca

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, 2026, 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, 2026, 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 2026, 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 2026 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

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.

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.

Spacek Armstrong & Norrad

Chartered Professional Accountants / Comptables agréés professionnels

Fredericton, New Brunswick
May 27, 2026

Fredericton, au Nouveau Brunswick
le 27 Mai 2026

CANADIAN ASSOCIATION OF MUNICIPAL ADMINSTRATORS
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2026

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX
ÉTAT DE LA SITUATION FINANCIÈRE
AU 31 MARS 2026

	2026	2025		
ASSETS				**ACTIF**
CURRENT				À COURT TERME
Cash and cash equivalents	$ 1,080,213	1,078,994	$	Encaisse et équivalents de trésorie
Accounts receivable	27,745	46,163		Comptes débiteurs
Other taxes receivable	29,487	-		Autres taxes à recevoir
Prepaid expenses (note 3)	400,584	320,518		Frais payés d'avance (note 3)
	$ 1,538,029	1,445,675	$	
LIABILITIES AND MEMBERS' SURPLUS				**PASSIF ET SURPLUS DES MEMBRES**
LIABILITIES				PASSIF
Accounts payable (note 4)	$ 73,545	118,509	$	Comptes créditeurs (note 4)
Deferred revenue (note 5)	585,449	498,519		Revenus reportés (note 5)
	658,994	617,028		
MEMBERS' SURPLUS	879,035	828,647		SURPLUS DES MEMBRES
	$ 1,538,029	1,445,675	$	

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, 2026

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX

ÉTAT DE L'EXPLOITATION ET DU SURPLUS DES MEMBRES POUR L'EXERCICE TERMINÉ LE 31 MARS 2026

	2026	2025	
REVENUE			**REVENUS**
Membership dues	$ 394,579	350,872 $	Cotisations des membres
Job scene broadcast	12,938	28,886	FAX d'emploi
Sponsorships	141,500	135,125	Commandites
Interest	33,232	34,351	Intérêts
Awards nominations	-	4,700	Nominations - prix et récompenses
Programs	405,259	305,096	Programmes
Annual conference	592,739	520,668	Conférence annuelle
Advertising	34,405	18,225	Publicité
	1,614,652	1,397,923	
EXPENSES			**DÉPENSES**
Administrative and operating expenses (Schedule 1)	841,593	642,344	Frais d'administration et d'exploitation (Tableau 1)
Committee activities (Schedule 1)	82,415	81,223	Activités des comités (Tableau 1)
Annual Conference	640,255	622,658	Conférence annuelle
	1,564,264	1,346,225	
EXCESS OF REVENUE OVER EXPENSES	50,388	51,698	**SUFFISANCE DES REVENUS SUR LES DÉPENSES**
MEMBERS' SURPLUS, BEGINNING OF YEAR	828,647	776,949	**SURPLUS DES MEMBRES AU DÉBUT DE L'EXERCICE**
MEMBERS' SURPLUS, END OF YEAR	$ 879,035	828,647 $	**SURPLUS DES MEMBRES À LA FIN DE L'EXERCICE**

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 CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2026

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX ÉTAT DE MOUVEMENTS DE TRÉSORERIE POUR L'EXERCICE TERMINÉ LE 31 MARS 2026

	2026	2025	
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES			**FLUX DE TRÉSORERIE POUR LES ACTIVITÉS D'EXPLOITATION**
Excess of revenue over expenses	$ 50,388	$ 51,698	$ Excédent des revenus sur les dépenses
Change in non-cash working capital			Variation du fonds de roulement autre que les disponibilités :
Accounts receivable	18,418	1,364	Comptes débiteurs
Prepaid expenses	(80,066)	(188,468)	Frais payés d'avance
Accounts and fees payable	(74,451)	36,284	Comptes créditeurs et honoraires à payer
Deferred revenue	86,930	114,813	Revenus reportés
	(49,169)	(36,007)	
NET CHANGE IN CASH POSITION	1,219	15,691	**VARIATION NETTE DE LA POSITION DE TRÉSORERIE**
CASH POSITION, BEGINNING OF YEAR	1,078,994	1,063,303	**POSITION DE TRÉSORERIE, AU DÉBUT DE L'EXERCICE**
CASH POSITION, END OF YEAR	1,080,213	1,078,994	$ **POSITION DE TRÉSORERIE, À LA FIN DE L'EXERCICE**

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

1. INCORPORATION AND NATURE OF OPERATIONS

The Association is incorporated under Part 2 of the Canada Corporations Act. The purpose of the Association is the preservation and advancement of municipal government in Canada.

2. SIGNIFICANT ACCOUNTING POLICIES

REVENUE RECOGNITION
Membership fees, which are assessable on a fiscal year basis, are recorded as revenue in the year to which they relate. Fees received prior to March 31 relating to the next year are deferred.

MEASUREMENT UNCERTAINTY
The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates include providing for accruals, deferrals and amortization of property and equipment. Actual results could differ from these estimates.

CASH AND CASH EQUIVALENTS
Cash includes cash and cash equivalents. Cash equivalents are investments in guaranteed investment certificates and are valued at cost plus accrued interest.

FINANCIAL INSTRUMENTS
Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

1. CONSTITUTION ET NATURE DES ACTIVITÉS

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

2. CONVENTIONS COMPTABLE IMPORTANTE

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

INCERTITUDE RELATIVE À LA MESURE
La préparation d'états financiers selon les principes canadiennes pour les organisations à but non lucratif, de la part de la direction, de faire des prévisions et des hypothèses qui touchent l'actif et le passif déclarés, la divulgation d'éléments d'actif et de passif éventuels ainsi que les revenues 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.

ESPÉCES ET QUASI-ESPÉCES
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.

2026

3. PREPAID EXPENSES

Components of the ending balance are as follows:

2025 Events deposits	-
2026 Events deposits	280,652
2027 Events deposits	72,212
2028 Events deposits	36,360
2029 Events deposits	11,360
	$ 400,584

4. ACCOUNTS PAYABLE

Trade payables	$ 73,545
Other taxes payable	-
	$ 73,545

5. DEFERRED REVENUE

Components of the ending balance are as follows:

Conference	$ 40,330
Membership	475,040
Other	70,079
	$ 585,449

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.

2025

3. FRAIS PAYÉS D'AVANCE

Le solde à la fin de l'exercice comprend :

234,895	$	Dépôts des événements 2025
44,918		Dépôts des événements 2026
10,705		Dépôts des événements 2027
30,000		Dépôts des événements 2028
-		Dépôts des événements 2029
320,518	$	

4. COMPTES CRÉDITEURS

96,932	$	Dettes commerciales
21,577		Autres impôts à payer
118,509	$	

5. REVENUS REPORTÉS

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

43,760	$	Conférence
363,730		Adhésion
91,029		Autre
498,519	$	

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, 2026

ASSOCIATION CANADIENNE DES ADMINISTRATEURS MUNICIPAUX
TABLEAU 1
POUR L'EXERCICE TERMINÉ LE 31 MARS 2026

	2026	2025		
ADMINISTRATIVE AND OPERATING EXPENSES				**FRAIS D'ADMINISTRATION ET D'EXPLOITATION**
Interest and bank charges	31,222	18,324	$	Intérêt et frais bancaires
Postage and courier	5,505	1,293		Affranchissement et messagerie
Professional fees	28,365	17,692		Honoraires professionnels
Programs	408,436	282,679		Programmes
Telephone and fax	4,574	3,434		Téléphone et fax
Web-site	26,119	17,653		Site web
Management fees	97,608	55,357		Frais de gestion
Executive director costs	190,175	202,493		Coûts du directeur exécutif
Public relations	3,908	1,555		Relations publiques
Office	13,028	13,036		Bureau
Travel	2,386	1,418		Frais de déplacement
Translation	27,220	25,254		Traduction
Insurance	3,047	2,156		Assurance
	841,593	642,344	$	
COMMITTEE ACTIVITIES				**ACTIVITÉS DES COMITÉS**
Awards	11,531	9,506	$	Prix et récompenses
Board meetings	70,884	71,717		Réunions du conseil
	82,415	81,223	$	