



**2025 CAMA CONFERENCE &  
ANNUAL GENERAL MEETING**  
**EMPOWERING LEADERS -  
TRANSFORMING  
COMMUNITIES**

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





# THANKS TO OUR ASSOCIATION PLATINUM PARTNERS

The Canadian Association of Municipal Administrators proudly recognizes its Platinum Partners. At CAMA, we prioritize investing in strategic partnerships with industry leaders who share our commitment to providing the products and services our membership needs, and are aligned with our strategic plan initiatives. Explore more about our Platinum Partners and access their contact information by clicking on the logos below.



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# ACKNOWLEDGING OUR SPONSORS

We extend our deepest gratitude to all our sponsors for their generous support in making this Conference a success. Your contributions have been instrumental in creating an unforgettable experience.

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# GENERAL CONFERENCE INFORMATION

The 51<sup>st</sup> Annual CAMA Conference and Annual General Meeting will be held in Mont Tremblant, Québec from **Monday, May 26, 2025 to Wednesday, May 28, 2025** at the Fairmont Mont Tremblant Hotel which is the host hotel. The Golf Tournament and other Pre-Conference activities will begin on Monday morning. The Conference Program will end after the President's Dinner on Wednesday evening. **Delegates typically arrive on Sunday, May 25, 2025 and depart on Thursday, May 29, 2025.**

## Why Attend?

This is a must-attend event for Chief Administrative Officers, municipal senior managers, and dedicated staff members that promises an enriching experience tailored to elevate your skill sets and propel your community to success. This year we're planning a wide assortment of events and activities, to make your Conference experience an unforgettable one:

- **Professional Development Opportunities:** This annual event offers a diverse range of opportunities for learning and growth in the ever-evolving municipal landscape. With nine hours of training and instruction, the Conference is designed to meet professional development and individual certification requirements for eligible delegates.
- **Information and Best Practices:** Gain valuable insights and access to best practices that will empower you to lead your community effectively. The Conference is crafted to equip you with the knowledge and tools needed for success and prosperity in your role as a Chief Administrative Officer or senior manager.
- **Unforgettable Experience:** We are committed to making your Conference experience unforgettable. From inspiring keynote speakers who will invigorate your perspective to exceptional networking and social events, we've planned a series of activities to ensure you leave with not just knowledge, but lasting memories.
- **Interactive Tradeshow:** Explore the latest products and services in the municipal industry at our interactive tradeshow. Engage with companies showcasing innovative solutions that can benefit your municipality and stay ahead of the curve in terms of technology and services.
- **Explore Beautiful Mont Tremblant:** Immerse yourself in the beauty of Mont Tremblant. Beyond the Conference sessions, there will be activities to see and learn about in this picturesque location. Take advantage of this opportunity to both enhance your professional skills and enjoy the stunning surroundings.
- **Networking Opportunities:** Connect with peers, industry experts, and thought leaders. The Conference provides a platform for meaningful connections, allowing you to share experiences, exchange ideas, and build a network that will be valuable throughout your career.

Don't miss out on this unique opportunity to grow both professionally and personally. The 2025 CAMA Conference is tailored to meet the needs of CAOs and municipal leaders like you. Join us in Mont Tremblant for an enriching experience that will leave you inspired and equipped for the challenges and opportunities that lie ahead.

# Eventmobi App CAMA 2025

Sponsored by [Intact Financial Corporation](#)

Intact Financial Corporation is the largest provider of Property & Casualty insurance in Canada, a leading provider of global specialty insurance and a leader in commercial lines in the U.K. and Ireland. We exist to help people, businesses and society prosper in good times and be resilient in bad times. Our social impact and climate priorities sit alongside our financial goals and are embedded in the Company's strategic roadmap.

Introducing the 2025 Eventmobi App – your all-in-one companion for an immersive and interactive Conference experience! Download the Eventmobi App to unlock a world of convenience and engagement throughout the 2025 CAMA Conference. Seamlessly navigate the Conference schedule, access real-time updates, and customize your agenda to tailor the event to your preferences. Connect with fellow attendees, speakers, and exhibitors through the app's networking features, fostering meaningful connections. Embrace the future of event technology and enhance your Conference journey with the Eventmobi App – where information meets innovation.

The App is accessible in both English and French, offering a bilingual experience for all attendees. It will be available prior to the event to ensure a seamless Conference experience.

## Strengthening Leadership, Building Connections: How CAMA Empowers Our Team

*"As a CAO, I've seen firsthand the value CAMA brings not only to me but also to my team. Encouraging our Senior Leadership Team to engage with CAMA has expanded their individual leadership skills and enhanced our collective leadership in our organization. It has also contributed to our succession planning initiatives. It's a resource no municipal leader should be without."*

- BRENDA ORCHARD

*"Attending a CAMA Conference was a game-changer for me. The sessions were insightful, the resources practical, and the networking opportunities invaluable. I left inspired and equipped to take on new challenges with confidence."*

- TRACEY MCKENZIE

*"My participation in CAMA's inaugural Executive Leadership Program and the Annual Conference gave me tools and strategies that I've applied directly to my role. The knowledge-sharing and mentorship opportunities offered through CAMA are second to none."*

- CHRIS WAGAR

If you are a senior manager that reports directly to a CAO in your municipality, consider joining CAMA today! Don't miss out—become a part of this vibrant network of municipal leaders!



**BRENDA ORCHARD**  
CAMA FIRST VICE-PRESIDENT | BOARD REPRESENTATIVE FOR ONTARIO  
CHIEF ADMINISTRATIVE OFFICER  
LENNOX & ADDINGTON COUNTY, ON



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LENNOX & ADDINGTON COUNTY, ON



**CHRIS WAGAR**  
DIRECTOR, INFRASTRUCTURE SERVICES  
LENNOX & ADDINGTON COUNTY, ON

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

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# ACCOMMODATIONS

While CAMA has successfully secured a negotiated Conference rate at the Fairmont Mont Tremblant Hotel (the host hotel) and the Homewood Suites by Hilton and the Residence Inn by Marriott (the overflow hotel), we regret to inform you that all properties are currently fully booked. Alternative accommodations are available on the [CAMA website](#).



# CONFERENCE AIRFARE DISCOUNTS

Exclusive Airfare Discounts with Air Canada and WestJet for CAMA Conference Attendees



We are happy to confirm that for the 2025 CAMA Conference, Air Canada offers a discount for North America travel: 5% applies on standard fares, and 10% on flex fares & higher. **For International Travel there is a 10% discount on standard fares and higher.** You will need the discount code listed below to take advantage of this offer. Please visit the [Air Canada website](#) to make a booking online.

## Applicable Rules

- The booking is to be made to the following City: Montreal, YUL (CA)
- The travel period begins Sunday, May 18, 2025 and ends Thursday, June 5, 2025.
- Travel is valid Monday, Tuesday, Wednesday, Thursday, Friday, Saturday, and Sunday.

**Discount Code: TPZRB4K1**

For the 2025 CAMA Conference, WestJet is pleased to offer **5% off Econo and 10% off EconoFlex and Premium fares for travel within Canada and 2% off Econo, 5% off EconoFlex and 10% off Premium base fares for guests travelling Trans-border. No discount will apply to Basic or Business class bookings.** To take advantage of this offer, you will need the discount code listed below. Please visit the [Westjet website](#) to make a booking online.

## Applicable Rules

- The booking is to be made to the following City: Montreal, YUL (CA)
- The travel period begins: Sunday, May 18, 2025 and ends Thursday, June 5, 2025

**Coupon Code for Guest web / Travel Agent web: 6M6R5AI (The last letter is a capital i).**  
*Please ensure the code is entered manually rather than copied and pasted.*

**Promo Code for Travel Agent GDS only: YBC41**





# TRANSPORTATION

Delegates are responsible for arranging their own transportation to the Fairmont Mont-Tremblant. The drive from Montreal-Trudeau International Airport (YUL) takes approximately 90 minutes, while the drive from Ottawa International Airport (YOW) is around 2 hours and 15 minutes. Transportation options include bus, shuttle, taxi, private transfer, or ride-share services such as Uber. For specific options, we recommend using online search tools to explore availability and pricing or click [here](#).



# TOURISM INFORMATION

Nestled in the heart of the Laurentian Mountains, the City of Mont-Tremblant is a premier destination known for its breathtaking natural beauty, year-round outdoor adventures, and charming village ambiance. Whether you're an outdoor enthusiast, a lover of fine dining, or simply seeking relaxation amidst stunning landscapes, Mont-Tremblant offers something for everyone. From world-class skiing and snowboarding on the iconic Tremblant Resort slopes to hiking and biking trails that wind through lush forests and sparkling lakes, this destination is a paradise for nature lovers.

Beyond the outdoors, Mont-Tremblant Village is a vibrant hub brimming with boutiques, cafés, and cultural experiences. Visitors can enjoy local gastronomy, artisan shops, and wellness spas while taking in the spectacular views of the surrounding mountains. For those interested in exploring further, the region also boasts a rich heritage, with nearby attractions like the Domaine Saint-Bernard nature park and the Circuit Mont-Tremblant racecourse.

For more information on activities visit [Tourisme Mont-Tremblant](#) or stop by the local visitor information centre during your stay. Discover why Mont-Tremblant is one of Canada's most cherished four-season destinations!





# CONFERENCE REGISTRATION INFORMATION

## Delegate Program

Register for the Conference by April 1<sup>st</sup>, 2025 and you will receive the Early Bird Rate. **All CAMA members must enter their e-mail address to receive the member rate.**

Please note that regular **CAMA members who are attending their first CAMA Conference are eligible for a \$150.00 discount off the registration fee.** If you would like some of your senior managers to attend the Conference and they are not CAMA members they can **sign up** for \$160.00 (50% off the first year) and also attend the Conference for \$620.00 as a First Time Delegate.

Delegate Type	Early Bird Registration by April 1 <sup>st</sup> , 2025 (+5% GST & 9.975% QST)	Registration Fee After April 1 <sup>st</sup> , 2025 (+5% GST & 9.975% QST)
*CAMA Member (Municipal)	\$770.00 + \$38.50 GST + \$86.81 QST = <b>\$895.31</b>	\$970.00 + \$48.50 GST + \$96.76 QST = <b>\$1115.26</b>
*First Time Attendee Regular CAMA Members (Municipal) & Municipal Interns	\$620.00 + \$31.00 GST + \$61.85 QST = <b>\$712.85</b>	\$820.00 + \$41.00 GST + \$81.80 QST = <b>\$942.80</b>
**Non-Member (Municipal)	\$1185.00 + \$59.25 GST + \$118.20 QST = <b>\$1362.45</b>	\$1385.00 + \$69.25 GST + \$138.15 QST = <b>\$1592.40</b>
**Affiliate CAMA Member (Non-Municipal) / CAMA Business Partner	\$1185.00 + \$59.25 GST + \$118.20 QST = <b>\$1362.45</b>	\$1385.00 + \$69.25 GST + \$138.15 QST = <b>\$1592.40</b>
**Non-Member (Non-Municipal)	\$1750.00 + \$87.50 GST + \$174.56 QST = <b>\$2012.06</b>	\$1950.00 + \$97.50 + \$194.51 QST = <b>\$2242.01</b>
Retired Member / Honourary Member	\$435.00 + \$21.75 + \$43.39 QST = <b>\$500.14</b>	\$635.00 + \$31.75 + \$63.34 QST = <b>\$730.09</b>

*\*\*Municipal" refers to an individual who is currently employed with a municipal government. organization.*

*"Non-Municipal" refers to all other individuals.*

The registration fee for members, municipal interns, non-members, affiliate members, and business partners includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, lunches, Casual Night Out, the President's Dinner and the hospitality suites. Additional tickets to the Casual Night Out (\$130.00) and the President's Dinner (\$140.00) can be purchased for companions not participating in the full Companion Program.

Additional fees will be charged for the Pre-Conference activities on Monday and for the Study Tours and the Workshops on Wednesday afternoon.

The registration fee for retired/honourary members includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, Casual Night Out, and the hospitality suites. At an additional cost, tickets can be purchased to the lunches, the President’s Dinner and the Monday and Wednesday additional activities.

## Conference Registration for Members in Transition

Going in to “transition” is a very difficult situation that all too many members face at some point in their local government careers. Any job change is difficult, but when it’s forced on someone for reasons that often have nothing to do with their job performance it can be traumatic.

If you are a “Member in Transition” and have been fired or forced to resign your position in local government and are now “in transition”, CAMA will provide a complimentary registration for you. Hotel and travel expenses are at your cost. Register under the “Member In Transition” category on-line, but CAMA’s membership department must have been notified of your status for you to use this option.

## Companion Program

The Companion Program includes the Opening Reception, Opening and Closing Keynote Speakers, Casual Night Out, President’s Dinner, and Hospitality Suites. **The Companion Program does not include breakfasts or lunches with the delegates.**

Delegate Type	Early Bird Registration by April 1 <sup>st</sup> , 2025 (+5% GST & 9.975% QST)	Registration Fee After April 1 <sup>st</sup> , 2025 (+5% GST & 9.975% QST)
*Companion of a CAMA Member/Retired Member/Honourary Member (Municipal)	\$310.00 + \$15.50 GST + \$30.92 QST = <b>\$356.42</b>	\$360.00+ \$18.00 GST + \$35.91 QST = <b>\$413.91</b>
*Companion of a Non-Member (Municipal)	\$335.00 + \$16.75 + \$33.42 QST = <b>\$385.17</b>	\$385.00 + \$19.25 GST + \$38.40 QST = <b>\$442.65</b>
**Companion of an Affiliat CAMA Member (Non-Municipal) / CAMA Business Partner	\$360.00 + \$18.00 GST + \$35.91 QST = <b>\$413.91</b>	\$410.00+ \$20.50 GST + \$40.90 QST = <b>\$471.40</b>
**Companion of a Non-Member (Non-Municipal)	\$410.00 + \$20.50 GST + \$40.90 QST = <b>\$471.40</b>	\$460.00 + \$23.00 GST + \$45.89 QST = <b>\$528.89</b>

\*"Municipal" refers to an individual who is currently employed with a municipal government. organization.

\*\*"Non-Municipal" refers to all other individuals.

**Companions have the option of joining the delegates for the Golf Tournament, Monday Pre-Conference Events and Wednesday Study Tours at an additional cost.**

[Link to Registration for Delegates, Companions and Golf](#)



## Important Registration Information

- If you are paying by cheque, you are not considered registered until payment is received.
- If you are attending the full Conference, the tickets to social functions are included in the delegate registration price. Add tickets only if you wish to purchase additional tickets for another individual. **Tickets to social events are non-refundable and non-transferable.**
- An administration fee of \$200.00 for each cancelled registration applies until April 15<sup>th</sup>, 2025. **No refunds will be issued after April 15<sup>th</sup>, 2025.** Substitutions are permitted. Please request substitutions in writing to: [admin@camacam.ca](mailto:admin@camacam.ca)
- CAMA will take photographs and some video at the 2025 Conference and may use them in CAMA news or promotional materials whether in print, electronic or other media, including the CAMA website. By participating in the CAMA Conference, you grant CAMA the right to use your name and photograph for such purposes.
- **Delegate Portals to register at a later date.** If you are not sure at the time of registration what Pre-Conference Activity or Study Tour you would like to attend, if your Companion will be attending, or if you want to play golf or need to add clubs, etc.? No worries. Upon receiving your delegate registration receipt, you'll be provided with a dedicated delegate portal. This portal, using your e-mail address as the username and a designated password, allows you to revisit and complete your registration at your convenience. Simply click on the provided link in the receipt whenever you're ready to add or modify your choices for other activities.

## Exhibitor Registration and Sponsorship Opportunities

To register as an exhibitor or explore sponsorship opportunities, reach out to **Jennifer Goodine, CAMA Executive Director** at [admin@camacam.ca](mailto:admin@camacam.ca)

### Strengthening Teams, Elevating Leadership: The Power of CAMA Membership

*"Attending the CAMA Conference each year is invaluable to my role as a CAO. Encouraging my direct reports to join CAMA has strengthened our team, providing them with resources and connections that enhance their leadership and benefit our municipality."*



**MEIGHAN WARK**  
CHIEF ADMINISTRATIVE OFFICER  
COUNTY OF HURON, ON

*"Joining CAMA has been transformative for my role as a Director of HR. The Conference offers unmatched opportunities to learn, connect, and bring fresh ideas to our municipality. I'm grateful my CAO encouraged me to be part of this incredible Association."*



**LARA VANSTONE**  
DIRECTOR OF HUMAN RESOURCES  
COUNTY OF HURON, ON

Take the next step in advancing your leadership and team success - Join CAMA today!

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

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# GREETINGS FROM THE PRESIDENT OF CAMA

Bienvenue à Mont-Tremblant! As President of the Canadian Association of Municipal Administrators (CAMA), it's my pleasure to welcome you to our 51<sup>st</sup> Annual Conference in the stunning Mont-Tremblant.

This year's theme, **CAMA-RADERIE - Empowering Leaders, Transforming Communities**, embodies the heart of our gathering: strengthening connections, inspiring leadership, and sharing ideas to shape thriving communities.

Our 2025 program offers something for everyone, from inspiring keynote speakers like Michael Landsberg, Chantal Hébert, and Sarah McVanel to breakout sessions tackling today's key municipal challenges. We will celebrate your dedication during the Long Service Awards Luncheon and highlight outstanding achievements at the CAMA Awards of Excellence.

Mont-Tremblant's breathtaking setting adds adventure to our agenda, with activities like golf, biking, white-water rafting, ziplining, and scenic gondola rides. Don't miss the Après Ski Party at Le P'tit Caribou, where great food, music, and camaraderie await.

On Wednesday afternoon, choose from a Bon Appétit cooking class, a wine tasting masterclass, or workshops on recognition culture and building resilience in rural communities.

This year, we're embracing "mountain casual"—so wear what feels right, whether it's a cozy sweater or business casual, and enjoy the laid-back luxury of the Fairmont Mont-Tremblant.

We will conclude with the unforgettable President's Dinner, featuring a black-and-white masquerade theme, a photo booth, and dazzling entertainment.

My heartfelt thanks to our sponsors and exhibitors—your support makes this event possible.

Let's make this 51<sup>st</sup> Annual Conference a celebration of leadership, collaboration, and community transformation.

Merci et bon congrès!

Tony Kulbisky  
CAMA President



# PRE-CONFERENCE DAY

Sunday, May 25, 2025

2:00 p.m. - 6:00 p.m. Conference Registration

Sponsored by **Strategic Steps**

Strategic Steps is a management consultancy focused on solving the unique challenges faced by various governments, public and private sector organizations, and non-profits in Canada regarding governance, leadership, and organization.

Brace yourself for a whirlwind of excitement at the CAMA Conference Registration Desk, brought to you by the trailblazing team at Strategic Steps! From the moment you step in, be prepared for a warm welcome from the CAMA Staff and our Registration Desk Partner, Strategic Steps. Grab your name badge like a badge of honor and dive headfirst into the heart of the CAMA Conference. Picture this - breathtaking landscapes, networking opportunities, and surprises waiting to be unveiled. Your epic CAMA adventure is not just a Conference; it's a journey, and it all starts at our vibrant registration desk.

## DAY ONE

Monday, May 26, 2025

### Morning Tours and Activities

7:30 a.m. - 3:30 p.m.	Golf Tournament at Le Maître Golf Course
8:00 a.m. - 3:00 p.m.	Pre-Conference Activity: Ride the Rapids: A Thrilling White-Water Rafting Adventure on the Rouge River!
9:00 a.m. - 12:45 p.m.	Pre-Conference Activity: Soar Through the Skies: Ziptrek Tremblant Adventure <b>(Also offered in the afternoon)</b>
9:15 a.m. - 12:00 Noon	Pre-Conference Activity: Walking Tour & 360 Gondola to the Top
9:00 a.m. - 12:15 p.m.	Pre-Conference Activity: Pedal Through Paradise: An E-Bike Adventure in Mont-Tremblant
11:00 a.m. - 8:00 p.m.	Conference Registration

### Afternoon Tours and Activities

12:45 p.m. - 4:30 p.m.	Pre-Conference Activity: Soar Through the Skies: Ziptrek Tremblant Adventure <b>(Also offered in the morning)</b>
1:00 p.m. - 4:45 p.m.	
1:00 p.m. - 5:00 p.m.	Pre-Conference Activity: Town Tour & Tree Top Walk

### Evening Events

6:00 p.m. - 9:00 p.m.	Welcome Reception at the Exhibitor Tradeshow
9:00 p.m. - 10:30 p.m.	Hospitality Suite at Le Shack

## 7:30 a.m. to 3:30 p.m. CAMA Golf Tournament - Le Maître Golf Course

We are proud to have [The Canoe Procurement Group of Canada](#) as the transportation sponsor for this event. Canoe works with municipal associations across the country. The associations work with Canoe to provide member organizations access to preferential pricing on trade-compliant purchasing programs that leverage the collective buying power of all involved. Canoe works hard to specialize in certain product areas, and has created customized programs for our membership in response to popular demand.

Cost per participant includes transportation (sponsored by [The Canoe Procurement Group of Canada](#)), green fees, the use of the driving range, the use of a shared power cart, a hot breakfast buffet and a hot lunch.

CAMA Members (Municipal)/Retired Members/Municipal Interns/ Members in Transition/Honourary Members .....	\$275.00 + Tax
Non-Members (Municipal) .....	\$290.00 + Tax
Affiliate CAMA Members (Non-Municipal) / Business Partners .....	\$305.00 + Tax
Non-Members (Non-Municipal) .....	\$315.00 + Tax

**Golf club rentals will be available for \$75.00 (plus tax) and must be reserved and paid for on the on-line registration form.**

Experience an unforgettable day of golf at Le Maître Golf Course in Mont-Tremblant, a premier ClubLink property nestled in the stunning Laurentian Mountains. Known for its challenging layout, refined atmosphere, and breathtaking views, this exceptional 18-hole course offers a golfing experience unlike any other.

Le Maître's championship course combines pristine natural beauty with a layout that will challenge players of all skill levels. From its meticulously designed fairways to its panoramic mountain and river views, it promises an exceptional day on the greens.

Start your day with a hot breakfast buffet at the clubhouse, warm up on the driving range, and prepare for the shotgun start at 9:00 a.m. where your golfing adventure begins.

Throughout the tournament, test your skills with thrilling hole contests, including challenges for the longest drive and closest to the pin.

Wrap up the day at 1:30 p.m. with a celebratory BBQ lunch at the clubhouse. Relive your best shots, share stories of your near misses, and congratulate the day's champions.

Whether you're a seasoned golfer or just looking for a fun day outdoors, this tournament is an opportunity to network, unwind, and enjoy the camaraderie that makes CAMA conferences so special.

**Transportation Details:** Participants will be transported from the Fairmont Mont Tremblant to Le Maître Golf Course (approximately a 12-minute drive). Specific pick-up and drop-off times will be communicated before the event.

Get ready to swing into action at one of Canada's most stunning golf destinations!

*\*This itinerary is subject to change, and adjustments may occur.*



**8:00 a.m. to 3:00 p.m.**  
**Ride the Rapids: A Thrilling White-Water Rafting Adventure on the Rouge River!**  
**Maximum Capacity: 40 People**

**Cost:** The tour includes round-trip transportation from the Fairmont Mont-Tremblant Hotel, the rafting adventure with professional guides, a BBQ Lunch, and all equipment including a helmet, paddle, life vest, and a wet suit (if needed). Every participant will be required to sign a waiver form. No rafting experience is necessary.

CAMA Members (Municipal)/Retired Members/Municipal Interns/ Members in Transition/Honourary Members .....	\$160.00 + Tax
Non-Members (Municipal) .....	\$175.00 + Tax
Affiliate CAMA Members (Non-Municipal)/Business Partners .....	\$190.00 + Tax
Non-Members (Non-Municipal) .....	\$205.00 + Tax

Dive into a heart-pounding journey as you experience the rush of white-water rafting through the Rouge River’s exciting cascades, ledges, and waves. Whether you're a thrill-seeker or simply looking for an unforgettable outdoor activity, this tour will have you laughing, cheering, and maybe even getting a little wet!

Your adventure begins with a 75-minute scenic shuttle ride to the Montebello area, where you’ll meet your expert rafting guides.

After a quick safety briefing, gear up with your helmet, paddle, life vest, and (if needed) a cozy wet suit—then it’s time to hit the water!

Feel the adrenaline surge as you navigate the river's rapids, but don’t worry—it’s not all fast and furious! Between exhilarating sections, take a breather on the river’s tranquil beaches and soak in the stunning scenery of the surrounding wilderness.



## What Should You Wear/Bring?

- Wear your swimsuit under your clothes and bring warm clothes, and a towel in a bag for after the tour. Bring a toque or hat for colder days, for under your helmet. Your belongings can be stored on the bus while you are on the river.
- You can wear sunglasses/glasses if these are secured with a strap or piece of string, and contact lenses are usually okay if you are comfortable swimming with them.
- Sunscreen is great on a hot day for any areas not covered by the wetsuit but avoid putting it above or near your eyes.
- You can bring your own waterproof camera or GoPro which can be secured with your own chest harness or on a helmet with a GoPro mount, but the tour company is not responsible for loss or damage of your equipment.

## Detailed Itinerary:

<b>8:00 a.m.</b>	<b>Adventure Awaits!</b> Kick off the day with excitement as you board the shuttle from the Fairmont Mont Tremblant for a scenic ride to Montebello. Let the anticipation build as you head toward the ultimate white-water experience!
<b>9:15 a.m.</b>	<b>River Ready!</b> Arrive at the river base and dive straight into the action! Gear up with your paddle, helmet and life vest as your expert guides get you ready to conquer the Rouge River. The rapids are calling – are you ready to answer?
<b>12:30 p.m.</b>	<b>BBQ &amp; Bragging Rights!</b> You did it! After taming the river’s wild cascades, it’s time to refuel with a hearty BBQ lunch. Share stories, exchange high-fives, and relive those epic moments on the water with your fellow adventurers.
<b>1:45 p.m.</b>	<b>Goodbye, Rouge River!</b> Say farewell to the river that brought the thrills and head back to the shuttle. With unforgettable memories in tow, enjoy the scenic ride back to the Fairmont Mont-Tremblant.
<b>3:00 p.m.</b>	<b>Relax and Relive the Fun!</b> Arrive back at the Fairmont Mont-Tremblant, where the rest of the day is yours to relax, pamper yourself, or keep the adventure vibe alive. You’ve earned it!

*\*This itinerary is subject to change, and adjustments may occur.*

*\*Please note: For participants staying at other hotels, it is your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

Whether you’re a first-time rafter or a seasoned paddler, this half-day of thrills, spills, and unbeatable views promises memories that will last a lifetime!. **Don’t miss out on this unforgettable ride—sign up today and let the river work its magic!**

## Morning Tours:

9:00 a.m. to 12:45 p.m.

## Afternoon Tours:

12:45 p.m. to 4:30 p.m. | 1:00 p.m. to 4:45 p.m.

Soar Through the Skies: Ziptrek Tremblant Adventure

Capacity: 14 people per tour

**Cost:** Includes a guide with a panoramic gondola ride to the mountain summit, access to all five ziplines, including gear (helmet and harness) and resort royalty taxes (3%).

CAMA Members (Municipal)/Retired Members/Municipal Interns/ Members in Transition / Honourary Members .....	\$135.00 + Tax
Non-Members (Municipal) .....	\$150.00 + Tax
Affiliate CAMA Members (Non-Municipal) / Business Partners .....	\$165.00 + Tax
Non-Members (Non-Municipal) .....	\$170.00 + Tax

Get ready for an unforgettable experience as you soar high above the breathtaking landscapes of Mont-Tremblant on one of the most spectacular zipline courses in the world! This thrilling 3-hour adventure will take you on a heart-pounding journey, starting from the summit of the mountain and zipping all the way back to the charming village below.

With five distinct and spectacular ziplines that stretch nearly 4 kilometers in total, this tour combines adrenaline-pumping excitement with jaw-dropping views of the Laurentian Mountains, forests, and lakes. Feel the wind rush past as you glide through the treetops, taking in the incredible scenery from a whole new perspective.

Whether you're a thrill-seeker or simply looking to embrace the beauty of Mont-Tremblant from above, this experience is designed to leave you amazed. Prepare to fly, laugh, and make memories that will last a lifetime. Don't miss this epic adventure—reserve your spot today!



**Detailed Itinerary: Each tour follows the same itinerary based on its start time**

**Tour 1: 9:00 a.m.**

**Tour 2: 1:00 p.m.**

**Tour 3: 1:15 p.m.**

**Meet your Guide at the Fairmont Mont-Tremblant.** Your adventure begins with a warm welcome from your friendly guide. After a quick check-in, you'll be led to the panoramic gondola to start your journey to the summit. The excitement builds as you ascend to the top of the mountain, taking in stunning views along the way.

**Tour 1: 9:15 a.m.**

**Tour 2: 1:15 p.m.**

**Tour 3: 1:30 p.m.**

**Gear Up and Get Ready to Fly.** At the base of the mountain, you'll receive your helmet and harness, along with a quick safety briefing to ensure a smooth and thrilling ride. Your guide will walk you through the five spectacular ziplines, setting the stage for the excitement ahead.

**Tour 1: 9:00 a.m. to 12:45 p.m.**

**Tour 2: 1:00 p.m. to 4:30 p.m.**

**Tour 3: 1:15 p.m. to 4:45 p.m.**

**Zip Through the Skies.** Let the adventure begin! Glide through the treetops across five breathtaking ziplines, totalling nearly 4 kilometers. With each zip, you'll experience a mix of heart-pounding thrills and awe-inspiring views of Mont-Tremblant's natural beauty. Be sure to take in the sights of the Laurentian Mountains, lush forests, and serene lakes as you soar.

Your adventure ends in the charming village of Mont-Tremblant, where you can soak in your accomplishments, photos, and relive the highlights with your group.

*\*This itinerary is subject to change, and adjustments may occur.*

*\*Please note: Participants staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*



## 9:15 a.m. to 12:00 Noon

### Panoramic Bliss Walking Tour & 360° Gondola to the Summit

Maximum Capacity: 40 People

Cost includes a local guide to enrich your experience with stories and insights, return gondola ticket, a light snack at the summit, and 3% resort royalty taxes.

CAMA Members (Municipal)/Retired Members/Municipal Interns/ Members in Transition / Honourary Members .....	\$85.00 + Tax
Non-Members (Municipal) .....	\$100.00 + Tax
Affiliate CAMA Members (Non-Municipal) / Business Partners .....	\$115.00 + Tax
Non-Members (Non-Municipal) .....	\$130.00 + Tax

Discover the charm, beauty, and breathtaking views of Mont-Tremblant with this relaxing yet awe-inspiring tour. Perfect for those looking to soak in the culture and natural splendor of this renowned destination, this three-hour experience combines a guided walking tour with a spectacular gondola ride to the summit.

Start your journey with a walking tour through Mont-Tremblant’s picturesque pedestrian village, where your guide will share fascinating insights about its history, unique architecture, and vibrant culture. As you wander the cobblestone streets, you’ll discover why Mont-Tremblant is celebrated as an internationally renowned tourist destination.

Next, board the scenic gondola for a gentle ride up the mountain. Take in the stunning landscapes and unparalleled views as you ascend to the summit. At the top, follow your guide along the short 360° panoramic trail to admire the sweeping vistas of the Laurentian Mountains—perfect for capturing those unforgettable photos!

Whether you’re looking for a leisurely adventure or an opportunity to marvel at Mont-Tremblant’s natural wonders, this tour promises a peaceful yet unforgettable experience. Reserve your spot and prepare to enjoy Mont-Tremblant from new heights!

**\*Please note:** For participants staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated meeting time.



## 9:00 a.m. to 12:15 p.m.

### Pre-Conference Activity: Pedal Through Paradise: An E-Bike Adventure in Mont-Tremblant

Capacity: 20 People

**Cost:** This is an all-inclusive package with a private local guide, electrically assisted bike (e-bike) and helmet and trail access fees, and a light snack and beverage served half-way.

#### Important Notes:

- All participants must be 18 years or older and at least 5 feet (152 cm) tall.
- Teenagers aged 14 to 17 with a valid Class 6D (moped or scooter) licence are also welcome to join.

CAMA Members (Municipal)/Retired Members/Municipal Interns/ Members in Transition / Honourary Members	.....\$140.00 + Tax
Non-Members (Municipal)	.....\$155.00 + Tax
Affiliate CAMA Members (Non-Municipal)/Business Partners	.....\$170.00 + Tax
Non-Members (Non-Municipal)	.....\$185.00 + Tax

Discover the beauty of Mont-Tremblant with this guided e-bike tour, a perfect blend of adventure, culture, and history. Ride along hilly circuits beside La Rivière de la Diable, wind through forest trails, and take in the region's stunning natural scenery. Your expert local guide will share fascinating stories about Mont-Tremblant's culture and history, making this a truly immersive experience.

Along the way, enjoy the serene outdoors and get a chance to spot local wildlife, including the famous white-tailed deer, or even tame small birds! By the end of your journey, you'll be enchanted by the many charms of Mont-Tremblant.

This unique outdoor adventure is a fantastic way to explore Mont-Tremblant's breathtaking surroundings while learning about the region's rich culture and history. Don't miss the opportunity to experience the charm of Mont-Tremblant in a truly unforgettable way!





## Detailed Itinerary:

<b>9:00 a.m.</b>	<b>Meet your Guide.</b> Your adventure kicks off at the iconic Fairmont Mont-Tremblant, where your friendly and knowledgeable guide will be waiting to greet you. They'll equip you with your e-bike and helmet, share a few quick tips for an effortless ride, and get you pumped for the unforgettable journey ahead. Excitement is in the air—it's time to roll!
<b>9:30 a.m.</b>	<b>Your Journey Begins:</b> Hop on your e-bike and feel the thrill as you glide along scenic trails, winding rivers, and lush forests. Your guide will lead the way through La Rivière de la Diable and onto hidden paths that showcase the natural beauty of Mont-Tremblant. With each turn of the pedal, you'll be immersed in local culture, wildlife encounters, and captivating stories. Don't be surprised if you find yourself stopping for a picture—or to tame a friendly bird or catch sight of the famous white-tailed deer!
<b>12:15 p.m.</b>	<b>Return to the Fairmont Mont-Tremblant.</b> As your adventure winds down, you'll cruise back to the Fairmont Mont-Tremblant, feeling energized and inspired by the breathtaking sights you've seen and the unique memories you've made. Share a laugh with your guide, swap stories with fellow adventurers, and leave with a newfound appreciation for the wonders of Mont-Tremblant.

*\*This itinerary is subject to change, and adjustments may occur.*

*\*Please note: For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

## **11:00 a.m. to 8:00 p.m.** Conference Registration

Sponsored by [Strategic Steps](#)

## **12:45 p.m. to 4:30 p.m. | 1:00 p.m. to 4:45 p.m.** Soar Through the Skies: Ziptrek Tremblant Adventure Capacity: 14 people per tour

See [Page 15](#) for details.

## **1:00 p.m. to 5:00 p.m.** Discover Mont-Tremblant: Town Tour & Tree Top Walk Adventure Maximum Capacity: 40 People

Cost includes private transportation in a motorcoach, a local guide to share stories and insights, and entrance to the Sentier des Cimes treetop experience, and appetizers and beverages served onsite.

CAMA Members (Municipal)/Retired Members/Municipal Interns/ Members in Transition/Honourary Members .....	\$130.00 + Tax
Non-Members (Municipal) .....	\$145.00 + Tax
Affiliate CAMA Members (Non-Municipal)/Business Partners .....	\$160.00 + Tax
Non-Members (Non-Municipal) .....	\$175.00 + Tax

Step into the heart of Mont-Tremblant and experience the magic of this internationally renowned destination with a guided tour that showcases its natural beauty, fascinating history, and unique charm. This 3-4 hour journey is the perfect way to immerse yourself in everything Mont-Tremblant has to offer! Your adventure begins with a scenic drive through the **four distinct areas of Mont-Tremblant**, where you'll discover:

- The **Mont Tremblant Resort**, known for its stunning alpine beauty.
- The **Old Village**, brimming with historic charm.
- The quaint streets of **downtown Saint-Jovite**.
- The serene tranquility of **Domaine Saint-Bernard**.

Next, you'll head to the breathtaking **Sentier des Cimes** in Mont-Blanc, where the adventure continues. Stroll along a suspended pathway 40 meters above the forest floor and take in the endless landscapes of the Laurentians while enjoying some snacks. The panoramic views from this treetop walk will leave you in awe!

This engaging and picturesque tour is perfect for anyone looking to get acquainted with Mont-Tremblant, soak in its vibrant culture, and marvel at its stunning landscapes. Whether you're a first-time visitor or a returning fan, this experience promises to be one you won't forget. **Come see Mont-Tremblant from new heights—reserve your spot today!**

### Detailed Itinerary

<b>1:00 p.m.</b>	<b>Departure from Fairmont Mont Tremblant.</b> Begin your journey with a scenic drive through Mont-Tremblant's most captivating areas. Your guide will share fascinating insights as you explore the vibrant Mont Tremblant Resort, the historic Old Village, and the charming streets of downtown Saint-Jovite. Take in the unique culture, picturesque landscapes, and local charm during this immersive introduction to the region.
<b>2:20 p.m.</b>	<b>Domaine Saint-Bernard.</b> Discover the serene beauty of Domaine Saint-Bernard, a tranquil nature sanctuary perfect for capturing scenic photos and enjoying the fresh Laurentian air.
<b>2:50 p.m.</b>	<b>Sentier des Cimes, Mont-Blanc.</b> Experience the breathtaking treetop walkway at Sentier des Cimes, where you'll stroll 40 meters above the forest floor. Take in the panoramic views of the Laurentian Mountains and enjoy a light snack as you marvel at the unforgettable scenery.
<b>4:00 p.m.</b>	<b>Scenic Return Drive.</b> Relax on the journey back as your guide provides additional insights about Mont-Tremblant and its surroundings.
<b>5:00 p.m.</b>	<b>Arrival at Fairmont Mont Tremblant.</b> Conclude your tour back at the hotel, enriched by the beauty and culture of Mont-Tremblant.

*\*This itinerary is subject to change, and adjustments may occur.*

*\*Please note: For participants staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*



## 6:00 p.m. to 9:00 p.m. Opening Reception at Tradeshow

Sponsored by [Intact Financial Corporation](#)

Intact Financial Corporation is the largest provider of Property & Casualty insurance in Canada, a leading provider of global specialty insurance and a leader in commercial lines in the U.K. and Ireland. We exist to help people, businesses and society prosper in good times and be resilient in bad times. Our social impact and climate priorities sit alongside our financial goals and are embedded in the Company's strategic roadmap.

Get ready to mix business with pleasure at our Opening Reception and Exhibitor Tradeshow! It's not just an event; it's a vibrant fusion of networking, laughter, and fantastic opportunities.

Reconnect with old friends and make new ones in a laid-back atmosphere that's perfect for exploring cutting-edge resources and services that'll make your job easier.

Join us for a feast of food, fun, and the chance to win some valuable prizes. This is your golden ticket to making work feel less like a task and more like an adventure. Let's turn the ordinary into extraordinary - see you there!

And guess what? You will have the opportunity to swap those outdated selfies with a crisp, professional portrait that's bound to leave a lasting impression. So flash your brightest smile, and let our photographer capture the essence of the incredible professional you are!

## 9:00 p.m. to 10:30 p.m. Hospitality Suite at Le Shack (3035 Chem. De la Chapelle)

Sponsored by [Neptune Technologies](#)

Neptune is a technology company serving water utilities across North America. We make data actionable by providing effective measurement tools, networks, software, and services designed for the critical work of water.

Join us at Le Shack for an evening of relaxation, networking, and camaraderie. This is your opportunity to connect with colleagues in a welcoming atmosphere, where meaningful conversations flow as effortlessly as the refreshments. Let the Hospitality Suite be your haven for winding down after a productive day while forging valuable connections in the heart of Mont-Tremblant.

# DAY TWO

Tuesday, May 27, 2025

6:00 a.m. - 7:00 a.m.	Morning Run
7:00 a.m. - 4:30 p.m.	Conference Registration
7:30 a.m. - 8:15 a.m.	Breakfast
8:15 a.m. - 9:00 a.m.	Annual General Meeting
9:00 a.m. - 9:15 a.m.	Opening Ceremonies
9:15 a.m. - 10:15 a.m.	Opening Keynote: "Darkness and Hope: Depression, Sports, and Me" (Michael Landsberg)
10:15 a.m. - 11:00 a.m.	Tradeshow Refreshment Break
11:00 a.m. - 12:00 Noon	Plenary Session: "National Affairs: Politics from Coast to Coast" (Chantal Hébert)
12:00 Noon - 1:00 p.m.	Long Service Awards Luncheon
1:00 p.m. - 1:30 p.m.	Treats & Java in the Tradeshow Area
1:30 p.m. - 2:30 p.m.	Concurrent Sessions Session #1: "Anticipating the Next Wave: Equipping Municipalities of All Sizes to Tackle Unprecedented Social Challenges, Including Encampments and Homelessness" (Dr. Alina Turner) Session #2: "INSPIRE! Overcoming Recruitment and Retention Challenges in Difficult Communities" (Martin Lesperance)
2:30 p.m. - 3:15 p.m.	Tradeshow Refreshment Break
3:15 p.m. - 4:15 p.m.	Concurrent Sessions Session #1: "AI in Local Government: Navigating the Uncertainty and Shaping the Future" (Guillermo Ferrero, Dr. Alina Turner) Session #2: "5-Minute Game Changers: Inspiring Solutions for Municipal Leaders" (Yves Leger, Lisa Spitale, Doug Gilchrist, Manon Bernard, Jennifer Stover, Chris McQueen, Marc Melanson, Sonya Pritchard)
6:30 p.m. - 9:00 p.m.	Casual Night Out: Toques & Tunes: CAMA's Après Ski Party (Le P'tit Caribou)
9:00 p.m. - 10:30 p.m.	Hospitality Suite at Le P'tit Caribou

## 6:00 a.m. to 7:00 a.m.

### Morning Run

(Meet in the lobby of The Fairmont Tremblant Hotel)

## 7:00 a.m. to 4:30 p.m. Conference Registration

Sponsored by [Strategic Steps](#)

## 7:30 a.m. to 8:15 a.m. Breakfast

Sponsored by [The Partnership Group - Sponsorship Specialists™](#)

Partnership Group - Sponsorship Specialists® is Canada's leading sponsorship marketing agency assisting municipalities in generating incremental revenue outside of user fees and taxes as well as the presenting sponsor of the WSC® Municipal Sponsorship Summit. The team works with the municipality to determine what is saleable in a sponsorship program, assigns real marketing value to those assets and properties and then assists to build the internal capacity for long term renewable revenue through corporate sponsorship. Municipalities as small as Marwayne Alberta to as large as the City of Toronto, from Nanaimo BC on one coast to Summerside PEI on the other, the Partnership Group - Sponsorship Specialists® delivers results.

Start your day the Mont-Tremblant way with a breakfast extravaganza, sponsored by the incredible Brent Barootes and The Partnership Group - Sponsorship Specialists. But this is more than just breakfast - it's your chance to connect, mingle, and network with fellow attendees, all while soaking in the charm and energy of Mont-Tremblant. Let this vibrant morning feast set the tone for an inspiring day ahead in one of Canada's most picturesque destinations. Bon appétit!

## 8:15 a.m. to 9:00 a.m. Annual General Meeting

Join us for the CAMA Annual General Meeting, where President Tony Kulbisky will captivate you with the annual report on all things CAMA. Set against the breathtaking backdrop of Mont-Tremblant, this isn't just a meeting - it's a celebration of our collective

achievements, a vision for the future, and a unique opportunity to connect with colleagues from across the country. Don't miss your chance to be part of AGM history, all while surrounded by the natural beauty and charm of this iconic destination!

## 9:00 a.m. to 9:15 a.m. Opening Ceremonies

The curtain rises on the CAMA Conference with a spectacular Opening Ceremonies setting the stage for an inspiring event, bringing together municipal leaders to connect, share knowledge, and celebrate excellence in local government.

## 9:15 a.m. to 10:15 a.m. Opening Keynote - "Darkness and Hope: Depression, Sports, and Me"

Speaker: [Michael Landsberg](#)

Sponsored by the [Canoe Benefits Program](#)

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

Michael Landsberg made a name for himself as the charismatic host of TSN's Off the Record - and from watching his show, you'd never guess that he had been battling mental illness and depression for most of his life. Lifting the stigma from this topic, Landsberg delivers a powerful and personal keynote on the dangerously misunderstood issues of depression, anxiety, and stress. Landsberg shares the story of his own battle with mental illness, as well as the unexplored stories of some of the world's most recognizable sports figures, to show us that recovery, strength, and hope are possible in some of our darkest times.



## About the Speaker

### Michael Landsberg

One of the best-known sports personalities in Canadian broadcasting, Michael Landsberg had been with TSN since the network's inception. He hosted "Off the Record" from its debut in 1997 to its finale in December 2015.

Landsberg suffers from generalized anxiety disorder and depression. He has since transformed #sicknotweak from a trending topic to a movement with the launch of sicknotweak.com - a forum for those suffering from depression and a resource for those supporting a loved one who needs help.

"I want people who suffer from depression to feel motivated to share and to get help without fear of being judged. And I want people who don't suffer, to look at this as an illness and not a weakness and to create an environment where more people can share and not feel like they are being judged," Michael Landsberg explains.

Michael Landsberg is an ambassador for Bell Let's Talk, an initiative raising awareness about mental health, and the founder of #SickNotWeak, a charity that reframes mental illness as a health issue, rather than a character flaw. The foundation serves as both a resource and community for people living with mental illness and those who wish to support their loved ones.



## 10:15 a.m. to 11:00 a.m. Tradeshow Refreshment Break

### Sponsored by **KTI Limited**

KTI Limited offers a full-suite of water metering products and solutions to fit the needs and challenges of all water utilities. From residential & commercial water meters to installation services & project management to everything beyond the meter with Sensus FlexNet AMI (Advanced Metering Infrastructure).

Connect with exhibitors, forge new partnerships, and savor the flavors of innovation in a relaxed and vibrant setting. Don't miss this opportunity to elevate your tradeshow experience - because the best connections happen over a cup of coffee and a shared bite!

## 11:00 a.m. to 12:00 Noon Plenary Session - "National Affairs: Politics From Coast to Coast"

### Speaker: Chantal Hébert

Chantal Hébert looks at what's making news across the country and examines how political developments are impacting Canadians from coast to coast. Regardless of what type of business, industry, profession or workplace environment you may be in, she helps audiences make sense of the complex political world to help guide strategic decision making.

**This session will be delivered in French only.  
Simultaneous translation services will be available.**

### About the speaker:

#### Chantal Hébert

Chantal Hébert is a national affairs writer with the Toronto Star and a guest columnist for L'Actualité. She helps audiences make sense of the complex political world to help in guiding strategic decision making. She was invested as an Officer of the Order of Canada in November 2012.

Ms Hébert began her career in Toronto as a reporter for the regional newsroom of Radio-Canada in 1975 before moving on to Parliament Hill for Radio-Canada radio. She has served as parliamentary bureau chief for Le Devoir and La Presse before moving on to become a political columnist for the Toronto Star.

Hébert is a graduate of Glendon College, York University. She is a Senior Fellow of Massey College at the University of Toronto, holding an honorary doctorate from Bishop's University.

Hébert is a recipient of two Asia-Pacific media fellowship (Malaysia and Japan). She is the 2005 recipient of the APEX Public Service Award. In 2006, she received the Hy Solomon award for excellence in journalism and public policy as well as York University's Pinnacle Achievement Bryden Alumni award.

In 2019, her peers in the Parliamentary Press Gallery awarded her the Charles Lynch award for her longstanding coverage of national issues.



## **12:00 Noon to 1:00 p.m.** **Long Service Awards Luncheon**

Get ready to roll out the red carpet because we're about to spotlight our CAMA members!

CAMA's Long Service Recognition Program is not just a nod; it's a standing ovation for the unwavering commitment of our incredible members to public service and municipal management. These awards are based on the number of years of full-time, paid employment in municipal government in a management capacity (a Chief Administrative Officer or reporting directly to a Chief Administrative Officer). Awards are granted at ten years, and then, the celebration kicks in every five years!

The CAMA Special Long Standing CAO Service Award is for those that have been in the position of Chief Administrative Officer for twenty-five years or more, all while rocking the CAMA membership for at least a decade. Now, that's what we call commitment!

Let's celebrate YOU at this epic ceremony - because in our CAMA family, every year counts. Recipients with twenty years of service or more will be presented with their awards at this ceremony. For those with ten and fifteen years, we've already sent your awards by mail.

Cheers to the years, the milestones, and the incredible individuals who make CAMA shine!

## **1:00 p.m. to 1:30 p.m.** **Treats & Java in the Tradeshow Area**

Join us in the tradeshow area for a delightful rendezvous of desserts and coffee, all while surrounded by the buzz of innovation at our exhibitor booths.

Take the opportunity to explore the tradeshow booths that are brimming with the latest and greatest in municipal services. Engage with our exhibitors, discover groundbreaking solutions, and, here's the cherry on top - get your passport stamped so that you can enter for a chance to win fantastic prizes!

This is your invitation to savor the flavors and prizes that await you in the heart of the CAMA Tradeshow - where innovation meets indulgence!

## **1:30 p.m. to 2:30 p.m.** **Concurrent Session: "Anticipating the Next Wave: Equipping Municipalities of All Sizes to Tackle Unprecedented Social Challenges, Including Encampments and Homelessness"**

**Speaker: Dr. Alina Turner**

In an era marked by rising social challenges, municipalities across Canada—from small rural towns to large urban centers—are increasingly tasked with addressing complex issues such as homelessness, addiction, mental health crises, and social inequality. This session, led by Dr. Turner, will equip CAOs with forward-thinking strategies to tackle these pressures while balancing community expectations, political dynamics, and limited resources.

A core focus will be on responding to the urgent issue of encampments and homelessness. Attendees will explore the socioeconomic roots of encampment formation, including housing affordability and availability, and will gain insights into humane and sustainable encampment response strategies. The session will also delve into legal and ethical considerations, balancing the rights of individuals experiencing homelessness with public safety concerns. Participants will learn about innovative housing solutions, such as rapid rehousing, Housing First models, and modular housing options, as part of a broader strategy for effective municipal intervention.

Through case studies and expert guidance, attendees will discover approaches for fostering collaboration with social service agencies, NGOs, and healthcare providers, while developing actionable tools to manage crises, engage the public, and support Council in addressing these difficult issues.

Dr. Turner will also unveil cutting-edge, data-driven approaches and technological innovations designed to anticipate future challenges, tailored to the unique contexts of rural communities, mid-sized towns, and large cities.

This session provides CAOs with the knowledge and tools to lead municipalities confidently into a resilient, inclusive future—prepared not only to confront current social issues but also to anticipate and address the next wave of societal change.

## About the Speaker

### Dr. Alina Turner

Alina is the Co-Founder/Co-President of HelpSeeker Technologies - a social technology and innovation Alberta-based B-Corp, founded in 2018. Her background is as a social scientist with a specialization in systems planning and integration, and as a funder and social policy expert. She's had the opportunity to work in systems change efforts on homelessness and affordable housing, domestic violence, poverty, mental health, and addictions throughout her career. Alina's drive and passion for her work are grounded in her lived experience of the social issues she continues to challenge in her professional work. She is a Fellow at The School of Public Policy, University of Calgary. Her most recent interest is in putting new technologies to use in reforming the design and delivery of social safety nets.



Dr. Alina Turner

## 1:30 p.m. to 2:30 p.m. Concurrent Session: "INSPIRE: Overcoming Recruitment and Retention Challenges in Difficult Communities"

**Speaker: Martin Lesperance**

Municipalities across Canada are grappling with significant recruitment and retention challenges, particularly in areas where a negative community reputation complicates the hiring process.

This interactive session will explore the desired mindset for building an inspiring culture resulting in attracting and retaining top talent.

Participants will learn how to create an environment where we reframe a community's image, we leverage employee recognition and create an inspiring workplace culture that appeals to existing and prospective employees.

We'll also examine the role of leadership in fostering staff loyalty and improving the recruitment process. Through real-world life examples, attendees will gain actionable insights to address the growing talent gap in their municipalities.

The key lies in our ability to get inspired because when we're inspired, we inspire others.

**This session will be delivered in French only.  
Simultaneous translation services will be available.**



## About the Speaker:

### Martin Lesperance

His dream is that people are happy in their work!! His objective is to INSPIRE people to take action so that they are happy, engaged and motivated, and their organizations make a difference in the world. He is 50% humor, 50% energy and 100% emotion.

Martin Lesperance won the title of Inspirational Speaker of the Year 2023 at North America's largest inspirational speaking competition, Speaker Slam®. He spent his entire career in the field of coaching, teaching and training. He's worked as an artistic gymnastics coach, a soldier-Medic in the Canadian Armed Forces Reserve, a high-school science teacher, an advisor with the Quebec Government Sports and Leisure Secretariat, a national trainer with Bayer, a national director of training and development with Essilor, he also launched a revolutionary optical product on the Canadian market, and he is certified in performance coaching with LMI.

He is an expert communicator and an extremely passionate speaker. He knows how to light up a room full of participants and rouse their emotions to create memorable moments.

He is enthusiastic, forthright, humorous, pragmatic and intelligent.

In recent years, Martin has focused on giving inspirational trainings and keynotes to inspire teams achieve their ambitious goals, create inspiring cultures and take action. He has inspired entrepreneurs in more than 20 countries including China, Thailand, all over Europe, the United States and all across beautiful Canada.

He hosts keynotes with creativity, humour, passion and generosity.



## 2:30 p.m. to 3:15 p.m. Tradeshow Refreshment Break

### Sponsored by [HelpSeeker Technologies](#)

HelpSeeker Technologies is a purpose-driven B-Corp dedicated to transforming how individuals access help and how communities address complex social challenges. Through innovative technology solutions, data-driven insights, and system-mapping tools, HelpSeeker empowers organizations, governments, and communities to better navigate, coordinate, and optimize social services and supports. Their mission is to create a world where everyone can effortlessly connect with the help they need, when they need it most.

Dive into the Networking Oasis during this refreshment break! Savor delicious treats, sip on your favorite beverage, and take the opportunity to connect with exhibitors at their booths. Fuel up and forge new connections in a relaxed setting that combines refreshment and networking.

## 3:15 p.m. to 4:15 p.m. Concurrent Session: AI in Local Government: Navigating the Uncertainty and Shaping the Future

### Speakers:

- **Guillermo Ferrero, Chief Administrative Officer, City of White Rock, BC**
- **Dr. Alina Turner, Co-Founder/Co-President, HelpSeeker Technologies**

Artificial Intelligence (AI) is rapidly transforming industries, and local governments are no exception. Yet, the uncertainty surrounding AI—its potential, limitations, and risks—can leave many municipalities unsure of how to embrace this technology. In this session, we'll explore the role AI can play in shaping the future of local government, from automating services to enhancing data-driven decision-making. We'll also address key concerns, such as ethical implications, privacy risks, and the potential impact on municipal jobs. Through expert insights and practical case studies, participants will gain a clearer understanding of AI's capabilities and how to leverage this emerging technology responsibly and effectively.

### About the Speakers:

#### Dr. Alina Turner

Alina is the Co-Founder/Co-President of HelpSeeker Technologies – a social technology and innovation Alberta-based B-Corp, founded in 2018. Her background is as a social scientist with a specialization in systems planning and integration, and as a funder and social policy expert. She's had the opportunity to work in systems change efforts on homelessness and affordable housing, domestic violence, poverty, mental health, and addictions throughout her career. Alina's drive and passion for her work are grounded in her lived experience of the social issues she continues to challenge in her professional work. She is a Fellow at The School of Public Policy, University of Calgary. Her most recent interest is in putting new technologies to use in reforming the design and delivery of social safety nets.



Dr. Alina Turner

#### Guillermo Ferrero Chief Administrative Officer

City of White Rock, BC

Guillermo Ferrero is a seasoned municipal executive with a collaborative leadership style and a diverse skill set, inspiring teams to achieve strategic goals through high-quality work. With 22 years of experience in municipal government and extensive expertise in Information Technology, Guillermo describes himself as an "IT geek" turned Chief Administrative Officer (CAO).

Since May 2020, Guillermo has served as the CAO for the City of White Rock, B.C. Previously, he held leadership positions in the Town of Ladysmith and the City of Nanaimo, with a focus on finance, technology, and communications. His leadership has driven award-winning initiatives.

In White Rock, Guillermo has championed innovative projects such as developing an online dashboard to track Council's Strategic Priorities and enhancing collaboration with the Semiahmoo First Nation. Outside of work, Guillermo is an avid adventurer who enjoys scuba diving, wind sports, and mountain biking.



Guillermo Ferrero

## **3:15 p.m. to 4:15 p.m.** **Concurrent Session: 5-Minute Game Changers: Inspiring Solutions for Municipal Leaders**

**Facilitator: Yves Leger, Chief Administrative Officer, Town of Shediac, NB / CAMA Board Member-At-Large for Municipalities Under 100,000**

### **Speakers:**

- **Lisa Spitale, Chief Administrative Officer, City of New Westminster, BC (Pilot Project to Address the Three Crises of Homelessness, Mental Health and Substance Use)**
- **Doug Gilchrist, City Manager, City of Kelowna, BC (Partnerships for Projects: Reimagining Municipal Leadership)**
- **Manon Bernard, Directrice générale, City of Salaberry-de-Valleyfield, QC (Coordinating Municipal Services in 15 Minutes - It's Possible)**
- **Jennifer Stover, Chief Financial Officer/Chief Information Officer, Peterborough County, ON (Driving Municipal Efficiency Through PRIME BPM: Process Mapping and Redesign in Action)**
- **Chris McQueen, Chief Administrative Officer, Town of Fort Erie, ON (Equity, Diversity & Inclusion - A Learning Journey)**
- **Marc Melanson, City Manager, City of Dieppe, NB (Tree Bylaw - A Balance Between Urban Development and Environmental Protection)**
- **Sonya Pritchard, Chief Administrative Officer, Dufferin County, ON (Making Climate and Energy Considerations Part of Decision Making)**

Join municipal leaders from across Canada as they share transformative projects and strategies in this fast-paced Rapid Fire Session. In just five-minute presentations followed by Q&A, you'll gain practical insights, creative solutions, and replicable ideas to inspire your community.

Topics include tackling homelessness, mental health, and substance use crises; reimagining municipal leadership through partnerships; improving service delivery with 15-minute coordination meetings; enhancing efficiency with process mapping tools; embarking on an equity, diversity, and inclusion journey; implementing Atlantic Canada's first tree bylaw for parkland preservation; and integrating climate change and energy considerations into municipal decision-making.

This session offers actionable ideas to drive collaboration, innovation, and community improvement in municipalities of all sizes.

### **About the Facilitator**

#### **Yves Leger**

Chief Administrative Officer  
Town of Shediac, NB  
CAMA Board Member-At-Large for Municipalities Under 100,000



**Yves Leger**

Yves Leger graduated from Université de Moncton with a Bachelor's in Business

Administration (BBA) degree, majoring in Finance, before transitioning from sales and marketing roles to the public sector in 2010.

Since 2014, Yves has served as Chief Administrative Officer (CAO) for several local governments in New Brunswick, including the Village of Memramcook (2014-2016), Beaubassin-est Rural Community (2016-2022), Maple Hills Rural Community (2022-2024), and currently the Town of Shediac. During those tenures, he has led strategic planning, infrastructure development, and public safety initiatives.

A member of CAMA and the Association of Municipal Administrators of New Brunswick (AMANB) since 2014, Yves has served on various committees, including CAMA's Awards of Excellence Program (2017), Financial Stability Committee (2021-present), and Bilingualism Committee (2023-present), as well as AMANB's Sponsor/Partner Program (Chair, 2020-2022) and Constitution Revision Committee (2023). He also served on AMANB's Board of Directors (Zone 9 Regional Director, 2019-2023).

Yves recently earned his Professional Certification Level 2 (AMANB, 2021) and Municipal Management Training Program Certification (AMANB, 2023) and is pursuing a Master of Public Administration (MPA) at Université de Moncton. He resides in Moncton, NB, with his wife Erika and their children, Eric and Annie.



## About the Speakers

### Lisa Spitale

Chief Administrative Officer  
City of New Westminster, BC

Lisa Spitale is the Chief Administrative Officer (CAO) for the City of New Westminster, a position she has held for the last 12 years. Working closely with the Mayor and City Council, she leads a complex and highly innovative organization. Lisa is a Registered Professional Planner with over 35 years of municipal and private sector experience. Prior to her appointment as CAO, Lisa held the position of Director of Development Services advancing official community plans and multi-million dollar high and medium density projects.

New Westminster is a compact and very urban city within Metro Vancouver and is experiencing one of the fastest growth rates in British Columbia. Lisa Spitale recognizes that growth management and addresses the many challenges faced by local government requires leadership and a commitment to balanced, measured approaches.

Lisa regularly presents on a range of topics affecting local government including affordable housing solutions, homelessness strategies, development financing and women's leadership in local government.



Lisa Spitale

### Doug Gilchrist

City Manager  
City of Kelowna, BC

Doug has been with the City of Kelowna since 2004 in varying capacities: from Property Officer to Manager of Real Estate, to Acting General Manager and Divisional Director of Community Planning and Strategic Investment; Doug began his present tenure as City Manager in 2018.

With more than 24 years' experience in Federal, Provincial, and municipal government, Doug's vision for the City is one where creativity and innovation thrive, financial accountability is a given, and collaboration is key. He is honored to be the City Manager of the fastest growing city in the country. He believes that it is a pivotal time to lead the municipality, and he is humbled by the passion and talent of the people who work for the organization.

Personally, Doug enjoys many aspects of Kelowna: from the vibrant downtown connected to beautiful Okanagan Lake, a growing cultural scene and the four-season playground that helps residents be Active by Nature. He takes advantage of the stunning routes and trails with biking, trail running, and from time to time, the odd waterski before the busy workday begins.



Doug Gilchrist

### Manon Bernard

City Manager  
City of Salaberry-de-Valleyfield, QC

Manon Bernard Manon Bernard has been working in the municipal sector since 1989. She holds a degree in urban planning, a master's in public administration and a doctorate in strategic human resources management. Driven by a constant desire to take on stimulating challenges, she has evolved within municipalities of various sizes, where she has piloted numerous projects focusing in particular on reorganization and organizational performance, leading to effective transformations within the structures she manages. Since 2019, she has been the City Manager of Salaberry de Valleyfield. Alongside her responsibilities, she shares her expertise with the next generation of leaders by teaching in the MBA program at the Université du Québec à Trois-Rivières business school. She also acts as a trainer for the Union des municipalités du Québec in its training program for newly elected officials, and is a mentor to ADGMQ members.



Manon Bernard

### Jennifer Stover

Chief Financial Officer/Chief Information Officer  
Peterborough County, ON

Jennifer Stover is the Chief Financial Officer, Chief Information Officer and Deputy CAO at Peterborough County. Jennifer has more than 30 years of municipal experience in finance, procurement, human resources and information technology.

Jennifer has also provided consulting services for municipalities in all areas of municipal finance including development charges, asset management and rate setting. Jennifer teaches Municipal Budgeting and Procurement at Humber College in the Fire Executive Management Program and serves as a Board Member of Five Counties Children's Centre. Jennifer holds an honours bachelor of commerce degree and is a chartered professional accountant.



Jennifer Stover

## Chris McQueen

Chief Administrative  
Officer

Town of Fort Erie, ON

Over his 25 year career in the municipal sector, Chris has gained valuable experience as a Senior Municipal Manager & Administrator, as a Municipal Consultant and as a municipal Councillor. He served as an elected City Councillor for the City of Welland, has had a progressive and diverse career path at Niagara Region that included Public Health, Administration, Emergency Medical Services, Treasury & Finance and Internal Audit & Performance Auditing. In 2017, Chris founded a consulting business (Disruptive Ideology) that has provided strategic and business consulting services to municipalities, health service, not-for-profits and small businesses. He is a lifelong learner and has also shared his knowledge as a guest Instructor for the Goodman School of Business Municipal Leadership Program. Chris has been an active CAMA member since 2022, when he became the Chief Administrative Officer for the Town of Fort Erie, a community that is small enough to do big things - and they are doing just that! He is married to Maria and is the father of Ian (17yo) and Elizabeth (14yo), and enjoys cooking, eating, running and being active.



Chris McQueen

## Marc Melanson

City Manager

City of Dieppe, NB

Marc Melanson has been with the City of Dieppe since 1996 and has served as City Manager since 2007, overseeing remarkable growth that doubled the population to 25,384 by 2016. With over 32 years in the municipal sector, Marc has held leadership roles in two municipalities, including over 12 years as City Manager and as Director of Recreation in Dieppe and Lamèque.

He holds a Bachelor's Degree in Recreation with a minor in Administration from the University of Moncton and is a member of the Association of Municipal Administrators of New Brunswick. Marc emphasizes customer service, teamwork, and responsible management, integrating "Lean Six Sigma" into his organization for six years.

Internationally, he manages partnerships with Dieppe (France) and Carencro (Louisiana). Recognized with multiple awards for his contributions to recreation, Marc received the prestigious Hermel Courturier Award in 2014 for his dedication and impact on community development.



Marc Melanson

## Sonya Pritchard

Chief Administrative  
Officer

Dufferin County, ON

Sonya Pritchard is currently the Chief Administrative Officer for the County of Dufferin. She has held municipal leadership roles for 25 years in administration, recreation and finance. Prior to this Sonya was a Finance Officer in the Canadian Air Force stationed at bases in North Bay, Ontario and Goose Bay, Labrador. She graduated from the Royal Military College system with an honors Bachelors degree and later obtained her Certified Professional Accounting designation. She is also a Certified Change Management professional. Throughout her career Sonya has continued her learning journey with various leadership programs and certificates. She believes it's important to give back to the profession and currently serves as a Financial Literacy Volunteer with CPA Canada, is a member of the Ontario Municipal Administrators Conference Committee and the CAMA Professional Development Committee.



Sonya Pritchard

## 6:30 p.m. to 9:00 p.m. Casual Night Out: Toques & Tunes: CAMA's Après Ski Party (Le P'tit Caribou)

Sponsored by [Government Frameworks](#)

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

Get ready to embrace the local ski culture in style! Join us for a lively and unforgettable Après-Ski Party at Le P'tit Caribou, Mont-Tremblant's iconic bar known as one of the best après-ski venues in the world. With its rustic-meets-modern ambiance, multiple bars, a dance floor, and a spacious outdoor deck, this two-story venue is the perfect backdrop for a night of fun and camaraderie.

We'll keep the vibe casual with food stations and passed hors d'oeuvres, showcasing a delicious raclette experience. A cash bar will be available for the first part of the evening, followed by a host bar during the Hospitality Suite portion.

To keep the energy high and the party going, one of Le P'tit Caribou's talented in-house DJs will be spinning the perfect soundtrack for the evening. Whether you're on the dance floor or mingling by the bar, the music will ensure an electric atmosphere all night long.

Stay true to the après-ski theme—break out your favorite ski sweater to fully embrace the mountain vibes! Don't forget to pick up your CAMA toque at the tradeshow, courtesy of the **WSC® Municipal Summit 2025**

This entire evening is generously sponsored by Government Frameworks and promises to be a celebration of fun, laughter, and CAMA-raderie. Don't miss the chance to make lasting memories at one of Mont-Tremblant's most legendary venues. Let's toast to an unforgettable evening!

## 9:00 p.m. to 10:30 p.m. Hospitality Suite at the P'tit Caribou

Sponsored by **ThinkDox**

ThinkDox is a Records Management company that specializes in paperless office technologies for the Canadian public sector. They provide electronic and physical document/records management software, eForms, process automations, eSignatures and Certified Records Management consulting.

The festivities from the Casual Night Out will seamlessly transition into the welcoming embrace of our Hospitality Suite, ensuring the celebration carries on well into the night!



# DAY THREE

Wednesday, May 28, 2025

6:00 a.m. - 7:00 a.m.	Morning Runs
7:00 a.m. - 3:00 p.m.	Conference Registration
7:30 a.m. - 8:15 a.m.	Breakfast
8:15 a.m. - 9:15 a.m.	Plenary Session: "Navigating the Transition: CAMA Members' Journeys Through Unexpected Career Changes and Addressing Incivility and Toxic Culture" (Evan Parliament, Tracy Thomas, Rob Buchan, and Ann Mitchell )
9:15 a.m. - 10:15 a.m.	Plenary Session: "Managing Resident Conduct, Misinformation, and the Social Media Influence on Local Government" (Jan Enns)
10:15 a.m. - 11:00 a.m.	Tradeshow Refreshment Break
11:00 a.m. - 12:00 Noon	Closing Keynote: "The Exponential Power of Recognition" (Sarah McVanel)
12:00 Noon - 1:00 p.m.	CAMA Awards of Excellence Luncheon
1:00 p.m. - 1:30 p.m.	Closing Ceremonies and Tradeshow Draws
2:00 p.m. - 4:00 p.m.	Workshop: "Practical Steps to Implementing a Recognition Culture "(Sarah McVanel)
2:00 p.m. - 4:00 p.m.	Workshop: "Building Preparedness and Resilience in Rural Communities" (Dr. Alina Turner)
2:00 p.m. - 3:30 p.m.	Study Tour: "Bon Appétit Cooking Class"
2:00 p.m. - 3:30 p.m.	Study Tour: "The Sommelier's Secrets: Tasting & Pairing Masterclass"
6:30 p.m. - 7:00 p.m.	President's Reception
7:00 p.m. - 11:00 p.m.	President's Dinner and Dance

**6:00 a.m. to 7:00 a.m.**

Morning Run

(Meet in the lobby of the Fairmont Mont Tremblant Hotel)

**7:00 a.m. to 3:00 p.m.**

Conference Registration

Sponsored by [Strategic Steps](#)

## 7:30 a.m. to 8:15 a.m.

### Breakfast

Sponsored by [Government Frameworks](#)

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

Start your day off right with a delicious breakfast sponsored by Government Frameworks while you engage in meaningful conversations with fellow conference attendees. This breakfast is not just about fueling your body—it's about fueling your mind, building connections, and fostering CAMA-raderie in a welcoming, collaborative setting. Don't miss the chance to connect, collaborate, and start the day on a high note!

## 8:15 a.m. to 9:15 a.m.

### Plenary Session - Navigating the Transition: CAMA Members' Journeys Through Unexpected Career Changes and Addressing Incivility and Toxic Culture

**Facilitator:** Evan Parliament, Chief Administrative Officer, City of Revelstoke, BC

#### Speakers:

- Tracy Thomas, Senior Administrative Officer, Town of Fort Smith, NWT
- Rob Buchan, City Manager, City of Prince Rupert, BC
- Ann Mitchell, City Manager, City of Medicine Hat, AB

In this session, CAMA members will share their personal experiences of navigating the emotional and professional challenges of unexpected career transitions, including some being let go from their roles by Councils. Alongside these stories, they'll provide real-world insights into addressing incivility and fostering a respectful culture within local government. Attendees will hear firsthand how CAOs managed the uncertainty, rebuilt confidence, and dealt with the impact of incivility from elected officials or the public.

Through candid discussions, participants will gain practical advice on resilience, support networks, and strategies for handling workplace toxicity. Additionally, members will highlight successful tools and approaches for staff and Council training to create a professional, respectful culture and bounce back from career challenges even stronger.

## About the Facilitator:

### Evan Parliament

CAO, City of Revelstoke,  
BC

CAMA Board

Representative for British  
Columbia

Evan Parliament has been City Manager of Revelstoke since August 2022 and a CAMA Board Representative for British Columbia. With a local government career spanning since 1986, he has served diverse communities like Bentley, Summerland, Sooke, and Sicamous, showing a deep commitment to municipal excellence.

Evan is passionate about mentoring new and aspiring CAOs across Canada, focusing on economic development and community legacy projects for small towns. His dual experience as CAO and Economic Development Officer highlights his dedication to partnerships that attract investment and tourism. Recognizing limited funding options, he champions innovative approaches to boost local economies.

In Revelstoke, Evan's leadership drives forward-looking initiatives. He is advancing carbon neutrality through Bio-Heat technology and expanding CYRV (airport) to support tourism. His vision aligns closely with Revelstoke's goals for sustainable growth, demonstrating his commitment to both local needs and broader municipal advancements across Canada.



Evan Parliament

## About the Speakers:

### Tracy Thomas

SAO, Town of Fort Smith,  
NWT

Board Representative for  
Northwest Territories

Yukon Territory &

Nunavut

Tracy Thomas, originally from northern Ontario, moved to Nunavut in 2001 after earning her Business Administration degree.

She began as Executive Director for a regional wellness centre in Clyde River before joining the Government of Nunavut's Department of Health in Iqaluit, administering Health Canada's First Nation and Inuit Health Branch Funding programs across Nunavut's 25 communities.

In 2008, she relocated to Yukon as Executive Director for a mine training association, collaborating with First Nations, Industry, and Government. Afterward, she worked as an executive management consultant in various sectors while pursuing a master's in public administration.

In 2018, Thomas became the Chief Administrative Officer for the Village of Carmacks, excelling in municipal leadership and national asset management. In January 2024, she embraced a new challenge as Senior Administrative Officer in Fort Smith, NT, on the banks of Slave River, near Wood Buffalo National Park.



Tracy Thomas

### Rob Buchan, Ph.D., FCIP

City Manager

City of Prince Rupert, BC

Rob Buchan, Ph.D., FCIP, is the City Manager with the City of Prince Rupert, an Adjunct Professor at Simon Fraser University, an instructor at the University of Victoria, and the principal of iPlan Planning and Development Services. He has been a City Manager for 15 years and a City Planner for 35 years.

His professional work in official community plans, affordable housing, revitalization, trail planning, food system planning, and interface fire hazard planning has won 20 awards of excellence including induction into the Canadian Institute of Planners College of Fellows. He developed the theory of Transformative Incrementalism for his dissertation at the University of Victoria. He is an author with 16 publications including his book, Journey to Sustainability.



Rob Buchan

### Ann Mitchell

City Manager

City of Medicine Hat, AB

With over twenty-eight years working in the local government sector Ann is passionate about her field.

For the past twenty years, Ann has held the position of Chief Administrative Officer/City Manager. She finds the unique balance of running the organization along with being the principal advisor to municipal Council extremely challenging but at the same time very gratifying. Being able to affect positive change in the communities she serves is what drives her.

Ann is a certified professional coach through the International Coaching Federation and a certified workplace investigator through the Association of Workplace Investigators.

Ann holds her Certified Municipal Officer and Executive Diploma in Municipal Management from AMCTO, a Master's Certificate in Municipal Leadership from York University, a B.A. from Lakehead University, and a Masters in Leadership from Royal Roads University where her research focused on CAO/Council relationships.

A lifelong learner, Ann is currently undertaking her PhD through the University of Victoria, concentrating on the role of municipal council on special purpose boards.



Ann Mitchell



## 9:15 a.m. to 10:15 a.m. Plenary Session: Managing Resident Conduct, Misinformation, and the Social Media Influence on Local Government

**Speaker: Jan Enns**

Social media has become a powerful force in shaping public opinion and influencing government decisions. For CAOs, navigating this evolving landscape presents new challenges, from managing inappropriate resident behavior online to ensuring that Councils make informed decisions amidst waves of misinformation. In this session, we will explore how municipalities are addressing the impact of social media, including removing comment options on platforms like Facebook and implementing Resident Codes of Conduct. Additionally, we will examine strategies for combating misinformation and guiding Councils to focus on facts rather than the loudest online voices. Learn from real-world examples and gain tools to better manage resident conduct, protect staff, and uphold the integrity of local government decision-making.

### About the Speaker:

#### Jan Enns

Highly regarded for her engaging delivery and practical tips, Jan brings three decades of experience, insights, and enthusiasm to her sessions. She's best known for helping local government professionals implement programs that not everyone in a community may want—or want to pay for—ranging from mandatory recycling to privatizing seniors' care.

Jan thrives on empowering local government professionals and elected leaders to become calm, confident, and compelling communicators. Whether in-person or online, Jan provides custom media, messaging, and social media training and coaching to help her local government clients achieve their corporate goals, avoid or minimize issues, reduce the need for damage control, and even sleep better at night.



In addition to her hands-on experience working for the Regional District of Central Okanagan, Interior Health, and the Insurance Corporation of BC, Jan is a sought-after conference and workshop presenter.

She is a regular presenter at BC's Local Government Management Association events, a faculty member for BC's Municipal Administrative Training Institute and Local Government Leadership Academy, and has taught citizen engagement for the University of Alberta. Her recognition also includes the LGMA's Distinguished Partner Award. Jan holds a Master's degree in Communications, a certificate in Local Government Administration, and IAP2 certificates in public participation. She leads the Okanagan Communicators Network, co-administers the BC Local Gov Communicators Facebook group, and is an active member of the Canadian Public Relations Society. Outside of helping local gov pros, you can find her loving life in Kelowna, BC.

## 10:15 a.m. to 11:00 a.m. Tradeshow Refreshment Break

Sponsored by [KTI Limited](#)

KTI Limited offers a full-suite of water metering products and solutions to fit the needs and challenges of all water utilities. From residential & commercial water meters to installation services & project management to everything beyond the meter with Sensus FlexNet AMI (Advanced Metering Infrastructure).

Explore the exhibit hall while enjoying a variety of refreshments. Don't miss the chance to engage with booth representatives, exchange ideas, and discover the latest innovations. It's not just a break; it's a journey of networking and exploration.

## 11:00 a.m. to 12:00 Noon

### Closing Keynote: The Exponential Power of Recognition

Speaker: Sarah McVanel

#### Sponsored by [HelpSeeker Technologies](#)

HelpSeeker Technologies is a purpose-driven B-Corp dedicated to transforming how individuals access help and how communities address complex social challenges. Through innovative technology solutions, data-driven insights, and system-mapping tools, HelpSeeker empowers organizations, governments, and communities to better navigate, coordinate, and optimize social services and supports. Their mission is to create a world where everyone can effortlessly connect with the help they need, when they need it most.

Superglue your culture through meaningful connection and abundant appreciation

If you had the easiest, fastest, simplest, and no-cost strategy to engage, unite, and retain everyone in your organization, would you want to know about it?

Many passionate, brilliant, hard-working people want to do their best yet feel unappreciated and overworked. Similarly, some well-intentioned leaders wish to show appreciation to their people, but they're busy and unsure if their efforts will make a difference.

Add to that a stale and misaligned corporate recognition program, and what you have is the perfect recipe for disengagement and turnover! How do we bridge the gap between what employees need and what organizations are prepared to do?

Recognition is the answer. And it's easy! All you need to know are the 3 universal strategies that work instantaneously. As a result, you're going to raise trust, boost satisfaction, deepen a sense of belonging, and you will go down in history as the best boss and colleague - ever!

This work is magical. And it creates a ripple effect. It gets leaders, employees, and everyone in between excited again. It gives people hope that they can LOVE work again.

This session will introduce you to a proven process for self, team, and organizational recognition called F.R.O.G. Forever Recognize Others' Greatness™. You will walk away ready to take action to shift your culture right away.

Tap into this universal need that everyone has and isn't getting enough. Join Canada's Recognition Expert, Sarah McVanel, in creating a recognition movement that will be so contagious it will cascade through your event and beyond.

#### About the Speaker

**Sarah McVanel**  
International  
Recognition, Retention &  
Culture Expert

Sarah McVanel is a recognition expert, a professional speaker, a coach, an author, a recovering perfectionist and a movement maker. She has created [F.R.O.G. Forever Recognise Others' Greatness™](#) to invigorate companies, enabling them to recognise their people as exceptional and collectively create a scrumptious and thriving company culture where everyone feels included.

Sarah has 25+ years of experience training, coaching, and leading teams. From her senior leadership role, she founded her boutique firm Greatness Magnified. Proclaimed as the "Frog Lady," she can be found freaking out perfect strangers (in a good way) by handing out squishy frogs and asking them, "Have you been frogged lately?" and then acknowledging their greatness.

She's a Certified Senior Organizational Development Professional (CSODP), Professional Certified Coach (PCC), and Certified Human Resources Leader (CHRL). Sarah McVanel is one of 700 Certified Speaking Professionals (CSP) worldwide. She has a BA in Psychology, MSc in Family Relations, and Diplomas in Human Resources and Healthcare Administration.

You can catch Sarah McVanel kayaking in the summer and snowshoeing in the winter with her husband or cooking a feast (while listening to an audiobook on double speed). She's a die-hard carb-ivour, amateur hip-hopper, and TikTok embarrassment to her two kids.



Sarah McVanel

## 12:00 Noon to 1:00 p.m. CAMA Awards of Excellence Luncheon

Year after year, CAMA proudly elevates the pinnacle of municipal management through the Excellence in Municipal Administration Awards Program. Our esteemed members consistently demonstrate an unwavering commitment to excellence, establishing themselves as global leaders in municipal governance and service delivery.

Join us at this distinguished Luncheon, an exclusive celebration that transcends the ordinary. It is a moment to bask in the collective achievements and successes of your esteemed colleagues, recognizing the profound impact of their work on our profession. The categories of Inspiring Workplace, Environmental Leadership and Sustainability, Innovation, and Collaboration will be illuminated, showcasing the epitome of municipal brilliance.

This Luncheon is not merely an event; it is a grand affair dedicated to honoring the exceptional and inspiring a legacy of municipal excellence.

## 1:00 p.m. to 1:30 p.m. Closing Ceremonies and Tradeshow Draws

As the curtains draw to a close on this spectacular Conference journey, join us for CAMA's Closing Ceremonies. Engage in the excitement as we conduct the eagerly awaited Tradeshow Draws, where prizes and surprises await our fortunate winners. The energy will be palpable, the CAMA-raderie contagious, and the memories everlasting.

## 2:00 p.m. to 4:00 p.m. Workshop: Practical Steps to Implementing a Recognition Culture

**Facilitator:** Sarah McVanel

### Cost

CAMA Members (Municipal)/ Retired Members/Municipal Interns/ Members in Transition/ Honourary Members . . . . .	\$100.00 + GST
Non-Members (Municipal) . . . . .	\$115.00 + GST
Affiliate CAMA Members (Non-Municipal)/ Business Partners . . . . .	\$130.00 + GST
Non-Members (Non-Municipal) . . . . .	\$140.00 + GST

Taking the tools and strategies discussed from Sarah's Keynote on "The Exponential Power of Recognition" this session dives into the actionable strategies for your team and organization. This interactive breakout session dives deep into implementing a recognition culture using practical tools, techniques, and exercises.

While the keynote laid the foundation for why recognition matters, this session will guide you through a detailed roadmap to make recognition a habit in your organization. Together, we will explore:

- **Recognition Micro-Moments:** Learn how to weave recognition into your daily routine without adding extra time to your day. Discover how small, authentic gestures can make a lasting impact on engagement.
- **Customizing Recognition:** Not everyone feels valued in the same way. Uncover methods to tailor recognition so each team member feels seen and appreciated in ways that resonate most with them.
- **Sustainable Recognition Practices:** Go beyond one-off gestures to create a self-sustaining recognition culture that doesn't rely solely on leadership.
- **Measuring the Impact:** How can you tell if your recognition efforts are truly making a difference? This session provides simple tools to assess the outcomes of a recognition culture, including increased retention, enhanced team cohesion, and improved morale.



This workshop will empower you to take the universal principles of recognition and build a customized plan for your organization, making appreciation an embedded part of your culture and setting the stage for exponential growth.

### About the Facilitator

#### Sarah McVanel

International  
Recognition, Retention &  
Culture Expert

Sarah McVanel is a recognition expert, a professional speaker, a coach, an author, a recovering perfectionist and a movement maker. She has created **F.R.O.G. Forever Recognise Others' Greatness™** to invigorate companies, enabling them to recognise their people as exceptional and collectively create a scrumptious and thriving company culture where everyone feels included.

Sarah has 25+ years of experience training, coaching, and leading teams. From her senior leadership role, she founded her boutique firm Greatness Magnified. Proclaimed as the "Frog Lady," she can be found freaking out perfect strangers (in a good way) by handing out squishy frogs and asking them, "Have you been frogged lately?" and then acknowledging their greatness.

She's a Certified Senior Organizational Development Professional (CSODP), Professional Certified Coach (PCC), and Certified Human Resources Leader (CHRL). Sarah McVanel is one of 700 Certified Speaking Professionals (CSP) worldwide. She has a BA in Psychology, MSc in Family Relations, and Diplomas in Human Resources and Healthcare Administration.

You can catch Sarah McVanel kayaking in the summer and snowshoeing in the winter with her husband or cooking a feast (while listening to an audiobook on double speed). She's a die-hard carb-ivour, amateur hip-hopper, and TikTok embarrassment to her two kids.



Sarah McVanel

## 2:00 p.m. to 4:00 p.m. Workshop: Building Preparedness and Resilience in Rural Communities

Facilitator: Dr. Alina Turner

### Cost

CAMA Members (Municipal)/ Retired Members/Municipal Interns/ Members in Transition/ Honourary Members	.....\$100.00 + GST
Non-Members (Municipal)	.....\$115.00 + GST
Affiliate CAMA Members (Non-Municipal)/ Business Partners	.....\$130.00 + GST
Non-Members (Non-Municipal)	.....

Join Dr. Alina Turner for an insightful workshop designed to equip rural communities with the tools and strategies to address emerging challenges and build resilience. This session will explore critical aspects of rural social preparedness, including effective strategies for confronting threats such as gun violence and drug trafficking, while maximizing limited resources. Participants will learn how to develop tailored emergency plans, leverage community networks for rapid response, and integrate AI-driven tools to enhance real-time crisis monitoring and communication during emergencies. The workshop also emphasizes the importance of community engagement, focusing on educating and involving residents in preparedness efforts to foster awareness and proactive solutions to evolving social issues.

## About the Facilitator

### Dr. Alina Turner

Alina is the Co-Founder/Co-President of HelpSeeker Technologies - a social technology and innovation Alberta-based B-Corp, founded in 2018. Her background is as a social scientist with a specialization in systems planning and integration, and as a funder and social policy expert. She's had the opportunity to work in systems change efforts on homelessness and affordable housing, domestic violence, poverty, mental health, and addictions throughout her career. Alina's drive and passion for her work are grounded in her lived experience of the social issues she continues to challenge in her professional work. She is a Fellow at The School of Public Policy, University of Calgary. Her most recent interest is in putting new technologies to use in reforming the design and delivery of social safety nets.



Dr. Alina Turner

## 2:00 p.m. to 3:30 p.m. Study Tour: Bon Appétit Cooking Class at the Fairmont Mont Tremblant Maximum Capacity: 20 People

CAMA Members (Municipal)/ Retired Members/Municipal Interns/ Members in Transition/ Honourary Members . . . . .	\$125.00 + Tax
Non-Members (Municipal) . . . . .	\$140.00+ Tax
Affiliate CAMA Members (Non-Municipal)/ Business Partners . . . . .	\$155.00 + Tax
Non-Members (Non-Municipal) . . . . .	\$170.00+ Tax

Get ready to roll up your sleeves and embark on a culinary adventure like no other! Join us for an interactive cooking class where you'll create (and enjoy!) three mouth-watering dishes, each perfectly paired with a glass of wine handpicked to complement your creations. Under the expert guidance of talented Fairmont chefs, you'll explore either classic French cuisine or Québec-inspired delicacies. The lead chef for this delicious experience will be revealed based on the menu selection, so expect a delightful surprise! Held at the elegant Le Comptoir restaurant, this exclusive cooking class is a must for food lovers looking to spice up their skills - and their taste buds!

## 2:00 p.m. to 3:30 p.m. Study Tour: The Sommelier's Secrets: Tasting & Pairing Masterclass Maximum Capacity: 60 People

CAMA Members (Municipal)/ Retired Members/Municipal Interns/ Members in Transition/ Honourary Members . . . . .	\$140.00 + Tax
Non-Members (Municipal) . . . . .	\$155.00 + Tax
Affiliate CAMA Members (Non-Municipal)/ Business Partners . . . . .	\$170.00 + Tax
Non-Members (Non-Municipal) . . . . .	\$185.00 + Tax

Join us for a truly unforgettable wine-tasting experience with the renowned Sommelier Etienne Lachaine, whose 20+ years of expertise at Fairmont Tremblant have earned him top accolades in the world of wine.

In this exclusive session, you'll refine your palate and dive deep into the art of wine tasting with two exceptional class options:

- **Tasting Techniques:** Learn to identify the intricate flavors, aromas, and characteristics of wines like a true connoisseur.

This is your chance to indulge your senses and elevate your wine knowledge under the guidance of one of the region's top sommeliers. With a degree in Sommelierie and numerous awards, Etienne brings unmatched passion to every pour. Whether you're a wine enthusiast or a novice, this session is designed to make you feel like a wine expert!

## 6:30 p.m. to 7:00 p.m. President's Reception

### Photo Booth Sponsored by [Neptune Technologies](#)

Neptune is a technology company serving water utilities across North America. We make data actionable by providing effective measurement tools, networks, software, and services designed for the critical work of water.

Don't forget to strike a pose at the Fun Photo Booth so you can instantly dazzle your social media with the glamour of the night!

## 7:00 p.m. to 11:00 p.m. Mystère et Masques: The President's Masquerade Ball

### Sponsored by [Lidstone & Company](#)

Lidstone & Company is a local government law firm with offices in British Columbia and Alberta. Each of their lawyers has specialized knowledge and particular expertise in the areas of municipal law and collaborate closely with local government officials. They are known for their problem solving, proactive, preventative approach which reduces risk. They do not have conflicts of interest because they do not act for developers, realtors, banks, resource companies, interest groups, etc. They look after local government. Period.

Lidstone & Company has a reputation for successful litigation - defending claims, defending bylaws, and enforcing bylaws. This is because they have dedicated litigation lawyers, and not just municipal lawyers who litigate when necessary. They also provide special services without charge to their clients, including quarterly newsletters, regular bulletins, annual client seminars, in-house workshops, templates and checklists.

Get ready for a night of presidential pizzazz at the CAMA Conference! Join President Tony Kulbisky for a three-course meal and set the stage for an evening of culinary delights.

Step into a world of mystery and intrigue at CAMA's exclusive Masquerade Ball, wearing your custom masks (sponsored by the [Canoe Procurement Group of Canada](#)) setting the tone for a magical night. Create your own unique masterpiece at the mask station or choose a ready-made option for those in need of a quick and stylish alternative.

Masks will take center stage throughout the evening, with guests encouraged to dress in chic black and white, creating a striking contrast against the vibrant hues of the décor. This enchanting night promises elegance, entertainment, and unforgettable moments, culminating in a lively DJ dance to end the festivities on a high note.



# JOIN US NEXT YEAR IN STUNNING WHISTLER, BC!

Save the Dates: May 24-27, 2026



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