

CAMA  ACAM

Niagara Falls

MAY 26-28 | 2014

**CULTIVATING A
POSITIVE
CULTURE**

TABLE OF CONTENTS

Conference Registration Information	3
Accommodations	4
Welcome Messages	5
Pre-Conference Day - Monday, May 26, 2014	8
Conference Day 1 - Tuesday, May 27, 2014	11
Conference Day 2 - Wednesday, May 28, 2014	20
Study Tours	28
Companion Program	30

TRANSPORTATION

Transportation from Airports to Hotel

Niagara Airbus provides round trip Airport Shuttle service from the Hamilton, Toronto Pearson, Toronto Island (City), and Buffalo International Airports. A discounted rate has been negotiated in the amount of \$78.00 + HST for Toronto Pearson and \$72.00 + HST for Buffalo. For more information and to book this shuttle please contact them directly at 1-800-268-8111/1-905-374-8111 or visit their website at www.niagaraairbus.com and **enter the Conference code of 099 to receive the discounted rate.** This code is valid from May 18, 2014 to June 6, 2014 to allow ample time to travel before and after the event.

Local Transportation



WEGO is a state-of-the-art visitor transportation bus system that connects accommodations and Niagara Falls tourist areas. WEGO is a unique partnership between The City of Niagara Falls and The Niagara Parks Commission to provide integrated bus service to visitors helping you to experience all that this world-class destination has to offer. If you are staying at The Sheraton On The Falls you will be provided with complimentary WEGO passes for the duration of your stay. For scheduling and route information visit:

<http://www.wegoniagarafalls.com/>

CONFERENCE REGISTRATION INFORMATION

Registration Fees

Register for the Conference by April 1, 2014 you will receive the Early Bird Rate.

Please note that CAMA members who are attending their first CAMA Conference are eligible for a \$150.00 discount off the registration fee.

Delegate Type	Early Bird Registration Fee by April 1, 2014 (+ 13% HST)	Registration Fee after April 1, 2014 (+ 13% HST)
*CAMA Member (Municipal)	\$675.00 + \$87.75 HST = \$762.75	\$725.00 + \$94.25 HST = \$819.25
*First Time Attendee Members (Municipal)	\$525.00 + \$68.25 HST = \$593.25	\$575.00 + \$74.75 HST = \$649.75
*Non-Member (Municipal)	\$875.00 + \$113.75 HST= \$988.75	\$925.00 + \$120.25 HST = \$1045.25
**Affiliate CAMA Member (Non-Municipal)	\$975.00 + \$126.75 HST= \$1101.75	\$1025.00 + \$133.25 HST = \$1158.25
**Non-Member (Non-Municipal)	\$1175.00 + \$152.75 HST = \$1327.75	\$1225.00 + \$159.25 HST = \$1384.25
Retired Member	\$375.00 + \$48.75 HST= \$423.75	\$425.00 + \$55.25 HST = \$480.25
Municipal Intern	\$575.00 + \$74.75 HST = \$649.75	\$625.00 + \$81.25 HST = \$706.25

***"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, non-members, and municipal interns includes all Conference sessions, a complimentary delegate gift, Tradeshow, Opening Reception, breakfasts, refreshment breaks, lunches, Casual Night Out/Taste of Niagara Showcase at the Edgewaters Restaurant, the President's Dinner and the Hospitality Suites. Additional tickets to the Casual Night Out (\$115.00) and the President's Dinner (\$125.00) can be purchased for companions not participating in the full Companion Program.

An additional fee of \$25.00 (plus HST) will be charged for the Study Tours.

The registration fee for retired members includes all Conference sessions, a complimentary delegate gift, Tradeshow, Opening Reception, breakfasts, refreshment breaks, Casual Night Out/Taste of Niagara Showcase at the Edgewaters Restaurant, and the Hospitality Suites. At an additional cost, tickets can be purchased to the lunches (\$40.00), the Study Tours (\$25.00), and the President's Dinner (\$125.00).

Links to Registration

Delegates Registration: <http://www.civicinfo.bc.ca/event/cama2014.asp>

Companion Registration: http://www.civicinfo.bc.ca/event/cama2014_partners.asp

Golf Registration: http://www.civicinfo.bc.ca/event/cama2014_golf.asp

Exhibitors Registration: Please contact Rose Fernandes, Manager of Partnerships and Exhibits at rose.fernandes@camacam.ca

ALL CONFERENCE SESSIONS ARE HELD AT THE SHERATON ON THE FALLS.

Please note that CAMA delegates will be provided complimentary access (with their name badge) to the Federation of Canadian Municipalities Tradeshow being held on Friday, May 30, 2014 from 1:00 p.m. to 3:00 p.m. at the Scotiabank Convention Centre (6815 Stanley Avenue in Niagara Falls).

ACCOMMODATIONS

The Sheraton On The Falls

CAMA has secured a block of rooms at The Sheraton On The Falls located at 5875 Falls Avenue. The following special Conference rates will be offered:

Type of Room Single and Double Rate

Cityview	\$179.00
Fallsview	\$209.00

**Please note that the above rates are subject to a Promotion Fee of 3.8% and 13% HST. Triple and quadruple accommodation is available at an additional cost of \$20.00 per person, per day to a maximum of four adults per guestroom.

A Resort Fee of \$9.95 (exclusive of taxes) is also charged per person/per night upon checkout which includes the following:

- Free internet access in guestrooms.
- Free unlimited long distance calls in the USA and Canada.
- Free unlimited local calls.
- 2 complimentary bottles of water daily.
- Complimentary in room Starbucks coffee and Tazo teas.
- Complimentary daily Globe and Mail newspaper.
- Free access to the Sheraton Fitness Centre by Core Performance.
- Free boarding pass printing.
- 2 WEGO bus tickets.

To make a room reservation, please contact the hotel at 905-374-4445 or through the toll free number at 1-800-519-9911. **To ensure the special rate quoted above, please identify yourself as attending the CAMA Conference.** The room block will be open until April 23, 2014. Reservations can also be made by using the following link: <https://www.starwoodmeeting.com/Book/camacam>

Tourist Information

Plan to stay a little bit longer in Niagara Falls! Visit www.niagarafallstourism.com to find information on all the amazing things to see and do before or after the CAMA Conference!

Learn more about Niagara Falls at the Registration Desk and the Tourism booth located at the Sheraton On The Falls Hotel. The hours of operation are as follows:

- Sunday, May 25 3:00 p.m. to 6:00 p.m.
- Monday, May 26 12:00 Noon to 8:00 p.m.
- Tuesday, May 27 7:00 a.m. to 4:30 p.m.
- Wednesday, May 28 7:00 a.m. to 2:30 p.m.

There will also be an optional Niagara Falls Information session on Monday, May 26 at 6:00 p.m. where staff will provide you with information on tourist attractions and other activities.

WELCOME MESSAGE CAMA PRESIDENT



On behalf of the CAMA Board of Directors, I would like to take this opportunity to welcome you to our Annual Conference in Niagara Falls.

The Conference is CAMA's premiere professional development event that allows our members to experience high quality speakers in a relaxed and enjoyable atmosphere. Each time we conduct a member survey, we hear similar comments about what members want – they have asked for professional development, the opportunity to network with their peers and a chance for personal growth. I believe this year's Conference will achieve all three.

This year's theme is "Cultivating a Positive Culture" focusing on sessions that will highlight the skills that will help us grow and develop into the best leaders possible and in turn, create a positive culture with our employees and in all aspects of our organizations.

We will also celebrate our own personal achievements with the Long Service Awards Luncheon and the best practices in Canadian municipal government with the CAMA Awards of Excellence. This year's Pre-Conference program includes the ever-popular golf tournament at the Legends On The Niagara, a cycle tour, and of course, the Hornblower Cruise around Niagara Falls. Enjoy Casual Night with a Taste of Niagara Showcase at the Edgewaters Restaurant overlooking the beautiful falls, along with entertainment by the Duelling Pianos at the President's Dinner. There is also an amazing Companion Program which includes a matinee performance at the Shaw Theatre Festival and the opportunity to take dragon boat racing lessons at the Welland International Flatwater Centre.

We are extremely grateful to Ken Todd, City Manager and the Niagara Falls team for their dedication and support to our Conference.

This year's event will be very popular – I invite you to use our on-line registration system to reserve your spot now.

See you in Niagara Falls!

A handwritten signature in blue ink that reads "Jean Savard".

Jean Savard
CAMA President

WELCOME MESSAGE MAYOR OF NIAGARA FALLS

Welcome to Niagara Falls and to this year's
CAMA Conference

Enjoy all there is to do in Niagara Falls.
You're welcome back anytime!



Sincere best wishes
from Mayor Jim Diodati
& Members of Council



WELCOME MESSAGE CAO, NIAGARA FALLS



Niagara Falls... "one wonder after another".

Welcome to Niagara Falls for the 2014 CAMA Conference! It is my pleasure as CAO for the City of Niagara Falls to be your host.

Niagara Falls is an internationally known convention and vacation destination with many experiences to offer, from the natural beauty of the Falls and surrounding parks, to golf courses, wineries, entertainment, attractions, theatres and two of the largest resort casinos in Canada. We have millions of visitors each year and this year we are pleased that you are among them.

During your stay, our Conference Ambassadors will be stationed at our City booth, near the registration desk, to provide information and advice on how we can make your stay more enjoyable. Our visitor transportation system, "WEGO", will help to get you around the City and to all major attractions. Make sure you take the time to get out, have fun, and explore.

Welcome and enjoy your time in Niagara Falls!

Ken Todd, CAO
City of Niagara Falls

PRE-CONFERENCE DAY MONDAY, MAY 26, 2014

Golf Tournament at the Legends On the Niagara Golf Complex	7:00 a.m. - 3:00 p.m.
Beer and Wine Cycle Tour	10:00 a.m. - 2:00 p.m.
Trade Show Exhibitor Set Up	11:00 a.m. - 3:00 p.m.
Conference Registration	12:00 Noon - 8:00 p.m.
Voyage to the Falls - Hornblower Niagara Cruise	3:00 p.m. - 3:30 p.m.
Provincial/ Territorial Association Meeting	4:00 p.m. - 6:00 p.m.
Women's Social	5:30 p.m. - 6:30 p.m.
Niagara Falls Information Session	6:00 p.m. - 6:30 p.m.
First Time Delegates Reception	6:00 p.m. - 7:00 p.m.
Opening Reception at Tradeshow	6:30 p.m. - 10:00 p.m.
Hospitality Suite at The Spicy Olive Bar & Grill	10:00 p.m. - Midnight



MONDAY, MAY 26

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

CAMA Golf Tournament – Legends On The Niagara Golf Complex – Ussher’s Creek Course



Discover some of the finest golf Niagara has to offer! The Legends On The Niagara course is a one-of-a-kind facility, with 1,000 acres of natural landscape that boasts two 18-hole championship courses, a 9-hole short course, and an incredible 45-acre, 360-degree, driving range.

CAMA members will be able to enjoy the Ussher’s Creek course, one of Thomas McBroom’s finest masterpieces. You’ll encounter thick stands of deciduous trees, wetland hazards, knee-high fescue rough, and impeccable conditioning from tee to green.

Start your day early by departing The Sheraton On The Falls at 7:00 a.m., enjoy a full buffet breakfast, and drive away in your shared power cart at 8:00 a.m. with a shot-gun start. End your day with a BBQ Lunch at the clubhouse which was built to resemble an early 1800s fort.

Golfers will be arriving back at the hotel by 3:00 p.m.

The cost per participant includes transportation to the course, green fees, the use of a shared power cart, a full buffet breakfast and a BBQ buffet lunch. Players will also have complimentary use of the driving range.

CAMA Members (Municipal)/Retired Members/Municipal Interns	\$110.00 + HST
Non-Members (Municipal)	\$120.00 + HST
Affiliate CAMA Members (Non-Municipal)	\$145.00 + HST
Non-Members (Non-Municipal)	\$150.00 + HST

Golf club rentals will be available for \$40.00 (including HST) and can be reserved on the on-line registration form and paid for at the course the day of the tournament.

Legends on the Niagara ensures every shot is a memorable one!

10:00 a.m. to 2:00 p.m.

Beer and Wine Cycle Tour

Cost: \$79.00/person + HST



Experience tree-lined streets dappled with sunlight, stately mansions with storied pasts, idyllic bike paths overlooking the river, and wineries nestled in picture-book settings with no hills to slow your pace on this bike tour through Niagara-on-the-Lake’s vineyards.

The tour is perfect for those with a versatile palette as there will be an opportunity to sample favourite beers at the local microbrewery and then head out into the vineyards to enjoy the afternoon with tours and tastings at two wineries.

The tour is approximately 3.5 hours, with a riding distance of 15 – 20 km. The cost includes the guide, bike, helmet, water and light snacks, and pick up of purchases made along the way.

MONDAY, MAY 26

3:00 p.m. to 3:30 p.m.

Voyage to the Falls - Hornblower Niagara Cruise

Cost: \$26.00/person + HST

This legendary boat tour of Niagara Falls takes place aboard a state-of-the-art catamaran and provides an up-close viewing of the magnificent Great Gorge, American Falls, Bridal Veil Falls and, of course, the mighty Horseshoe Falls. You'll experience the thundering roar, awesome power and amazing mist of the magnificent Niagara Falls.

12:00 p.m. to 8:00 p.m.

Conference Registration

4:00 p.m. to 6:00 p.m.

Provincial/Territorial Association Meeting

5:30 p.m. to 6:30 p.m.

Women's Social

6:00 p.m. to 6:30 p.m.

Niagara Falls Information Session

This is your opportunity to hear more from the Niagara Falls Tourism staff on their many attractions, world-class restaurants, exciting nightlife and family adventures. They will provide you with tips and tools to help make your stay a memorable one.

6:00 p.m. to 7:00 p.m.

First-Time Delegates Reception

6:30 p.m. to 10:00 p.m.

Opening Reception at Trade Show

10:00 p.m. to 12:00 Midnight

**Hospitality Suite at The Spicy Olive Bar & Grille
(5026 Centre Street)**

Sponsored by Insituform Technologies Limited



DAY ONE TUESDAY, MAY 27, 2014

Morning Run	6:00 a.m. - 7:00 a.m.
Conference Registration	7:00 a.m. - 4:30 p.m.
Breakfast	7:30 a.m. - 8:15 a.m.
Opening Ceremonies	8:15 a.m. - 8:30 a.m.
Opening Keynote	8:30 a.m. - 10:30 a.m.
Tradeshow Refreshment Break	10:30 a.m. - 11:00 a.m.
Panel Session	11:00 a.m. - 12 Noon
Long Service Awards Luncheon	12:00 Noon - 1:00 p.m.
Dessert and Coffee at Tradeshow	1:00 p.m. - 1:30 p.m.
Plenary Session	1:30 p.m. - 2:45 p.m.
Tradeshow Refreshment Break	2:45 p.m. - 3:15 p.m.
Panel Session	3:15 p.m. - 4:30 p.m.
Young Professionals Reception	5:30 p.m. - 6:30 p.m.
Reception for OMAA Members	5:30 p.m. - 6:30 p.m.
Casual Night Out/ Taste of Niagara Showcase	7:00 p.m. - 10:00 p.m.
Hospitality Suite at Boston Pizza	10:00 p.m. - Midnight

TUESDAY, MAY 27

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

Morning Run (Meet in the lobby of The Sheraton On The Falls)

5 km and 10 km routes

7:00 a.m. to 4:30 p.m.

Conference Registration

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

Breakfast

Sponsored by Mental Health Commission of Canada

On any given week, approximately 500,000 Canadians will not go to work because of mental illness, and mental health problems now amount to up to 70% of disability costs. Increasingly, employers are finding that protecting workplace mental health is good for business. Given that municipal governments spend a significant portion of their operating budgets on human resources, tools like the National Standard of Canada for Psychological Health and Safety in the Workplace can help city administrators improve productivity, financial performance, risk management, organizational recruitment and employee retention. Join representatives of the Mental Health Commission of Canada (Charles J. Bruce, CEO, Nova Scotia Public Service LTD Plan Trust Fund and Jennifer Vornbrock, Vice-President, Knowledge and Innovation) to learn more on how your municipal workforce can implement the Standard.

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

Opening Ceremonies

8:30 a.m. to 10:30 a.m.

Opening Keynote – Managing a Changing Workforce: Changing How We Manage

Dr. Linda Duxbury

The upcoming century will see a fundamental shift in the change in the nature of the employer-employee relationship as organizations seek to attract and retain good employees in a declining labour market. This labour force shortage will arise as the massive baby boomer generation retires and companies compete to hire the small pool of “baby-bust” employees. Other factors that contribute to these changes include the following: birth rates are declining throughout the world, populations are aging, the age at which people are taking retirement has fallen, people are staying in school longer (or returning to school), and the skill-intensity of employment is increasing.

These demographic changes will have profound impacts on public sector employers as they enter a “sellers” market where there are fewer employees with the necessary skills than there are good jobs. Human resource management will become a critical success factor in the new millennium as companies have to focus on recruitment, retention of employees of all ages, succession planning, work-life balance and career development. Municipal governments will be particularly challenged in this labour market to recruit and retain talent and manage succession planning issues.

This talk will provide the audience with a critical analysis and overview of key disconnects that may be contributing to challenges for municipal employers with respect to engagement, recruitment and retention. Issues covered include work-life balance, reward and recognition, respect, trust, communication, performance management, and talent management/succession planning. The presentation also offers suggestions on how organizations can make positive changes in each of these areas. The talk ends with a summary of how the different generational cohorts view each of these issues and a number of suggestions on how employers and managers can use the information covered to adapt to meet the needs of employees today.

TUESDAY, MAY 27

About the speaker:



With Canadian corporations losing over \$4 billion a year to absenteeism, the satisfaction and well-being of employees cannot be overlooked. Dr. Linda Duxbury is Canada's most accomplished researcher, writer, and speaker on work-life balance. She has contributed to numerous comprehensive national studies on work-life balance and the bottom-line effect on business. An enlightening and popular speaker, Dr. Duxbury's ideas and research are invaluable to major corporations and government agencies around the world.

Dr. Duxbury has written hundreds of papers, articles for journals, and books, and she is the co-author of a series of Health Canada reports about work-life balance within the country. She has been published widely in both the academic and practitioner literatures, in the areas of work-family conflict; change management; supportive work environments; stress; telework; the use and impact of office technology; and managing the new workforce.

Recognized for her engaging, enthusiastic communication skills and teaching practices, Dr. Duxbury has received the "Canadian Pension and Benefits National Speaker Award," the "Carleton University Students' Association Teaching Excellence Award," and the "Sprott MBA Student Society Best Teacher Award." She has also been awarded the "Toastmasters International Communication and Leadership Award," and was recognized as one of Deloitte's "Women of Influence."

Dr. Duxbury is a professor at the Sprott School of Business. She holds a Ph.D. in Management Sciences.

10:30 a.m. to 11:00 a.m.

Tradeshow Refreshment Break

Sponsored by Golder Associates Ltd.

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

Panel Session - Best Practices Learned from CAMA Members

Panelists: Owen Tobert and Dr. Penny Ballem

The profession of a municipal administrator can often be a lonely one. CAMA's membership base provides the unique opportunity to share knowledge and experience with colleagues from across the nation. CAMA is dedicated to preserving and advancing excellence in the field of municipal management through partnership, training and sharing. This session is all about learning from our colleagues.

Mr. Owen Tobert, recently retired City Manager from The City of Calgary will give his advice on his relationships with politicians throughout his career. He will also touch on the activities that took place surrounding the recent flood in Calgary and how their emergency response teams succeeded.

Vancouver has just been named one of Canada's Top 100 Employers for 2014, a national competition to determine which employers lead their industries in offering exceptional workplaces for their employees. Penny Ballem, City Manager, for the City of Vancouver, will talk about what they have done to achieve this recognition.

TUESDAY, MAY 27

About the speakers:



Owen Tobert
Retired CAMA Member

Owen Tobert retired as the City Manager of The City of Calgary in January 2014 where he lead over 15,000 employees in 28 different businesses, with an operating budget of over \$2.8 billion annually and public works projects that will exceed another \$5.7 billion in the 2012-16 timeframe. While on the job he focused his energy on ensuring Calgary City Council's priorities were well-managed, the workplace was safe and healthy for all employees, and corporate managers had the leadership and resources they needed to help their staff deliver quality public programs and services to more than one million Calgarians.

Owen joined the City in 1982, and held increasingly senior positions in the organization. In 2000, he was selected as General Manager of Utilities & Environmental Protection and appointed to the Executive Team. In June 2004, City Council appointed Owen to the position of City Manager.

Owen holds a degree in Civil Engineering from the University of Alberta and a Masters of Business Administration from the University of Calgary.



Penny J. Ballem, MSc, MD, FRCP
City Manager
City of Vancouver, BC

Dr. Ballem joined the City of Vancouver in December 2008 as the City Manager. She served as a director on the Board of VANOC, Canada Line, and currently on the Street to Home Foundation, and as the City's representative on the Immigrant Employment Council, in association with the Vancouver Foundation.

Dr. Ballem has had a diverse career in the health sector as a senior health administrator, practitioner and teacher/researcher. From 1985 to 1991 Dr. Ballem served as the Deputy Medical Director of the Canadian Red Cross Blood Transfusion Service for B.C. and the Yukon.

Following this, she served as a senior vice president, responsible for operations at BC Women's Hospital and Sunny Hill Health Centre. During these years she was also instrumental in establishing the BC Centre of Excellence in Women's Health, a national policy research centre.

In 2001, Dr. Ballem was appointed Deputy Minister of Health Services for the Province of BC and over the next five years went on to lead two health Ministries (Health Services and Health Planning) and serve a total of eight ministers. She was one of the longest serving Deputy Ministers in the Health portfolio (2001-2006) in BC and Canada. While she was Deputy Minister, Dr. Ballem also served as the co-chair of the Federal Provincial Territorial Conference of Deputy Ministers of Canada. During her tenure, she was responsible for implementing the ActNow initiative across government and associated sectors and worked to obtain funding for the BC Healthy Living Alliance.

After leaving the provincial government, Dr. Ballem worked as a consultant to governments and government agencies at the provincial and national level across Canada. She was appointed to the Board of Bentall Capital by BCIMC. She also returned to part-time medical practice in internal medicine at St. Paul's Hospital in Vancouver. She is President of the JustAid Foundation, a charitable Foundation which raises funds and awareness about the humanitarian crisis in Burma.

TUESDAY, MAY 27



Moderator - Simon Farbrother
City Manager, City of Edmonton, AB
ICMA President

Simon Farbrother has served as Edmonton's City Manager since January 2010. He is responsible for all City services and leads more than 10,000 employees.

Over the course of 20 years of public service, Simon has improved organizational structures, increased employee morale, effectively implemented strategic plans and facilitated urban intensification.

Simon has dedicated many years of volunteer work to strengthen and promote the profession of municipal management. In September 2013 he was installed as President of the International City/County Managers Association (ICMA).

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

Long Service Awards Luncheon

1:00 p.m. to 1:30 p.m.

Dessert & Coffee in the Tradeshow Area

1:30 p.m. to 2:45 p.m.

Plenary Session: Are You Asking Your Police and Fire Chiefs the Right Questions?

Leonard Matarese, Director of Research and Project Development, ICMA Center for Public Safety Management

The rising cost of public safety is an issue across the country and one which all municipal administrators face at some level within their organization. This intensive session will provide you with the tools and skills to understand the actual needs of your jurisdiction's public safety agencies, evaluate their performance, reduce costs, and improve services.

Are You Asking Your Police and Fire Chiefs the Right Questions?

- How many police and firefighters do you really need?
- How well are your public safety departments performing?
- Are "officers per 1,000" and "number of calls" really meaningful measures?
- Does "MORE" and "FASTER" really translate into "BETTER" and "SAFER"?
- Are you being told that adding more paramedics will improve medical outcomes?
- Do you need help controlling the costs of your public safety workers' staffing and hourly schedules?

About the speaker:



Leonard Matarese
Director of Research and Project Development
ICMA Center for Public Safety Management

Leonard Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has forty-three years of experience as a Law Enforcement Officer, Police Chief, Public Safety Director, City Manager and major city Human Resources Commissioner. Matarese was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past twenty years. He has conducted numerous studies of emergency services agencies with particular attention to matching staffing issues with calls for service workload.

TUESDAY, MAY 27

Recognized as an innovator by his law enforcement colleagues, Matarese served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71-agency U.S. Customs Service anti-terrorist and narcotics task force. He also served as President of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. Matarese represents ICMA on national projects involving the United States Department of Homeland Security, the Department of Justice, Office of Community Policing and the Department of Justice, Bureau of Justice Assistance. He has also served as a project reviewer for National Institute of Justice and is the subject matter expert on several ICMA/USAID police projects in Central America. As a public safety director he managed fire/EMS systems including ALS transport and was a national leader in the public access AED program in the 1990s.

Matarese has a master's degree in public administration and a bachelor's degree in political science. Matarese is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds a Certified Professional designation from the International Public Management Association-Human Resources. Leonard has extensive experience in labor management issues, particularly in police and fire departments and is currently editing an ICMA book on the selection of police and fire chiefs.

2:45 p.m. to 3:15 p.m.

Tradeshow Refreshment Break

Sponsored by Partnership Group – Sponsorship Specialists

3:15 p.m. to 4:30 p.m.

Panel Session: Public Safety - Trends, Perspectives and Opportunities

Panelists: Chief Len Garis and Doug Nadorozny

The cost of public safety is foremost on city officials' minds. In an era of economic uncertainty, and in a world with fewer fires and more emergency medical-related incidents, municipalities are under increasing pressure to contain costs.

Chief Len Garis with the City of Surrey will highlight his experience as Fire Chief and the Past President of the Fire Chief's Association of British Columbia. He will also touch on the public safety challenges that have either been overcome and/or need improvement in the delivery of fire services.

Doug Nadorozny, CAO with the City of Greater Sudbury and Chair of the Emergency Services Steering Committee (ESSC), will present the work of the ESSC which is a joint committee of the municipalities of the Large Urban Mayors Caucus of Ontario (LUMCO), the Mayors and Regional Chairs of Ontario (MARCO), and the Ontario Association of Police Services Boards. The ESSC was established in November 2005 to coordinate activities related to labour cost containment in emergency services (police, fire and emergency medical services/EMS).

About the speakers:



Len Garis
Fire Chief
City of Surrey, BC

Surrey Fire Chief Len Garis joined the Surrey Fire Service in 1998. In 2010, he was appointed as an Adjunct Professor at the University of the Fraser Valley's Centre for Public Safety and Criminal Justice Research, and in February 2011 he became an Adjunct Faculty member in the Part-time Studies Program at the British Columbia Institute of Technology. In June of 2011 he was elected as President of the Fire Chiefs' Association of B.C. and currently serves as the Past President.

On behalf of the City of Surrey, Chief Garis regularly initiates scientific research and data-collection with the objective of developing alternate methods to address public safety challenges and improve service delivery and efficiencies.

Several of these initiatives have garnered awards including the Union of B.C. Municipalities Community Excellence Awards, a Flame Award from the Fire Chiefs' Association of B.C., a Lieutenant Governor of British Columbia Award for Public Safety, and recognition from the Ministry of Public Safety and Solicitor General. In 2013 Chief Garis was awarded the Queen Elizabeth II Diamond Jubilee Medal for his contributions to Canadians and the ICMA Community Health & Safety Award.



Doug Nadorozny
Chief Administrative Officer
City of Greater Sudbury, ON

Doug Nadorozny was an entrepreneur and business owner until 1997 when his technology businesses were purchased by a large publicly traded company, where he then served as a Vice-President for two years. He has been the Chief Administrative Officer for the City of Greater Sudbury since 2009. From late 2000 until his current appointment he was the General Manager of Economic Development and Planning Services and then the General Manager of Growth and Development at the City of Greater Sudbury.

Doug is actively involved in the community, having served on many boards. Doug and his former company AMS Group, are recipients of several business awards. He also holds an MBA from Laurentian University and is presently Past Chair of the Thorneloe University Board of Governors, member of the Board of Directors of the Municipal Property Assessment Corporation and past Chair of the Greater Sudbury Chamber of Commerce.

Moderator – Leonard Matarese

Leonard Matarese, Director of Research and Project Development, ICMA Center for Public Safety Management will be the moderator for this session. His bio can be found on Page 15.

TUESDAY, MAY 27

5:30 p.m. to 6:30 p.m.

Young Professionals Reception (for delegates under the age of forty years)

5:30 p.m. to 6:30 p.m.

Reception for OMAA Members

Ontario delegates are invited to join the OMAA Board and other OMAA members for a celebration of CAMA in Ontario.

7:00 p.m. to 10:00 p.m.

Casual Night Out: Taste of Niagara Showcase at the Edgewaters Restaurant

Schedule

- 6:45 p.m. Depart The Sheraton On The Falls (by bus or walk) to the Edgewaters Restaurant.
- 7:00 p.m. Reception.
- 7:30 p.m. Taste of Niagara Showcase
- 9:45 p.m. Walk or take the bus to the hospitality suite at Boston Pizza beginning at 10:00 p.m.

Enjoy a fun-filled evening at the Edgewaters Restaurant which is situated in Queen Victoria Place - a beautiful park setting with panoramic views of both the American and Horseshoe Falls.

This spectacular evening blends Niagara's finest wineries and breweries into one great event wherein you will be able to sample a variety of wine and beer paired with exemplary Niagara cuisine. You will have the opportunity to meet Niagara's vintners and brewers and talk about their locations, their products and their processes.

10:00 p.m. to 12:00 midnight

Hospitality Suite at Boston Pizza (4950 Clifton Hill)





DAY TWO WEDNESDAY, MAY 28, 2014

Morning Run	6:00 a.m. - 7:00 a.m.
Conference Registration	7:00 a.m. - 2:30 p.m.
Breakfast	7:30 a.m. - 8:15 a.m.
Annual General Meeting	8:15 a.m. - 9:00 a.m.
Concurrent Sessions	9:00 a.m. - 10:00 a.m.
Tradeshow Refreshment Break	10:00 a.m. - 10:30 a.m.
Plenary Session	10:30 a.m. - 11:30 a.m.
Closing Keynote	11:30 a.m. - 12:30 p.m.
CAMA Awards of Excellence Luncheon	12:30 p.m. - 1:30 p.m.
Closing Ceremonies and Tradeshow Draws	1:30 p.m. - 2:00 p.m.
Public Safety Workshop	2:30 p.m. - 4:30 p.m.
Study Tours	2:30 p.m. - 5:30 p.m.
CAMA Board Meeting (2014-2015 Board)	5:30 p.m. - 6:00 p.m.
President's Dinner Reception	6:30 p.m. - 7:00 p.m.
President's Dinner	7:00 p.m. - 10:00 p.m.
Hospitality Suite at The Hard Rock Club	10:00 p.m. - Midnight

WEDNESDAY, MAY 28

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

Morning Run (Meet in the lobby of The Sheraton On The Falls)

5 km and 10 km routes

7:00 a.m. to 2:30 p.m.

Conference Registration

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

Breakfast

Sponsored by CN

CN is one of the largest railroads in North America, spanning Canada and mid-America, from the Atlantic and Pacific oceans to the Gulf of Mexico.

8:15 a.m. to 9:00 a.m.

Annual General Meeting

9:00 a.m. to 10:00 a.m.

Concurrent Session - Lean Six Sigma: The Importance of a Positive Environment

Panelists: Chris MacPherson and Janice Baker

Sponsored by eZsigma Group

About our sponsor:

eZsigma Group is a privately held Canadian company founded in 2000 with offices in Toronto, Ottawa, Montreal and Saint John. They are Canada's industry leader for Lean Six Sigma training, continuous improvement deployment, strategic planning and project management consulting, and one of the first organizations in Canada to be a full service trainer/certifier. They offer certification programs for Lean and Six Sigma (examination and project completion) for all belts at all levels.

Their team of practitioners specializes in the strategic deployment of process improvement methods and cultural transformation, supported by expertise in delivering highly customized training. Their training programs combine world-class content, on-site and classroom instruction, instructor-led webinars and a comprehensive e-learning library through eZsigma's Quality Campus™. They can support clients with one expert for a specific assignment, or more broadly with a team focused on organizational and cultural transformation. eZsigma Group has supported many government agencies embarking in Lean methods, in fact they have supported the implementation of Lean Six Sigma at the City of Fredericton over the past three years through training and coaching, particularly at the leadership level, including the CAO, Deputy CAO and Chief Information Officer. eZsigma Group has also helped York Region and are currently actively involved with supporting the deployment of Lean at the City of Mississauga and Peel Region through training, coaching and consulting at all levels.

www.ezsigmagroup.com

WEDNESDAY, MAY 28

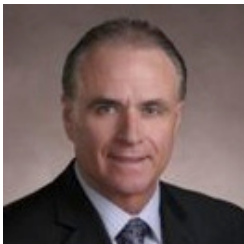
About the session:

the City of Fredericton enjoyed many years of strong growth and development, however, this trend started to slow in 2011/2012. It became very clear that the organization could not continue to grow at the level it had been for the previous ten years, and there needed to be a culture change within the City operation. Instead of adding new resources every time there was pressure regarding service delivery, it was critical that staff look from within and learn to work smarter and more efficiently.

One of the primary tools the City of Fredericton uses is Lean Six Sigma, which is a powerful, proven method of improving business efficiency and effectiveness with the key principles being as follows: focus on the customer; identify and understand how the work gets done; manage, improve and smooth the process flow; remove non-value-added steps and waste; manage by fact and reduce variation; involve and equip the people in the process; and undertake improvement activity in a systematic way. Chris MacPherson, Chief Administrative Officer for the City of Fredericton will present his experiences with this latest trend.

Janice Baker, City Manager and Chief Administrative Officer for the City of Mississauga will also highlight their Lean Six Sigma journey which is in its early stages.

About the speakers:



Chris MacPherson
Chief Administrative Officer
City of Fredericton, NB

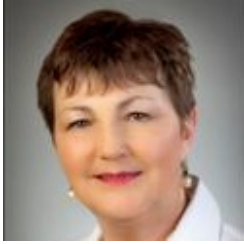
Chris began his municipal career in 1976 working for the City of Fredericton as a labourer. By the mid 1980's, he had been appointed to the position of Assistant Director of the Community Services Department. He held this position for over a decade. In 1998, he was appointed as the Director of the Corporate Services Department and in 2002 he became the Assistant CAO. In July 2011 he was appointed as the Chief Administrative Officer.

Chris completed his education at the University of New Brunswick with undergraduate degrees in Physical Education and Business Administration. He later completed a Master of Arts degree. He also has a certificate for Senior Executives in State and Local Government from Harvard University's JFK School of Government. Chris has been very active in the community and professional associations during his career. He was President of the Canadian Association of Municipal Administrators from 2009-2010, having served seven years on the National Board. He is a Past President of the Institute of Public Administration of Canada, Fredericton Regional Group. He currently sits on the Board for Service New Brunswick.

His interests are largely in the areas of building relationships; organizational assessment, design and effectiveness; strategic planning; and continuous improvement through planned change. His goal is to match the unique talents of individual employees to organizational objectives and bring out the best in each person. He is an advocate of life-long learning and delights in seeing others achieve their potential. Chris' leadership style is one wherein he thrives on being involved in every Division and Department to get to know all employees on a first name basis.

Chris has taken both his Lean Six Sigma Green and Black Belts and actively leads projects within the organization.

WEDNESDAY, MAY 28



Janice Baker
City Manager/Chief Administrative Officer
City of Mississauga, ON

Janice Baker is the City Manager and Chief Administrative Officer (CAO) for the City of Mississauga. Janice brings with her an extensive background in both the private and public sector. She has 25 years of municipal government and fiscal administration experience, serving as Director of Finance and City Treasurer for the City of St. John's, Newfoundland and Commissioner of Corporate Services and then Commissioner of Public Works for the City of Oshawa, Ontario.

She joined the City of Mississauga in May 1999, as Commissioner of Corporate Services and Treasurer and was promoted to City Manager and Chief Administrative Officer in 2005.

Janice has received a number of awards including: three time WXN Top 100 Award winner in the Public Sector Leaders category in 2005, 2007, and 2009; inducted into the WXN Canada's Top 100 Most Powerful Women's Hall of Fame in 2010; the FCA designation from the Institute of Chartered Accountants of Ontario (ICAO) in 2011; and the Excellence in Municipal Finance Award from the Municipal Finance Officers Association of Ontario (MFOA) in 2011.

She currently serves on a number of Boards and Committees including the Living Arts Centre (LAC), the Healthy Cities Stewardship Centre, the Canadian Association of Municipal Administrators (CAMA), the Ontario Municipal Administrators' Association Board (OMAA), and has a long history of community and professional volunteer service.

Janice earned a Bachelor of Commerce (Honours) degree from Memorial University of Newfoundland in 1979 and went on to become a Chartered Accountant in 1982. She resides in Mississauga.



Moderator – Ed Welsh, MBA, eZsigma Group,
Lean Six Sigma Master Black Belt (LSS MBB)

Ed Welsh is regarded as one of Canada's leading senior Lean Six Sigma practitioners. Prior to joining eZsigma Group, Ed spent more than fifteen years in the progressive, international, corporate and supply chain industry (more than ten years as Plant Manager/Director/VP level) with multinational market leaders such as Dunlop, Slazenger, International Playtex, United Biscuits, Wrangler Jeans, and Tampax.

Over the past six years, Ed has become focused mainly in the service area particularly with the government and healthcare sectors and is one of eZsigma Group's subject matter experts and industry specialists for Lean and Six Sigma training and consulting services to local governments (City of Fredericton, City of Mississauga, Niagara Region) and healthcare/hospitals (e.g. Royal Victoria Hospital, St. Michael's Hospital, Mt. Sinai Hospital, Hamilton Health Sciences, Halton Renal Unit, Hamilton CCAC, Family Health Teams, etc.).

Ed holds an MBA from the Scottish Business School, Strathclyde University, with majors in Finance and Quantitative Methods; a post graduate Diploma in Management Studies, and H.N.C. in Chemistry.

WEDNESDAY, MAY 28

9:00 a.m. to 10:00 a.m.

Concurrent Session - Creating a Positive Dialogue with Small Communities

Panelists: David Muir and Jim Puffalt

This session will highlight the unique features of being a Chief Administrative Officer of a smaller community which can sometimes have its challenges. Aimed at enhancing a positive culture, this session will be a fantastic opportunity for delegates to hear practical, innovative ideas, build networks, share knowledge and empower people to make a difference in their communities.

About the speakers:



**David Muir, Chief Administrative Officer
Town of Riverview, NB**

A Nova Scotia native, David has spent the majority of his career in New Brunswick with the last twenty-three years at the Town of Riverview. He took his undergraduate degree in business at Acadia University and qualified as a Chartered Accountant in 1977. After several positions in industry and seven years as an internal auditor with CN Rail, David joined the Town of Riverview in 1991 as Director of Finance as CN Rail closed much of its Atlantic Regional Office. He assumed the role of Chief

Administrative Officer in 1996, a position he has held since that time. As Chief Administrative Officer, David ultimately manages a full time staff of about 90 and total operating and capital budgets of about \$37 million dollars.

Active in his community, David has served on various boards and commissions over the years and has been involved with local service clubs, charities and non-profit organizations. Married to Kathy he has three grown children still living in the Maritimes and eight grandchildren who occupy the majority of his spare time. Golf, downhill skiing and travelling to warmer climates are high on his list of priorities.



**Jim Puffalt, City Manager
City of North Battleford, SK**

Jim Puffalt is originally from Broadview, Saskatchewan and has a 31 year career in municipal government with stops as Municipal Administrator/City Manager in Elrose, Wilkie and Estevan, Saskatchewan as well as Dauphin, Manitoba. He is currently the City Manager for the City of North Battleford, Saskatchewan.

His interests include the areas of municipal and inter-municipal team and relationship building, effective, efficient and customer service based government, strategic planning, public and employee engagement, openness and accountability. Jim, on behalf of the Saskatchewan City Mayors Caucus, was heavily involved in the Municipal Sector Strategic Plan and the Municipal Operating Grant as well as having a proven track record of building relationships with other municipalities.

Jim holds a Local Government Leadership Coaching Certificate from the University of Royal Roads, an Advanced Municipal Management Certificate from the University of Manitoba and a Diploma of Applied Arts – Business Administration from SIAST as well as three levels of Saskatchewan Municipal Certificates of Qualification.

Jim was awarded the Queen's Diamond Jubilee Medal in 2013 and is a long standing member of the Canadian Association of Municipal Administrators. Jim and his wife Monique have three children Nathan, Kaitlyn and Madison. He enjoys a variety of sports and activities including hockey, golf, tennis, camping and home renovations.



Moderator – Jeff Renaud
Chief Administrative Officer, City of Dawson, YK

Prior to entering the world of municipal administration, Jeff spent six years in the world of academia, where he obtained a Bachelor of Public Administration (with High Honours) from Carleton University, followed by a Master's degree in Public Administration with a specialty in Local Government from the University of Western Ontario.

In 2004, Jeff joined the Municipal District of Big Lakes in northern Alberta, where he held the positions of Deputy CAO and CAO. In 2010, Jeff's career path brought him to the Yukon, where he has led a concerted effort to modernize the administrative practices of the City of Dawson and develop intergovernmental relationships. In 2012, the Association of Yukon Communities (AYC) recognized the results of Jeff's efforts when he and his Senior Financial Officer were co-recipients of the AYC Municipal Employee Award of Excellence.

Jeff's commitment to municipal governance is demonstrated by his willingness to serve in any capacity asked of him. Jeff currently sits on the Municipal Act Review Committee as a representative of the AYC and on the CAMA Board. He has also served as a lecturer at the AYC Elected Official Training workshop, where he was asked to speak on Council-CAO relationships and Municipal Finance.

In his non-working hours, Jeff is a dedicated husband and father to three beautiful daughters. He also serves as a member of the Dawson City volunteer fire department.

10:00 a.m. to 10:30 a.m.

Tradeshow Refreshment Break

Sponsored by Partnership Group – Sponsorship Specialists

10:30 a.m. to 11:30 a.m.

Plenary Session - The Leadership Contract

Dr. Vince Molinaro, Knightsbridge Human Capital Solutions

Recent studies show that only 7 percent of employees have trust and confidence in their senior leaders. How can organizations ever succeed if so few employees believe in their senior leaders? In his keynote, ***The Leadership Contract***, Vince Molinaro, Global Managing Director of the Leadership Practice within Knightsbridge Human Capital Solutions, explains why leadership, and specifically leadership culture, is the only real differentiator between the organizations that thrive and those that fall behind.

The stakes in leadership have always been high, but they are getting even higher. Leaders today must execute strategy, drive innovation, and build talent for the future. They are under more pressure and more scrutiny than ever before. Molinaro can discuss the four terms and conditions of the leadership contract:

1. **Leadership is a decision.** Leaders today need to make the conscious and deliberate decision to lead. Decision brings the expectation and personal commitment to be the best leader you can be to make your company successful.
2. **Leadership is an obligation.** Leaders must realize the second they become a leader they are held to a higher standard of behavior. Leaders have obligations to customers, employees, organizations, and the communities in which you do business. Leaders must step up to their accountabilities and live up to the obligations as a leader.

WEDNESDAY, MAY 28

3. **Leadership is hard work.** Leaders must realize that leadership is hard, and it's getting harder. Leaders must commit to tackling the hard work that they usually avoid - things that keep their company stuck. Leaders need resilient personal resolve to rise above the daily pressures. Leaders must get tough.
4. **Leadership is a community.** In today's complex world, no one leader will have all the answers. The idea of the lone hero who can save us all was yesterday's model of leadership. Today, we need to build a strong community of leaders. The leadership contract demands that leaders connect with other leaders to build a strong community of leaders in your organization. One where there is high clarity and commitment and a deep sense of trust and support. When you build a strong leadership culture, it will be your ultimate differentiator.

Designed for top-level executives, mid-level managers, front-line leaders, and emerging leaders, *The Leadership Contract* identifies the gap in leadership accountability and explains the mindset required for great leadership. Molinaro tackles this problem head on and explores why leaders must commit to do a lot better.

About the speaker:



Dr. Vince Molinaro
Knightsbridge Human Capital Solutions

What does it really mean to be a leader? Vince Molinaro posed that question to himself at the beginning of his career when he saw a respected colleague and mentor succumb to a disease she believed was brought on by the stress of an unhealthy workplace. Since then, his passion and focus have been to help senior leaders and executives create compelling organizations that drive sustainable growth and value. How? By building strong leadership cultures where every single leader demonstrates personal clarity, commitment and accountability.

Today, Dr. Molinaro is a New York Times Bestselling author, a speaker and leadership advisor, and Managing Director of the Leadership Practice within Knightsbridge Human Capital Solutions. As a Senior Executive of this award winning company, Vince has helped create one of the leading North American brands in the Human Capital industry. As a leader, Vince personally sets the leadership bar high for himself and his team. He doesn't just preach the leadership stuff – he works hard to live it.

As a leadership advisor, Vince has worked in diverse industries such as energy and utilities, financial and professional services, pharmaceutical, technology and the public sector. He is regularly called upon by the media for his innovative opinions on the future of leadership. An engaging speaker, he conducts keynote presentations for corporations and conferences.

He is the author of the New York Times Best Selling book, *The Leadership Contract*. He's also co-author of two other successful books: *Leadership Solutions* and *The Leadership Gap*. He has written several eBooks and is an active blogger.

11:30 a.m. to 12:30 p.m.

Closing Keynote - Be A Career Champion: Training to Win on the Bad Days Too

Marnie McBean, Three-Time Olympic Gold Medalist and Athlete Mentor for the Canadian Olympic Team

In sport and life, flukes count but relying on them is an anxious bet. Career Champions are those who manage to succeed in any condition; almost despite the system or environment. McBean has seen countless champions and shares some of the secrets to their success.

WEDNESDAY, MAY 28

About the speaker:



Marnie McBean is one of Canada's most decorated Olympians, and an expert in turning potential into performance. Drawing on years of experience as a top competitor, she leaves audiences with a recipe for success—one that transcends sport and that can be applied to any endeavour. As a Specialist in Olympic Athlete Preparation and Mentoring for the Canadian Olympic Committee, McBean prepares athletes emotionally and psychologically to ensure that they perform at the highest level in everything they do.

McBean is a member of both the Canadian Sports Hall of Fame and the Guinness Book of World Records, and a recipient of the Governor General's Medal. She holds a degree in kinesiology from the University of Western Ontario, as well as three honorary doctorates. As an ambassador for Right to Play, for Fast and Female, and for Plan Canada's Because I Am a Girl initiative, she is actively involved in helping to promote the safety, health, and activity of Canada's youth.

McBean's book, *The Power of More: How Small Steps Help Us Achieve Big Goals*, outlines how the three-time Olympic gold medal rower sets and achieves goals, in sports and in life.

12:30 p.m. to 1:30 p.m.

CAMA Awards of Excellence Luncheon

Sponsored by The Ravenhill Group Inc.

The mission of Ravenhill Group is to meet the growing demand for good, qualified administrative municipal leaders through authentic one to one recruiting. Ravenhill Group does this by bringing the very best men and women face to face with career opportunities they were previously unaware of because they simply weren't thinking of a job change.

1:30 p.m. to 2:00 p.m.

Closing Ceremonies and Tradeshow Draws

Sponsored by Niagara Falls Hydro Holding Corporation

2:30 p.m. to 4:30 p.m.

Public Safety Workshop

Facilitator: Leonard Matarese, Director of Research and Project Development, ICMA Center for Public Safety Management

Cost: \$50.00/person + HST

In keeping with our Conference Sessions on the rising costs of public safety, Leonard Matarese will lead this interactive workshop which will provide participants with a unique opportunity to talk about issues in their own communities and to share best practices and practical solutions with your colleagues across the country. (Leonard's bio can be found on page 15).

WEDNESDAY, MAY 28, 2014 STUDY TOURS

2:30 p.m. to 5:30 p.m.

Study Tours

Cost: \$25.00/person + HST

The City of Niagara Falls is pleased to offer CAMA delegates a choice of three study tours:

Revisiting the Past – Reshaping the Future



The Battle of Lundy's Lane is considered the bloodiest battle of the War of 1812. Learn how preservation of this historic battle site and the surrounding area has started to turn a challenged neighbourhood around. Tour the Museum's recent \$12M renovation and expansion, featuring three remarkable galleries and then the Battle Ground Hotel Museum, a restored 1850's tavern. On the Lundy's Lane Battlefield you will experience how life was for soldiers and civilians in 1814 and tactics used in the battle. Hear from local business leaders how investment in the past is re-shaping the area's future. Casual attire and appropriate footwear required.

Maintaining Excellence at the Niagara Parks Commission



This adventure will begin at the lush oasis of the Floral Showhouse, travel to the magnificent Horseshoe Falls, and then through Queen Victoria Park – the “heart” of the Niagara Parks. You will visit the Niagara Glen, a unique spot of beauty deep in the Great Gorge that has been a designated Nature Reserve since 1992, for a short hike and will learn about the Niagara Parks Trail. You'll enjoy 40 hectares of beautifully maintained gardens at the Botanical Gardens, established in 1936 and home to the School of Horticulture and Butterfly Conservatory. The tour

finishes with a stop at Queenston Heights, located high atop the Niagara Escarpment, filled with exquisite gardens and rich history, and featuring Brock's Monument. Casual attire and appropriate footwear required.

The Entertainment Experience at Niagara Parks



Hundreds of years ago, the land on which Table Rock now stands formed part of the Falls and was covered with fast flowing water. Today, Table Rock Welcome Centre is where every year over 8 million visitors stand close to the thundering water rushing over the brink of the Horseshoe Falls! This tour will begin with a visit to the Table Rock Complex, where you will hear about the vision for Niagara Parks and their new 2014 branding project, as well as the proposed aerial adventure course and zip lines. You will also have the opportunity to learn about Niagara Parks' special events and to visit the ET Canada's New Year's Eve Niagara Falls location, as well as the new "The Grove" concert site. Casual attire and appropriate footwear required.

WEDNESDAY, MAY 28

5:30 p.m. to 6:00 p.m.

CAMA Board Meeting (2014-2015 Board)

6:30 p.m. to 7:00 p.m.

President's Dinner Reception



7:00 p.m. to 10:00 p.m.

President's Dinner

CAMA President, Mr. Jean Savard, will end the Conference with a wonderful dinner and a live performance by Canada's original Dueling Piano performers, Mark Kersey and Randy Vancourt. They have performed together for over fifteen years, and have entertained all across Canada and the United States.

Get ready for a show full of audience participation, singing, comedy, and surprises!

10:00 p.m. to Midnight.

Hospitality Suite at The Hard Rock Club (located at 5705 Falls Avenue)



COMPANION PROGRAM

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.

Cost

Delegate Type	Early Bird Registration Fee by April 1, 2014 (+ 13% HST)	Registration Fee after April 1, 2014 (+ 13% HST)
*Companion of a CAMA Member (Municipal)	\$275.00 + \$35.75 HST= \$310.75	\$325.00 + \$42.25 HST = \$367.25
*Companion of a Non-Member (Municipal)	\$300.00 + \$39.00 HST = \$339.00	\$350.00 + \$45.50 HST = \$395.50
**Companion of an Affiliate CAMA Member (Non-Municipal)	\$325.00 + \$42.25 HST = \$367.25	\$375.00 + \$48.75 HST = \$423.75
**Companion of a Non-Member (Non-Municipal)	\$375.00 + \$48.75 HST = \$423.75	\$425.00 + \$55.25 HST = \$480.25

**“Municipal” refers to an individual who is currently employed with a municipal organization.

**“Non-Municipal” refers to all other individuals.

Companions have the option of joining the delegates on the Study Tours for a cost of \$25.00 + HST.

Additional Companion Tours

The following activities **are not** part of the official Companion Program, and additional fees apply.

Tuesday, May 27, 2014

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

Shaw Theatre Festival Matinee Performance

Cost: \$68.00/person (including tax)



The Philadelphia Story

By Philip Barry and Directed by Dennis Garnhum

Tracy Lord is young, beautiful, wealthy, and about to get married. The Philadelphia socialite has divorced her dashing but unreliable husband and fallen in love with a self-made (but perhaps a bit dull) business tycoon. When a cynical tabloid newshound arrives to cover the ceremony, Tracy has a hard time keeping her nuptials – and her heart – on the right track. A classic romantic comedy, the play was a huge turnaround success for Katharine Hepburn’s in the late 1930s. Barry wrote it especially for her, and the play had a year-long run on Broadway before becoming a six-time Oscar nominated film in 1940.

COMPANION PROGRAM

Wednesday, May 28, 2014

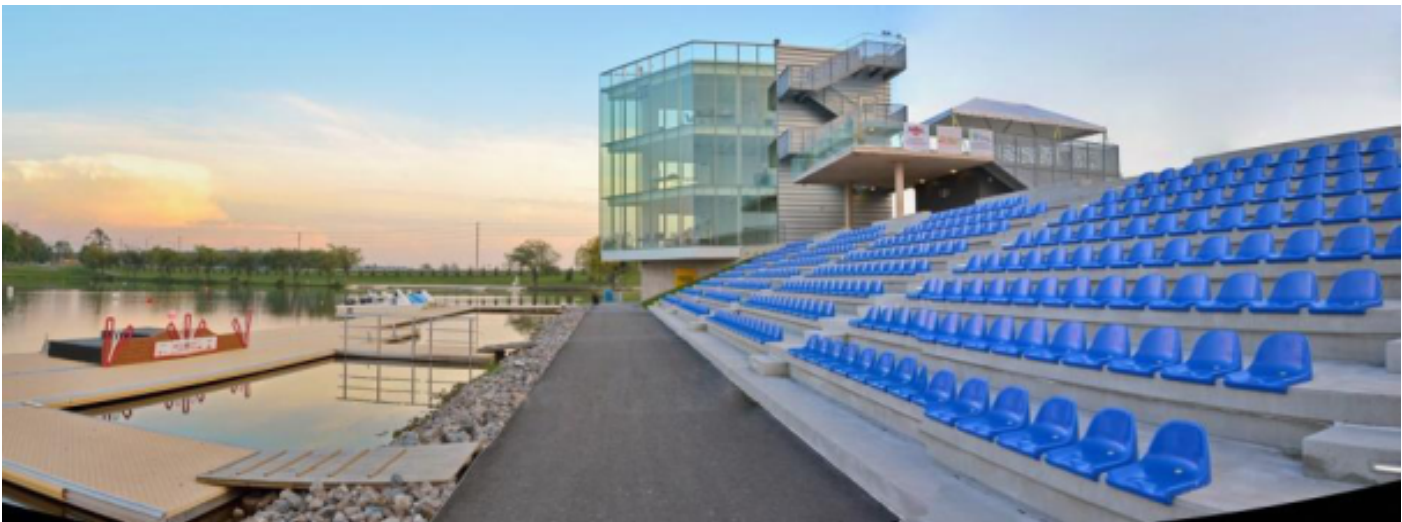
9:30 a.m. to 1:30 p.m.

Welland International Flatwater Centre – Dragon Boating

Cost: \$55.00/person + HST

The day will start with a welcome and tour of the amazing \$10 million state-of-the-art Welland International Flatwater Centre (WIFC) venue. Host of the 2015 Pan Am/Parapan American Games, the facility can accommodate rowing, canoe/kayak, dragon boat and open-water swimming. It is a significant water-based recreational area that combines international-standard competitive water sport facilities with recreational and social opportunities.

Though Dragon Boat Racing is over 2,000 years old, it is the world's fastest growing team water sport. Traditionally, a crew of 22 including a drummer, is required to race these massive 40 foot boats adorned with a dragon head and tail during race festivals. This is your chance to experience the thrill of the Dragon Boat! After an hour lesson with a World Champion Dragon Boat Paddler for Team Canada and a Master Dragon Boat Coach, you will be ready to race. Don't miss this fun and exciting experience! Lunch is included. Participants should wear comfortable clothing as it is an active session. Layers are suggested due to varying weather conditions



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Calgary 2014
A Bright Idea!
Oct. 21st & 22nd



WSC
 western sponsorship congress

Since 2005, the SMCC Western Sponsorship Congress™ has provided professional development and networking opportunities that have focused on a range of sponsorship related topics from inventory development, prospecting, branding, designing proposals, technology, communications, case studies and insights from properties and corporate sponsors.

This two day conference held on October 21st and 22nd, 2014 in Calgary, Alberta - is one of the largest sponsorship focused events in Canada.

Featured this year will be:

- 35+ Presenters
- Keynote Address
- Five Minute Pitch™ - Panel Discussion
- Releasing of the 2014 Consumer Sponsorship Rankings
- Networking Opportunities with Leaders in the Industry

Early Bird rate before July 31st **\$950 + TAX**, Regular **\$1500 + TAX**
 2 or more attendees from same organization **\$900 + TAX** each

Get Inspired
Get Insight

GET IN!

SMCC Western Sponsorship Congress™

Visit www.sponsorshipcongress.ca to **REGISTER TODAY!**



Half Day Workshop: Municipality Workshop

Monday, October 20, 2014

1:00PM - 5:00PM

Don't miss our exclusive half-day workshop in Calgary, featuring valuable insights tailored to the needs of municipalities and sponsors!

Delegates will receive a tool kit featuring the keys to building a municipal sponsorship program:

- How to get into the business
- How to build a case for support in your community
- How to engage procurement across all areas of a municipality

\$295 + TAX per half-day workshop
\$125 + TAX for 2014 Congress attendees!

Visit www.sponsorshipcongress.ca to register!

Presented by:





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