



Canadian Association of
Municipal Administrators

Annual Conference



“Celebrating Municipal Leaders”

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WHY ATTEND?

This annual event offers an array of opportunities for all Chief Administrative Officers, municipal senior managers, and staff members from various other functions in your organization that are serious about enhancing their skill sets. This Conference is designed to prepare you and your community with information and best practices to help you succeed and prosper. This year we're planning a wide assortment of events and activities, to make your Conference experience an unforgettable one: inspiring and invigorating keynote speakers; exceptional networking and social events, an interactive tradeshow featuring companies in the municipal industry showcasing their new products and services; and, activities to see and learn about the Municipality of Jasper.

This Conference provides eight hours of training and instruction that may be used to fulfill professional development or individual certification requirements for those delegates that are eligible.

MOBILE APP 2015

Sponsored by StrategyCorp

StrategyCorp's Municipal Affairs Practice Group helps local governments achieve their operational and policy goals, while building institutional capacity. Like municipal mechanics, we can help fix things that are broken, and like engineers, we help design system improvements. We bridge the political-administrative gap, working with all stakeholders, and develop efficient and effective solutions that can be implemented.

Led by some of the best known faces in municipal public administration, StrategyCorp's team has the know-how that comes from over a hundred years of combined rural and urban municipal sector experience.

The 2015 mobile application for iPhone, Android, Blackberry and tablet puts all venue and Conference information you need in the palm of your hand. Powered by EventMobi, the application gives CAMA 2015 delegates real-time access to schedules, speakers, venues, exhibitor information and much more. New this year, is the ability for delegates to connect with one another within the app - stay tuned for more information on this exciting tool. The app is available in English and French, and is available for download prior to the Conference.

ACCOMMODATIONS

ACCOMMODATIONS

You are responsible for arranging your own accommodation. CAMA has negotiated room blocks with group rates at three hotels which are all **SOLD OUT**. You are welcome to contact the hotels for rooms outside of the CAMA block or to be put on the waitlist.

Fairmont Jasper Park Lodge – Conference Hotel



The Fairmont Jasper Park Lodge (the Conference Hotel) is located at 1 Old Lodge Road. Situated in Alberta's magnificent Jasper National Park, a UNESCO World Heritage Site, this facility is a 700 acre year-round luxury mountain resort which wraps around the shores of pristine Lac Beauvert and Canada's #1 Golf Resort Course. The resort's charming village of cedar chalets and Luxury Signature Cabins, all connected by picturesque paths, offer guests unique access to explore the natural environment surrounding the resort.

The special Conference rates are as follows:

Room Type	Single Rate	Double Rate
Fairmont	\$221.00	\$233.00
Deluxe	\$271.00	\$283.00
Deluxe with Sitting Area	\$321.00	\$333.00
Junior Suite - Fireplace/Woodstove	\$371.00	\$383.00
Junior Suite - Lakeview	\$411.00	\$423.00
Lakefront Suite	\$521.00	\$533.00
Signature Cabins (per room)	\$521.00	\$533.00

Please note that a mandatory daily service charge of \$12.00/per person is included in the above rates. This charge is to cover portage, housekeeping and conference services, therefore, no further out-of-pocket tipping is required when on property. **Each extra person sharing a room (beyond double occupancy) will be charged an additional \$30.00 per night.**

To make a room reservation, please contact the Reservations Department at 780-852-3301 or the Global Reservations Centre at 1-800-441-1414. **To ensure the special rate quoted above, please identify yourself as attending the CAMA Conference.**

ALL CONFERENCE SESSIONS ARE HELD AT THE FAIRMONT JASPER PARK LODGE.

ACCOMMODATIONS

OVERFLOW HOTELS

CAMA has arranged for room blocks at two additional hotels that are located in the Municipality of Jasper which is a ten minute drive from The Fairmont Jasper Park Lodge. CAMA will provide a shuttle bus service from these hotels to the Fairmont during the Conference.

Best Western Jasper Inn & Suites

The Best Western Jasper Inn & Suites, nestled amongst the mountains is a convenient location away from the main street, but still close to convenient destinations. The region boasts the world's largest dark sky preserve for stargazing.

A block of rooms has been secured at the Best Western Jasper Inn & Suites (www.bestwesternjasperinn.com) located in the Municipality of Jasper at 98 Geikie Street at a special Conference rate of \$198.00 plus taxes. This rate is based on double occupancy. There are two types of rooms available that can accommodate up to four persons (with two adults and two children) with wireless internet access:

One Bedroom Suite: A one level suite with one queen size bed in a separate bedroom, sitting area with double sofa bed, wood burning fireplace and a kitchenette.

Upper Loft Suite: A two level suite with one queen size bed in the loft area, and a sitting area with double sofa bed, balcony, wood burning fireplace and kitchenette.

To make a room reservation, please call the hotel directly at 1-800-661-1933 or direct at 1-780-852-4461 and ask for the CAMA room block rate. **This room block is currently SOLD OUT but will be open until April 15th, 2015.**

Tonquin Inn

Surrounded by majestic snow-peaked mountains, the Tonquin Inn Hotel in Jasper National Park, Alberta (100 Juniper Street) provides endless opportunities for adventure in the Canadian Rockies. Located in the heart of Jasper National Park, their hotel accommodation puts guests in the middle of the action with easy access to the best hiking and biking trails, ski hills, and rafting adventures the Canadian Rockies have to offer. Adventure is right on your doorstep when you stay at Tonquin Inn!

Their comfortable hotel accommodations are unlike any other hotels in the Rocky Mountains. With cozy, sunken living rooms, convenient kitchenettes and home away from home charm, Tonquin Inn offers ideal accommodations for a fun-filled escape from the city!

A block of rooms has been secured at the Tonquin Inn (www.decorehotels.com/tonquininn) at a special Conference rate of \$180.00 + taxes (king bed or two queen beds).

To make a room reservation, please call the hotel directly at 780-852-4987 or 1-800-661-1315 and ask for the group name "CAMACAM Convention Block". **This room block is currently SOLD OUT but will be open until March 31st, 2015.**

JASPER TOURISM

Jasper Tourism

Plan to stay a little bit longer in Jasper! To find information on all the amazing things to see and do before or after the CAMA Conference visit <http://www.jasper.travel/>, follow #MyJasper, or contact the Jasper Tourism Information Centre at 780-852-6236 or via e-mail at inquiries@jaspercanadianrockies.com.



The friendly, picturesque community of Jasper, Alberta is the heart of Jasper National Park, the largest and most northerly of Canada's Rocky Mountain national parks and one of a group of four parks and three provincial parks which together are designated by UNESCO as the Canada Rocky Mountain World Park Heritage Site.

Jasper is a world-renowned vacation destination offering first-class visitor attractions, activities, facilities and services. The town nestles in a rugged, unspoiled wilderness of unparalleled beauty; towering snow-capped mountain peaks provide the backdrop for evergreen forests, pristine glacier-fed lakes and waterfalls.

Learn more about Jasper at the Registration Desk and the Tourism Booth located at the Fairmont Jasper Park Lodge. The hours of operation are as follows:

- Sunday, May 31 3:00 p.m. to 6:00 p.m.
- Monday, June 1 12:00 Noon to 8:00 p.m.
- Tuesday, June 2 7:00 a.m. to 4:30 p.m.
- Wednesday, June 3 7:00 a.m. to 2:30 p.m.



TRANSPORTATION

Shuttle Bus Service

A shuttle bus service between The Fairmont Jasper Park Lodge and the Best Western and the Tonquin Inn will operate on the following schedule:

Date	Pick Up at Best Western and Tonquin Inn (to Fairmont Jasper Park Lodge)	Pick Up at Fairmont Jasper Park Lodge and <u>Return</u> to Best Western and Tonquin Inn
Sunday, May 31	4:00 p.m. (for Registration)	5:00 p.m.
Monday, June 1	6:30 a.m. (for Golfers)	3:00 p.m.
	9:30 a.m. (for Rafting Excursion)	1:00 p.m.
	5:00 p.m. and 6:00 p.m. (for Receptions)	9:30 p.m. to 12:00 Midnight (shuttle every 20 minutes)
Tuesday, June 2	7:00 a.m. (for Breakfast and Speaker Sessions)	4:30 p.m.
	8:00 a.m. (for Companion Tour)	4:30 p.m.
	5:30 p.m. and 6:00 p.m. (for Receptions and Casual Night Out)	9:30 p.m. to 12:00 Midnight (shuttle every 20 minutes)
Wednesday, June 3	7:00 a.m. (for Breakfast and Speaker Sessions)	2:00 p.m. and 4:30 p.m.
	8:30 a.m. (for Companion Tour)	2:00 p.m. and 4:30 p.m.
	6:00 p.m. (for President's Dinner)	9:30 p.m. to 12:00 Midnight (shuttle every 20 minutes)

The Fairmont Jasper Park Lodge also has a daily shuttle bus service from the hotel into the Municipality of Jasper wherein four to five trips are made per day ending at 6:00 p.m. The cost is \$5.00 each way.

Transportation from Airports to Jasper Hotels

Edmonton, Calgary and Vancouver all have international airports that are serviced by major national and international carriers. Delegates can get to Jasper by vehicle, rail or by bus. Further details on transportation can be found at the following link: <http://www.jasper.travel/discover-jasper/getting-to-jasper-alberta>

Sundog Tours operate a daily shuttle from the Edmonton Airport: <http://sundogtours.com/airport-shuttle/>. There are departures from the Airport at 3:15 p.m. arriving in Jasper at approximately 8:00 p.m. and departures from Jasper at 7:15 a.m. and arriving at the Airport at 12:30 p.m. Please note that this is not a direct route and there are brief stops at the West Edmonton Mall, Edson and Hinton. The cost for this service is \$99.00 one-way or \$189.00 return. Delegates will receive an additional 10% discount on one-way or return fares. To make a reservation on this shuttle call Sundog Tours directly at 1-888-786-3641 and mention the CAMA Conference or register on-line at www.sundogtours.com and enter CAMA2015 in the DISCOUNT CODE section of the reservation system. This will automatically calculate a 10% reduction. The bus leaves from door #10 on the arrivals level at the Edmonton Airport. Please look for the SunDog Edmonton-Jasper Connector Sign.

CONFERENCE REGISTRATION INFORMATION

CAMA has also booked three private direct shuttles through Sundog Tours on the following dates:

- Departing Edmonton (to Jasper) on Sunday, May 31, 2015 at 11:00 a.m., 1:00 p.m. & 5:00 p.m.
- Departing Jasper (to Edmonton) on Thursday, June 4, 2015 at 9:00 a.m., 11:00 a.m. & 1:00 p.m.

The cost for this service is \$75.00 one-way or \$140.00 return. **These private shuttles can be booked through CAMA when you register on-line for the Conference.**

Registration Fees

Register for the Conference by April 1, 2015 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, 2015 (+ 5% GST)	Registration Fee after April 1, 2015 (+ 5% GST)
*CAMA Member (Municipal)	\$675.00 + \$33.75 GST = \$708.75	\$725.00 + \$36.25 GST = \$761.25
*First Time Attendee Members (Municipal)	\$525.00 + \$26.25 GST = \$551.25	\$575.00 + \$28.75 GST = \$603.75
*Non-Member (Municipal)	\$875.00 + \$43.75 GST = \$918.75	\$925.00 + \$46.25 GST = \$971.25
**Affiliate CAMA Member (Non-Municipal)	\$975.00 + \$48.75 GST = \$1023.75	\$1025.00 + \$51.25 GST = \$1076.25
**Non-Member (Non-Municipal)	\$1175.00 + \$58.75 GST = \$1233.75	\$1225.00 + \$61.25 GST = \$1286.25
Retired Member	\$375.00 + \$18.75 GST = \$393.75	\$425.00 + \$21.25 GST = \$446.25
Municipal Intern	\$575.00 + \$28.75 GST = \$603.75	\$625.00 + \$31.25 ST = \$656.25

***“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 at Trefoil Lake, 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 GST) 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 at Trefoil Lake, 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).

CONFERENCE REGISTRATION INFORMATION

Links to Registration

Delegates Registration: <http://www.civicinfo.bc.ca/event/2015/cama.asp>

Partners Registration: http://www.civicinfo.bc.ca/event/2015/cama_partners.asp

Golf Registration: http://www.civicinfo.bc.ca/event/2015/cama_golf.asp

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

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.*
- An administration fee of \$200.00 for each cancelled registration applies until April 15th, 2015. No refunds will be issued after April 15th, 2015. Substitutions are permitted. Please request substitutions in writing to: admin@camacam.ca
- CAMA will take photographs and some video at the 2015 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.

FCM CONFERENCE AND TRADESHOW

CAMA delegates will be provided complimentary access (with their CAMA Conference name badge) to the Federation of Canadian Municipalities Tradeshow being held on Friday, June 5th, 2015 from 1:00 p.m. to 3:00 p.m. at the Shaw Convention Centre in Edmonton, AB. The FCM Conference will be held from June 5-8, 2015 with nearly 2,000 municipal leaders coming together to discuss key issues and challenges their communities are facing. For more information visit <http://www.fcm.ca/home/events/annual-conference-and-trade-show.htm>

“Regardless of the populations of our municipalities, as Chief Administrative Officers, we all have the same purpose - to work with Council to offer programs and services to residents in the most efficient and effective manner. Attending the Annual CAMA Conference has provided me the opportunity to network, share ideas and learn from my colleagues across the country. This Conference undoubtedly challenges and motivates me to become a better leader.”

Dawn Chaplin, MMC, Chief Administrative Officer, Town of Torbay, NL

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 Jasper.

The Conference is CAMA's premiere professional development event that allows our members to experience high quality speakers in a relaxed and enjoyable atmosphere. This year's entire Conference will be "Business Casual" including the President's Dinner, due to the beautiful, casual setting at the Jasper Park Lodge! So leave your suits and dress attire at home and come and relax with your colleagues!

The theme of the Conference is "**Celebrating Municipal Leaders**" with a focus on sessions that will highlight the skills required to help us grow and develop into the best leaders possible. This, in turn will help us to create a positive culture for our employees and instil excellence throughout 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 Canada's #1 Resort Golf Course at The Fairmont Jasper Park Lodge, and a rafting excursion on the Athabasca River. Enjoy Casual Night with a western theme overlooking beautiful Trefoil Lake, with a mechanical bull, a horseshoe pit and music by country band "A Room To Dance". The Conference will end with the President's Dinner and entertainment by international award winning Illusionist, Speaker and Corporate Mind Reader, Derek Selinger.

There is also an amazing Companion Program which includes a day trip to the Columbia Icefields and the opportunity to experience the Maligne Valley by a boat cruise and an interpretative hike.

We are extremely grateful to Mark Fercho, City Manager, Mayor Richard Ireland, and the Jasper team for their dedication and support to our Conference.

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

See you in the Rockies!

Robert Hughes
CAMA President

WELCOME MESSAGE MAYOR OF THE MUNICIPALITY OF JASPER



On behalf of the Municipality of Jasper and my Council colleagues, welcome to the 2015 Canadian Association of Municipal Administrators Conference and welcome to Jasper.

Celebrating municipal leadership is an integral part of achieving municipal excellence; acknowledging the work and efforts of municipal administrators contributes to building strong and effective teams, encouraging initiative and innovation in the day-to-day services we provide to residents and visitors.

Accomplishments in municipal government are made possible through the leadership of individuals who believe in community service and engage others in their vision, which in turn fulfills the mission and vision of each municipal organization.

It is with great pleasure that we welcome you to our mountain community. We hope your gathering in this magnificent setting will inspire you to find new ways of celebrating your own leadership, and that of others in your organization.

Mayor Richard Ireland
Municipality of Jasper

WELCOME MESSAGE CAO, MUNICIPALITY OF JASPER



Welcome to the 2015 CAMA Conference!

From a CAO perspective, Jasper is a community like many others across the country, with a few distinctions. Small mountain towns offer a great quality of life, where family time and opportunities to enjoy the great outdoors abound.

Some of the specific challenges of being a CAO in Jasper include the impacts of welcoming two million visitors per year; our local population of 4,500 grows to over 25,000 every summer! Balancing the costs of providing services to that many visitors with funding from the local taxpaying population is certainly one of those challenges.

Jasper is located within a National Park, which means governance of the community is shared with Parks Canada. The federal government retains ownership of all the land, for which residents and the Municipality have leasehold agreements and pay land rent. Many decisions and bylaws are subject to Parks Canada approval. We are fortunate enough to enjoy an excellent working relationship with not only the Province of Alberta, but also with the federal government through Parks Canada.

We hope you find time during your stay to enjoy the spectacular natural environment that is our home.

Welcome to the Municipality of Jasper and Jasper National Park!

Mark Fercho
Chief Administrative Officer
Municipality of Jasper

PRE-CONFERENCE DAY SUNDAY, MAY 31, 2015

CAMA Board Meeting	9:00 a.m. - 5:00 p.m.
Conference Registration	3:00 p.m. - 6:00 p.m.

PRE-CONFERENCE DAY MONDAY, JUNE 1, 2015

Golf Tournament at Jasper Park Lodge	6:30 a.m. - 2:00 p.m.
Rocket Mountain River Guides Rafting Excursion	10:00 a.m. - 12:30 p.m.
Tradeshow Exhibitor Set Up	11:00 a.m. - 3:00 p.m.
Conference Registration	12:00 Noon - 8:00 p.m.
Provincial/Territorial Association Meeting	3:00 p.m. - 5:00 p.m.
Women's Social	5:30 p.m. - 6:30 p.m.
First Time Delegates Reception	6:00 p.m. - 7:00 p.m.
Opening Reception at Tradeshow	6:00 p.m. - 9:30 p.m.
Hospitality Suite at the Stanley Thompson Cabin - Fairmont	9:30 p.m. - 11:30 p.m.

MONDAY, JUNE 1

6:30 a.m. to 2:00 p.m.

CAMA Golf Tournament – The Fairmont Jasper Park Lodge Golf Course
Sponsored by Microsoft

Microsoft CityNext is a global people-first initiative to enable governments, businesses and citizens to create more sustainable, prosperous and economically competitive cities. With a broad devices and services platform, a vast global network of partners, and a history of successful education and social programs, Microsoft helps cities find the right answers for their local challenges and opportunities. Together with our partners, we are committed to helping cities:

- *Transform their infrastructure and operations*
- *Engage citizens and businesses; and*
- *Accelerate innovation and opportunity.*

Broadening the conversation beyond infrastructure alone, Microsoft CityNext centers on helping city leaders unlock their most important resource ... the potential of their people.



CAMA members will be able to enjoy Canada's #1 Resort Golf Course.

It took 50 teams of horses and 200 men working together for a year in order to clear the land of boulders and debris to prepare it for what would become one of Canada's premiere golf courses. Since the opening of the mountain golf course in 1925, this jewel set deep in the heart of the Canadian Rockies has been the setting of unforgettable memories for all of those who come to play at this luxury Alberta golf destination.

Stanley Thompson, Canada's master golf course architect, displayed some of the finest work of his career with this design. The 18-hole layout offers elevated tee boxes, dramatic bunkering and holes aligned with distant mountain vistas. He built wide fairways that carve through thick forest, and maintained a partnership with the environment's natural contours, blending beautiful landscapes with challenging terrain. As a result, few golf courses in the world can match the rugged majesty of this national treasure.

Today, this award-winning Alberta golf course remains one of the "must play" courses in Canada; it's a true classic that combines the best of what Canada golf is all about -- a love of the history and the game itself.

Start your day early at 6:30 a.m. by stepping outside your room at the Fairmont and enjoying a continental breakfast at the clubhouse, followed by a visit to the driving range which will be open from 7:00 a.m. to 8:00 a.m. Drive away in your shared power cart at 8:00 a.m. with a shot-gun start. End your day with a BBQ lunch back at the clubhouse. The cost per participant includes green fees, the use of a shared power cart, a continental breakfast and a BBQ lunch.

CAMA Members (Municipal)/Retired Members/Municipal Interns	\$180.00 + GST
Non-Members (Municipal)	\$190.00 + GST
Affiliate CAMA Members (Non-Municipal)	\$215.00 + GST
Non-Members (Non-Municipal)	\$220.00 + GST

Golf club rentals (Taylor Made) will be available for \$70.00 (plus GST) including a sleeve of Taylor Made golf balls. Clubs can be reserved on the on-line registration form and payment due at the course the day of the tournament.

MONDAY, JUNE 1

10:00 a.m. to 12:30 p.m.

Rocky Mountain River Guides Rafting Excursion

Cost: \$55.00/person + GST

Come and join your colleagues on a river adventure! The Rocky Mountain River Guides are certified raft guides who have been providing quality, high Grade A rafting adventures in the Canadian Rockies since 1990. They have helped thousands of Jasper tourists safely experience the thrills and magnificent scenery which their rivers have to offer. They will provide you with an unforgettable rafting experience with the stunning Canadian rockies as your backdrop on the Athabasca River.

The cost includes transportation from The Fairmont Jasper Park Lodge, a wet suit, booties, paddle jacket, life jacket and helmet. Bring your shorts or bathing suit. It is recommended that you bring a towel, dry set of clothes, a snack and some water which may be left in the bus for after the trip. This is an introduction to white water rafting and is rated as a level 2-3 river.

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

Conference Registration

3:00 p.m. to 5:00 p.m.

Provincial/Territorial Association Meeting

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

Women's Social

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

First-Time Delegates Reception

6:00 p.m. to 9:30 p.m.

Opening Reception at Tradeshow

Sponsored by Deloitte

Deloitte (www.deloitte.ca) is one of Canada's leading professional services firms, providing a full range of assurance and advisory, financial advisory, tax and consulting services to more than 60,000 clients in all sectors of the Canadian economy through more than 8,400 people in more than 55 locations across the country. We are leaders in consulting to public and para-public organizations, with many clients who can attest to our ability to identify opportunities and achieve results. We are dedicated to helping our clients and our people excel.

9:30 p.m. to 11:30 p.m.

Hospitality Suite at The Stanley Thompson Cabin (Fairmont Jasper Park Lodge)

Sponsored by Insituform Technologies Limited

Insituform Technologies® rehabilitates deteriorated sewer and water pipes using Insituform® processes, non-disruptive methods of creating a structurally sound pipe-within-a-pipe. The Insituform® processes are an affordable way to solve a full range of everyday sewer and water problems with no digging or disruption.

DAY ONE TUESDAY, JUNE 2, 2015

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.
Annual General Meeting	8:15 a.m. - 9:00 a.m.
Opening Ceremonies	9:00 a.m. - 9:15 a.m.
Opening Keynote	9:15 a.m. - 10:30 a.m.
Tradeshow Refreshment Break	10:30 a.m. - 11:00 a.m.
Panel Session	11:00 a.m. - 12:00 Noon
Long Service Awards Luncheon	12:00 Noon - 1:00 p.m.
Dessert and Coffee in the Tradeshow Area	1:00 p.m. - 1:30 p.m.
Concurrent Sessions	1:30 p.m. - 2:45 p.m.
Tradeshow Refreshment Break	2:45 p.m. - 3:15 p.m.
Concurrent Sessions	3:15 p.m. - 4:30 p.m.
Young Professionals Reception	5:30 p.m. - 6:30 p.m.
Casual Night Out at Trefoil Lake	6:30 p.m. - 9:30 p.m.
Hospitality Suite at the Stanley Thompson Cabin - Fairmont	9:30 p.m. - 11:30 p.m.

TUESDAY, JUNE 2

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

Morning Runs - Lake Edith and Lake Annette (Meet in the lobby of The Fairmont Jasper Park Lodge)

5 km and 10 km routes

The 5 km run will take you around Lake Annette. On the 10 km run you will experience the majestic views around Lake Edith and Lake Annette – both glacier fed lakes with amazing wildlife.

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

Conference Registration

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

Breakfast

Sponsored by Partnership Group – Sponsorship Specialists™

The Partnership Group – Sponsorship Specialists™ develop innovative sponsorship programs for organizations that buy and sell sponsorships. For over ten years they have successfully assisted municipalities such as the City of Toronto, Town of High River, City of Edmonton, Town of Kindersley and City of Kelowna with sponsorship asset identification, inventory development, asset valuation and staff mentoring. They help municipalities generate alternate revenue channels through municipal sponsorships that maximize revenue without raising user fees or taxes.

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

Annual General Meeting

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

Opening Ceremonies

9:15 a.m. to 10:30 a.m.

Opening Keynote – Inspiring Leadership: Keeping Employees Engaged During the Good, the Bad & Even the Ugly Times

Speaker: Michael Kerr

Sponsored by Honeywell

Honeywell is global leader in energy and utility services, helping customers upgrade their facilities and infrastructure while cutting operating expenses. We've worked with dozens of cities and municipal utilities to develop, fund and implement energy efficiency, demand response, advanced metering and smart grid projects. By trimming a community's energy use and environmental footprint, Honeywell helps free up capital that often pays for critical improvements and maintenance without raising rates or taxes.

Discover what more and more inspiring leaders are realizing: that your sense of humour truly is one of the most under-valued and under-appreciated resources you have at your disposal to help you motivate and inspire your employees, lead with a more authentic style, connect with employees and foster a more innovative and healthy workplace. You will learn:

- What it means to provide truly inspiring leadership;
- What leading with laughter means (and why it isn't about being funny);
- Leading a values-driven workplace;

TUESDAY, JUNE 2

- Simple ways to boost your H.Q. (humour quotient);
- Using humour to connect, reward, recognize and motivate employees;
- Why humour is the most powerful stress buster available;
- How to laugh your way to a more creative workplace.

About the speaker:



Michael Kerr, Speaker, CSP is one of North America's leading authorities on fostering innovative and inspiring workplace cultures. His presentations - known for introducing practical ideas that audiences can put to work immediately — are delivered in a truly unforgettable and hilarious fashion for maximum impact. Why choose between compelling leadership content, inspiring ideas and fun, when you can have all three at the same time?

A "Hall of Fame" and award-winning international business speaker, trainer, and bestselling author of numerous books, Michael has delivered his captivating keynote presentations and workshops to thousands of audiences around the world, from the US to Iran to Austria. His programs offer relevant, practical ideas, as delivered with his memorable brand of clean, high-energy humour.

A former government manager and business owner for over twenty years, Michael is the author of *Inspiring Workplaces: Creating the Kind of Workplace Where Everyone WANTS to Work*, and *Putting Humour to Work*. His company, Humour at Work, offers books, training DVDs, audio CDs, and numerous support resources to help any organization build a more successful workplace culture.

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

Tradeshow Refreshment Break

Sponsored by Alberta Municipal Services Corporation (AMSC)

The Alberta Municipal Services Corporation (AMSC) is a wholly-owned subsidiary of the AUMA and has been successfully delivering innovative solutions to municipalities, municipally related not-for-profit organizations and their employees for more than 40 years. AMSC provides substantial value to members through economies of scale, outstanding service & support, expertise that comes from working with municipalities and contributes to the advocacy efforts of the organization. AMSC offers HR services, employee benefits & retirement, Insurance & Risk Services, as well as Investment and Energy Services.

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

Panel Session - "Leaders in the Shadows: Leadership Qualities of a CAO"

Panelists: Dr. David Siegal, Keith Robicheau, and Robert Earl

Dr. David Siegal made a presentation at the 2011 CAMA Conference held in Halifax at which time he was doing research on the leadership qualities of municipal managers. Since that time he has developed the research further and published a book entitled "Leaders in the Shadows: The Leadership Qualities of Successful Municipal Chief Administrative Officers". The book presents in-depth case studies of five CAO's who have been recognized as highly successful leaders: Robert Earl (Port Edward, and Invermere, BC; Banff, AB), Michael Fenn (Burlington, and Hamilton-Wentworth, ON), Mike Garrett (Peel Region, York Region, Toronto, ON), Keith Robicheau (St. Andrews, NB; Annapolis County and Kentville, NS, Norfolk County, ON), and Judy Rogers (Vancouver, BC).

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Using these case studies, Dr. Siegel will identify the leadership qualities that these CAO's have exhibited in their successful careers. Keith Robicheau, County Manager/CAO of Norfolk County, ON and Robert Earl, CAO for Banff, AB will also join Dr. Siegel in sharing their experiences. Access Dr. Siegel's book here: <http://www.utppublishing.com/Leaders-in-the-Shadows-The-Leadership-Qualities-of-Municipal-Chief-Administrative-Officers.html>

About the speakers:



Dr. David Siegel
Professor of Political Science
Brock University

David Siegel is Professor of Political Science at Brock University. He has held a number of administrative positions at Brock including Dean of the Faculty of Social Sciences; Associate Vice-President, Academic; Acting Dean of Student Affairs; and Chair of the Department of Political Science. He was also the founding director of the Niagara Community Observatory.

He has written extensively in the areas of public administration and local government. His most recent publication is *Leaders in the Shadows: The Leadership Qualities of Successful Municipal Chief Administrative Officers*. He is co-author or co-editor of seven other books, and he has published articles in the *Canadian Journal of Political Science*, *Canadian Journal of Regional Science*, *Canadian Journal of Urban Research*, *Canadian Public Administration*, and *Municipal World*.



Keith Robicheau
County Manager/CAO
Norfolk County, ON

He has a Ph.D. in Political Science from the University of Toronto and an M.A. in Public Administration from Carleton. He is also a Charter Professional Accountant.

Keith Robicheau has been County Manager of Norfolk County, Ontario since April 2011. Previously he was a CAO in Nova Scotia's Annapolis Valley with the Town of Kentville and the County of Annapolis over a seventeen year period, beginning in 1994. He had previous municipal experience as CAO of the Town of St. Andrews (by-the-Sea), New Brunswick from 1983 until 1990.

Keith worked for the Government of New Brunswick from 1990 to 1994, initially as a treasury board advisor in a management consulting group within the Board of Management. In 1993, he was seconded to Municipal Affairs to work with the Local Government Review Panel for the Miramichi region study, which resulted in amalgamation, creating the City of Miramichi. Keith completed a Bachelor of Commerce degree at Mount Allison University in 1981, with majors in management and accounting, and started his professional career with Coopers & Lybrand, Chartered Accountants. He was a part-time student in the MBA program at the University of New Brunswick during his employment with the New Brunswick government.

Keith is a member of the Ontario Municipal Administrators' Association (OMAA), the Canadian Association of Municipal Administrators (CAMA), the International City/County Management Association (ICMA), and the Institute of Public Administration of Canada (IPAC). He has served on the Association of Municipal Administrators, Nova Scotia (AMANS) Board of Directors and also served on the CAMA Board, representing Nova Scotia and Prince Edward Island.

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In 2000, the IPAC Nova Scotia Regional Group awarded Keith the Lieutenant Governor's Medal for Excellence in Public Administration. In 2006, he received the Award of Excellence from the Association of Municipal Administrators, Nova Scotia.

Keith believes leadership is about the possibility of achieving better results through and with other people and that good outcomes come from good design, whether in communities, infrastructure, policies, structures, processes or jobs. He favours a simple definition of management as: allocating scarce resources among competing needs.



Robert Earl
Town Manager
Banff, AB

Robert has been a CAO for over twenty years split between British Columbia and Alberta. He started as a financial officer in Port Edward, a small community on the north coast of British Columbia where he transitioned from finance to CAO. From Port Edward, Robert moved to Invermere, BC to take on the role of CAO, and to be nearer to the mountains where he, and his wife Jeannette liked to play. After seven years in Invermere, Robert took on the role of Town Manager in Banff, AB, right in the heart of the Canadian Rockies, where he remains today.

Wherever he has gone Robert has focused on strategic approaches to management and leadership, but from the perspective of a risk-taker who is not afraid to break the mold. An insatiable desire for performance metrics combined with a deep-seated need to connect Council expectations to municipal service delivery, drives him to constantly find new approaches. The belief that "one must truly love the community that you live in" has also shaped Robert's perspective. "I am very lucky to have been given the opportunity to work in communities that support my active lifestyle. I believe that when you love the community you live in, you are a better employee because of it".

You're as likely to find him out moving dirt with the Grounds Crew as in the hallway engaged in a conversation with a senior accountant; and on a Thursday evening, you'll find him on the mountain bike trails with "Townies" of all fitness levels enjoying a weekly ride together.

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

Long Service Awards Luncheon

Sponsored by Jostle Corporation

Jostle is the creator of a new kind of intranet that is designed to help city leaders engage their workforce. Its elegance and relevance yield exceptional participation rates – exceeding five times industry standards. Jostle's intranet is turnkey, cloud-based, and requires no IT resources to maintain.

CAMA's Long Service Recognition Program recognizes and celebrates CAMA members' dedication 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). They are granted at ten years and given in five year increments.

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CAMA's Special Long Standing CAO Service Award recognizes any CAMA member that has been in the position of Chief Administrative Officer or City Manager for twenty-five years or more and who has been a member of CAMA for at least ten years (as of January 1st of the nomination year).

Recipients with twenty years of service or more will be presented with their awards at this ceremony.

Also during this year's luncheon, Jostle Corporation will host a casual dialogue with two CAMA members about how successful local governments depend on employees feeling connected to their leadership and vision. This begins with outstanding communications. The challenge is cities' incredible diversity of employee's roles, skills and access to technology.

The following topics will be discussed:

1. **Internal Communication.** Cities have unique communications challenges - employees are dispersed across different departments and locations, and have very different levels of computer access and expertise.
2. **Engagement.** What prevents city employees from feeling engaged? How can these barriers be overcome?
3. **Enablement.** How can you better enable employees to do their jobs by connecting them to the people, tools, and resources they need?
4. **Transparency.** The value of transparency across different departments, locations, and silos.
5. **Technology.** How technology can play a role without introducing complexity?

About the Speakers:



John Leeburn
Chief Administrative Officer
City of Port Coquitlam, BC

In his twenty-five years working in municipal government in Metro Vancouver, John has held steadily more senior positions, and has proven his ability to lead municipal departments, work closely with Council and other department heads, build trusting relationships, and engage workforces.

John is one of the few CAO's in the Metro Vancouver Region to start his career in human resources. When not at work he can be found wandering around Port Coquitlam with his golden retriever, Echo.



Patrick Draper
City Manager
City of St. Albert, AB

Patrick is a persuasive leader with broad general management experience gained in corporate, public sector and entrepreneurial organizations in Canada, the United States and Internationally.

Patrick joined the City of St. Albert in April 2012 after two years as the President & CEO of the Toronto Region Research Alliance, a regional economic innovation agency. His previous career span of twenty-five years included leadership roles in high-growth organizations including Deputy Minister of Economic Development for Ontario and President of an International Consumer Products Company.

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Don Wadsworth
Vice-President Sales
Jostle Corporation

Don Wadsworth was one of the first to join Jostle Corporation on a mission to make workplaces better and more effective. He has helped hundreds of businesses, governments and non-profits achieve their goals by helping them use an intranet to improve internal communications.

Prior to Jostle, Don worked at a variety of technology companies, in each case, creating success by ensuring his clients were successful.

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

Dessert & Coffee in the Tradeshow Area

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

Concurrent Session - Speed Hiking & Networking

Having the opportunity to be surrounded with such beautiful scenery in Jasper, a Speed Hiking & Networking Session will be held on the trail surrounding Lac Beauvert at The Fairmont Jasper Park Lodge.

This outdoor session will provide you with the opportunity to expand your network and develop one on one professional connections with your colleagues from across the country, through a lively and engaging atmosphere in the wilderness.

1. Arrive on time for the event so you can receive instructions and informally mingle prior to your hike.
2. You will participate in four 15-minute one on one hikes starting with one colleague and switching to another when you see a CAMA volunteer at a certain stop-point on the trail.

Come with a playful spirit; this is intended to be a high energy, low-risk way to get acquainted and perhaps discuss career opportunities, new innovative projects or initiatives. Here is your chance to answer niggling questions and meet new contacts from across the country. If you don't click with someone, don't worry; every 15 minutes you'll move on to a new person! Coaching can be fun for everyone. We hope you enjoy this experience!

***If the weather is inclement, this session will be held inside the Jasper Park Lodge.**

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

Concurrent Session - Exploring New Revenue Channels - Corporate Sponsorship and Municipalities Today

Panelists:

Brent Barootes – President and CEO, Partnership Group – Sponsorship Specialists

Gary Dewar – Marketing and Sales Supervisor - Community Services Department – City of Edmonton

Sponsored by Partnership Group - Sponsorship Specialists

Key benefits/learning objectives:

- a) Understanding how this additional revenue channel can work for your municipality.
- b) Garnering knowledge of proprietary national study on this subject and how citizens feel about municipalities and corporate sponsorship.

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- c) Learning what Canadian municipalities (large and small) are being successful at this and showcasing of some great Canadian municipal sponsorships.
- d) Becoming aware of the pitfalls of such an approach and how to avoid them.
- e) Having CAO's or senior administrative staff from municipalities participate in the session.
- f) Opportunity for a Q&A and interaction.

This 75 minute breakout session is for those CAO's and senior administrators who are seeking additional revenue channels. If you are looking for such alternate channels perhaps corporate sponsorship has become a topic of discussion. Perhaps not! Either way, corporate sponsorship in municipalities is the fastest growing industry segment in Canada. For small towns looking to add \$50,000 a year or a major centre looking to add \$2-3M per year to their bottom line, corporate sponsorship is a channel to be considered.

This interactive session will undertake to define corporate sponsorship and review its exponential growth in Canada. It will review the most recent proprietary studies of Canadians as well as sponsorship industry studies to showcase that this is a changing trend for municipalities. Both through the skilled presentation by the session leader Brent Barootes and the presentation by Gary Dewar Marketing and Sales Supervisor - Community Services Department – City of Edmonton, you will take away a better understanding how to review this revenue channel further. It will provide you with an outline of what you need to determine if corporate sponsorship is for your community or not. The session will deliver case studies of successful corporate sponsorships from across the nation (small and large) as researched and presented by Gary Dewar; industry trending information not publicly available, as well as provide the stepping stones for success for your administration to review. This is a must attend session for all CAO's and senior administrators who are struggling with balanced budget issues while having a demanding market for more services and lower fees and taxes.

Interactive Element. This interaction will be developed in three specific ways:

- a) As this is a workshop session it will be custom developed to be open to questions throughout the session.
- b) There will be a showcase presentation by a municipal administrator on research regarding sponsorship cases studies from across Canada with the opportunity for great discussion and content flow.
- c) The presentation itself will host questions of the audience to engage them in the session with responses.

About the speakers:



Brent Barootes
President and CEO
Partnership Group - Sponsorship Specialists

Brent Barootes is President and CEO of the Partnership Group – Sponsorship Specialists™, an Alberta based national sponsorship consulting firm. In the past 25 years Brent has worked directly or indirectly with many Canadian brands, corporations, small and medium businesses as well as municipalities, sport and recreation departments, charities, non profits, professional and amateur sports teams, to develop, audit, enhance, design, and build effective sponsorship programs for them. His expertise includes sponsorship valuations and audits, corporate measuring and investment in sponsorship for realized ROI, inventory/benefit development, sponsorship activation programs, package development, and mentoring of staff and volunteers for both corporations engaging in sponsorship as well as charitable, non-profit and for profit events and organizations. Brent is also the author of Canada's leading sponsorship book; *Reality Check – Straight Talk about Sponsorship Marketing*.

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Gary Dewar
Sales and Sponsorship Supervisor, Community Facility Services
City of Edmonton, AB

Currently employed as the Marketing and Sales Supervisor with the City of Edmonton's Community Services Department, Gary leads a team responsible for admission, retail, advertising, sponsorship sales and strategic marketing for the City of Edmonton's Recreation Centres and Attractions. His sponsorship inventory includes a collection of popular events and programs as well as naming rights to a diverse collection of current and future public recreation facilities. Gary authored the City of Edmonton's Facility Name Sale Policy which establishes circumstances under which The City of Edmonton may proactively pursue facility name sales and a consistent approach and guidelines for assessing facility name sale opportunities.

Gary has enjoyed making a difference in the lives of Edmontonians for over 20 years as a proud public servant having worked with a diverse range of Department staff, community agencies and corporate partners in an effort to increase participation and revenue in a variety of recreation programs, facilities and services. He is also an accomplished social marketing practitioner where his focus is on influencing attitudes and behaviours around a collection of important social issues.

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

Tradeshow Refreshment Break

Sponsored by Alberta Municipal Services Corporation (AMSC)

The Alberta Municipal Services Corporation (AMSC) is a wholly-owned subsidiary of the AUMA and has been successfully delivering innovative solutions to municipalities, municipally related not-for-profit organizations and their employees for more than 40 years. AMSC provides substantial value to members through economies of scale, outstanding service & support, expertise that comes from working with municipalities and contributes to the advocacy efforts of the organization. AMSC offers HR services, employee benefits & retirement, Insurance & Risk Services, as well as Investment and Energy Services.

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

Concurrent Session: Small Municipalities

This session will be a Q and A dialogue, moderated by CAMA President, Robert Hughes, and 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 discuss practical, innovative ideas, build networks, share knowledge and empower people to make a difference in their communities.

About the Moderator



Robert Hughes, CAMA President
Chief Administrative Officer
Town of Stratford, PEI

Robert has been the Chief Administrative Officer of the Town of Stratford since 1999. He has a Bachelor's Degree in Electrical Engineering from the Technical University of Nova Scotia and a Diploma in Public Management from Henson College at Dalhousie University.

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Robert has served on numerous boards and committees over his thirty year career including being a member of the CAMA Board for the past seven years. Robert has been working with the Stratford Town Council to create a more sustainable community where resident needs are met, where there is a thriving local economy, where the limits of the earth are understood and respected, where heritage and culture are celebrated and protected and where there is a transparent, collaborative, and accountable governance system.

Robert and his wife Debby live in Stratford and have two children who are now young adults pursuing their own careers and dreams.

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

Concurrent Session: Large Municipalities

Panelists: Simon Farbrother, Dr. Shayne Silcox, and Glen Davies

Moderator: Tim Anderson

The Complexity of Managing a Large City

Every CAO has their own unique way of managing their organization. The majority of CAMA members manage in small to mid-size communities, however, many our members manage some of the largest Cities in Canada.

Managing in a large City has its own set of unique challenges. It is not possible to expect those who manage in these large Cities to know everything that is going on in their organization. Come listen to the CAO's of some of the largest communities discuss how they manage under these difficult circumstances and what helpful hints they can give you in how you can manage your own organization. Glen Davies, City Manager for the City of Regina, and Simon Farbrother, City Manager for the City of Edmonton will share their ideas along with Dr. Shayne Silcox who will provide you with an international perspective from Mellville Australia. Tim Anderson, CAO for the City of Waterloo will moderate this session.

About the speakers:



Simon Farbrother
City Manager
City of Edmonton, AB

Simon recently completed his term as President of the International City/County Managers Association (ICMA). He speaks widely about the critical role municipalities play in the national conversion on the economy, the environment and social issues.

With more than 20 years of experience in municipal governments, Simon Farbrother has dedicated his career to building strong Canadian cities. His focus has been on improving organizational structures, building employee morale, effectively implementing strategic plans and facilitating urban intensification.

Throughout his career, Simon has championed public service as a career of choice through his work with professional associations in the municipal planning and municipal government sectors. He served as President of the Alberta Institute of Planners in 1999, President of the Canadian Association of Municipal Administrators in 2007, and as International Vice President of ICMA.

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Simon has been named one of the Province of Alberta's 50 most influential people by *Alberta Venture* magazine and was awarded the Queen Elizabeth II Diamond Jubilee Medal in 2012 for his contributions to the municipal government profession.

During his term as City Manager of Waterloo, Ontario, the city was named the International Intelligent Community of the Year by the Intelligent Community Forum. He has an undergraduate Degree in Economics and Geography from Portsmouth University in England and a Master's Degree in Geography from the University of Alberta.

Simon has served as Edmonton's City Manager since January 2010, leading the civic administration through a time of tremendous growth and transformation. In the past two years, Edmonton's population has climbed by a steep 7.39 per cent. To meet the needs of a fast growing population the City of Edmonton has made an unprecedented investment of \$9.3 billion in capital projects over the past 10 years, mainly in recreation centres, LRT, libraries, police and fire stations, roadway arteries, waste facilities and increased drainage capacity.



Dr. Shayne Silcox, PSM
Chief Executive Officer
City of Melville, Australia

Shayne is currently the respected CEO of the City of Melville, one of Western Australia's largest local governments, with an annual budget of over \$153 million and physical assets of some \$800 million, and staff of over 765 who have a commitment to effectively service its 106,000+ customers.

Shayne has over 40 years experience spanning the Private Sector, State and Local Government arenas. He has extensive government, corporate workforces, as well as board and director experience across a wide range of small to large businesses.

His career has seen him successfully operate in various industries sectors, including: Transport, Energy Research, Energy (Electricity and Gas), Business Development, Consulting (Business Excellence and Strategic Planning), Commercial Services, Management, Construction and Maintenance. Having started his career as a heavy duty motor mechanic, Shayne worked full time to put himself through night school for 32 years non-stop while he and his wife Adele raised their two children together.

The outcomes of this journey have seen him lead multi-million dollar organizations. In doing so, he has been recognized as the Local Government Leader of the Year 2014 and in 2012 the Commonwealth Australia Day Honours with the Public Service Medal.

He has also won the Order of Merit from the Institute of Company Directors (2001), the Human Resource Institute Prize (1991), the Curtin Alumni Medal for academic excellence and leadership to the community (1994), Local Government Honours (WALGA) for commitment and eminent service (2006), Industry Certificates of Appreciation from the City of Belmont and the EMRC (2008), National Customer Service Award and the National Business Excellence Medal (2004), the Western Australian Customer Service CEO of the Year in 2012 and 2008 and was runner up CEO of the Year nationally. In 2009 the City won the World's most liveable City as assessed by the United Nations.

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Glen B. Davies, B.A., M.A.
City Manager
City of Regina

Glen joined the City of Regina as City Manager in 2006. In that capacity he has led the organization through significant change, positioning it as a contemporary municipality. The period following 2006 has been one of significant growth and change in the community and the City has played a significant role in supporting and enabling the transition.

Prior to joining the City of Regina, Glen was a Principal with the management consulting firm of TkMC for over four years. As a general management consultant, he spent most of his time providing support and advice at the executive and Council level of municipalities of varying sizes across much of Canada. Glen had a varied career in the municipal sector before consulting, having worked for a number of different sized municipalities in Ontario, Alberta and Saskatchewan. He is an accomplished municipal manager with over 35 years of experience, having direct service delivery and managerial responsibility for a wide-range of municipal portfolios including over 20 years as a CAO and senior manager.

Over the years, Glen has participated in a number of organizations as a volunteer and Board member. These activities have often been as part of his formal employment connections or in support of valuable community efforts. Glen has undergraduate and graduate degrees from McMaster University in Hamilton Ontario and is formally trained as a life/executive coach through the Coaches Training Institute in San Rafael, California.

About the Moderator:



Tim Anderson, P. Eng.
Chief Administrative Officer
City of Waterloo

Tim is the CAO of the City of Waterloo, with a population of over 130,000 and annual operating budget of \$170M. Waterloo is part of a regional government fabric that is dynamic, fast growing and a top economic centre of prosperity for Ontario.

Tim has over 25 years of municipal experience that began at the Regional Municipality of Waterloo in 1987 before joining the City of Waterloo in 1990. Tim has held progressively senior positions, including project engineer, director of utilities, director of transportation, executive officer to the CAO and General Manager / City Engineer before becoming CAO in 2010. Tim has developed extensive expertise in growing a dynamic municipal ecosystem and understands the power of collaboration and partnership within and outside of City Hall.

Tim's accomplishments include being instrumental in achieving funding and implementation of the University of Waterloo Research and Technology Park development, transitioning the City to an award winning storm water utility model, as well as, the City of Waterloo's partnership with the University of Waterloo in forming the Centre for Advancement in Trenchless Technology. Most recently in his role as CAO Tim has been working with the Region of Waterloo and Area Municipal CAO's to advance a coordinated Economic Development Strategy for the community.

Tim is a lifelong resident of Waterloo Region, in addition to his work at the City, he is also active on a number of boards within the community. Tim is a Professional Engineer and is a member of the International City/County Management Association (ICMA), Ontario Municipal Managers Association (OMMA) and CAMA.

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

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

6:30 p.m. to 9:30 p.m.

Casual Night Out at Trefoil Lake

Sponsored by the City of Edmonton

Edmonton is a city not like other places – in a good way. It is an energy city fueled and driven by the openness, the courage, and cooperative spirit and spark of its 878,000 citizens. It is a city of inventors, of risk takers, of people with ideas who aren't afraid to fail and try again, a place without hierarchy. Edmonton is a place where cultural, social, recreational and business opportunities flourish, we embrace the rich cultural mosaic that make up the city.

As Alberta's capital and one of Canada's fastest growing cities, Edmonton has an ambitious and achievable plan to transform its city in a coordinated and well thought out way, enhancing the quality of life and experience for all. Boasting an ever-growing population, we continue to make significant investments in infrastructure to advance the city and achieve the goals set out by citizens. Key to this transformation is strengthening the heart of the city, connecting people, enhancing livability and building a strong sense of place. Recognized as a leader in environmental initiatives and a hotbed for investors, Edmonton is one of Canada's great capitals and a city on the move.



Room To Dance

Enjoy a fun-filled "western theme" evening at Trefoil Lake which is situated in the middle of The Fairmont Jasper Park Lodge. This spectacular evening will consist of an open pit BBQ along with a chance to have a game of horseshoes with your colleagues, ride the mechanical bull or enjoy a campfire. Wear your jeans and cowboy boots and dance to your favourite country songs being performed by "A Room To Dance" band.

JC & Andy Plett have been performing together as Room To Dance for 16 years, touring on the road around Western Canada and the United States for several years before "settling down" 10 years ago in the Calgary area to raise their family. The years on the road and in Alberta have seen Room To Dance perform in casinos, lounges, clubs, Stampede Tents, living rooms, weddings, numerous dances, huge corporate event stages and on Cruise Ships. Performing so many irresistible favourites, even in venues without a dance floor, their audiences have been

known to push aside tables to create a dance floor...proving there's always Room To Dance.

9:30 p.m. to 11:30 p.m.

Hospitality Suite at the Stanley Thompson Cabin at the Fairmont Jasper Park Lodge

Sponsored by Phelps Group

Phelps is one of Canada's leading Executive Search & Talent Management firms. Since 1986, they have transformed organizations through the hire of exceptional talent and leadership development. They understand the competencies and "fit" requirements for municipalities, having worked closely with many throughout Canada. With a broad network of executives and extensive experience recruiting for senior roles, their company has strong ethical standards, providing the integrity and transparency required for municipalities and other public sector organizations.

DAY TWO

WEDNESDAY, JUNE 3, 2015

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.
Plenary Session	8:15 a.m. - 9:30 a.m.
Plenary Session	9:30 a.m. - 10:30 a.m.
Tradeshow Refreshment Break	10:30 a.m. - 11:00 a.m.
Closing Keynote	11:00 a.m.- 12:00 Noon
CAMA Awards of Excellence Luncheon	12:00 Noon - 1:15 p.m.
Closing Ceremonies and Tradeshow Draws	1:15 p.m. - 2:00 p.m.
Study Tours (*Note: Various start times)	2:00 p.m. - 5:00 p.m.
CAMA Board Meeting (2015-2016 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. - 9:30 p.m.
Hospitality Suite at the Stanley Thompson Cabin - Fairmont	9:30 p.m. - 11:30 p.m.

“The CAMA Conference is a must attend for municipal leaders who want to be informed of current issues that should be on your municipalities’ radar. This Conference is very well organized offering a unique friendly atmosphere from the moment you register, and carries forward through the informative learning sessions and networking activities.”

Mark Locking, Director of Community Safety and Corporate Properties, City of Airdrie, AB

WEDNESDAY, JUNE 3

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

Morning Runs - Lake Edith and Lake Annette (Meet in the lobby of The Fairmont Jasper Park Lodge)

5 km and 10 km routes

The 5 km run will take you around Lake Annette. On the 10 km run you will experience the majestic views around Lake Edith and Lake Annette – both glacier fed lakes with amazing wildlife.

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

Conference Registration

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

Breakfast

Sponsored by International Council of Shopping Centers

Founded in 1957, the International Council of Shopping Centers (ICSC) serves the global retail real estate industry. Its 70,000+ members in the U.S., Canada and 85 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and public officials. Headquartered in New York City with an office in Toronto, ICSC's Alliance Program builds strategic alliances between the public and private sector through local and regional meetings, "Deal Making" sessions and "Idea Exchanges." These events give public officials, economic developers, planners and non-profit professionals an opportunity to discuss goals and challenges and build strategic partnerships with the development community. These partnerships can lead to important retail development, which is essential to the continued growth and vitality of local communities.

8:15 a.m. to 9:30 a.m.

Plenary Session - CAO/Council Relations & Update on CAO Performance Evaluation Project

Panelists: Jerry Berry and Janice Baker

Our employees have CAOs to look out for their interests but increasingly, CAO's must look out for themselves in an increasingly difficult, uncertain and frankly, often highly dangerous political operating milieu.

Led by Jerry Berry, this session will examine some of the trends and challenges observed in CAO/Council relations. It will touch on what approaches and responses might be appropriate or effective, and hopefully provoke some thought and discussion about what CAMA as an organization can do to support and protect members.

As part of this session, Janice Baker, Chair of CAMA's CAO Performance Evaluation initiative (and City Manager/CAO for the City of Mississauga, ON) will also provide those in attendance with an update on this project.

WEDNESDAY, JUNE 3

About the speakers:



Jerry Berry, President
Jerry Berry Consultants Inc.

Jerry is a well-known management consultant and educator specializing in local government issues and practices; with an emphasis on governance. He is President of Jerry Berry Consultants Inc. (www.jbconsultants.ca) He was formerly the City Manager for the City of Nanaimo for over 20 years. During Jerry's tenure as Manager, the City of Nanaimo received significant recognition and won numerous awards; particularly in strategic planning, environmental protection, community participation and innovative use of technology.

Jerry holds a Bachelor's Degree in Science; a Master's Degree in Public Administration; as well as both a Senior Certificate in Municipal Administration and an Advanced Certificate in Municipal Management from the Province of British Columbia.

He has been awarded the President's Millennium Award by the Local Government Management Association of BC for his contributions to the field as well as the Distinguished Membership Award "For outstanding contributions to Local Government in British Columbia, and for promoting and upholding the LGMA ideals of professional management and leadership excellence." Jerry has been a faculty member in Capilano University's Local Government School of Public Administration for the past 10 years, and has been an invited lecturer at Local Government Official's training programs throughout Canada for the past 30 years.

Jerry enjoys outdoor sports; particularly cross-country mountain biking, ocean kayaking, sailboat racing, hiking, cross-country skiing, snowshoeing, and scuba diving. He has served his community for the past five years as a Royal Canadian Marine Search and Rescue volunteer.



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 28 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.

WEDNESDAY, JUNE 3

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), 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.

9:30 a.m. to 10:30 a.m.

Plenary Session - Infrastructure Canada

George Claydon, Principal Advisor (Policy & Communications), Infrastructure Canada

On behalf of the membership, CAMA is developing relationships with federal civil servants to ensure that member needs and interests are considered when federal programs are designed and implemented. One area of federal programming that has a significant impact on municipalities is support for infrastructure. This session is specifically designed as an opportunity for our members to hear about funding available for municipalities under the Government of Canada's \$53 billion New Building Canada Plan (NBCP). We are very pleased to have Mr. George Claydon, Principal Advisory (Policy & Communications) from Infrastructure Canada, who will give an overview of the NBCP and its various funding programs as well as provide advice on how to access these funds. Mr. Claydon will provide some real life examples using CAMA member communities. The session will also touch on work that the Government of Canada, CAMA and other partners are undertaking with respect to promoting asset management.

About the speaker:



**George Claydon, Principal Advisor
Policy and Communications
Infrastructure Canada**

George Claydon is a Principal Advisor in the Policy and Communications Branch of Infrastructure Canada. He joined the department in November 2004.

George's policy work over the past decade has focused on the design and implementation of new infrastructure programs including the Gas Tax Fund and the Public Transit Fund. More recently, George worked on the national engagement process that supported the development of the New Building Canada Plan as well as the renewal of the federal Gas Tax Fund.

George has held a number of positions across the federal government including at the Privy Council Office, Treasury Board Secretariat and Parks Canada.

George attended McGill University where he obtained a Bachelor of Political Science, and Queen's University, where he obtained a Master's degree in Urban and Regional Planning.

WEDNESDAY, JUNE 3

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

Tradeshow Refreshment Break

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

Closing Keynote - The Power of Personal Leadership - Attitude Makes the Difference

Speaker: Michelle Ray

We all possess the ability to profoundly impact another person by the manner in which we conduct ourselves. When we go out in the world with a happier disposition, we impact others positively. By our own demeanour, we create an energy force that has the power to change attitudes and change lives. We should never underestimate our own personal power! This humorous, highly energized and insightful presentation offers a deeper understanding of the power of positive thinking and personal initiative, as well as specific tools to implement when faced with our own “stinkin’ thinking”. Whether your group needs an attitude adjustment, tune-up or makeover, audience members experience a memorable, popular keynote as they learn to practice personal leadership, as well as the true meaning of making a difference!

Learning objectives and benefits for attendees:

- Implement immediate solutions with lasting impact;
- Decrease workplace stress and increase morale;
- Reverse negativity and improve productivity;
- Realign values to those of your organization;
- Re-energize attitudes to co-workers and management;
- Discover how to influence others with outstanding communication skills;
- Master the art of personal leadership.

About the speaker:



Michelle Ray, speaker and leadership expert, helps people and organizations take the lead, embrace risk and get out of their comfort zones. A recent Global Workforce Study revealed that employment mobility is at a decade-long low point, and many are sacrificing career growth for a secure job. A volatile economic environment exacerbates the feeling of helplessness, as many people believe that they cannot escape their situation.

Michelle’s book, *Lead Yourself First! Breakthrough Strategies to Live the Life You Want* has received rave reviews. Delivering her powerful message on self-leadership with insight, humour and passion, Michelle Ray’s engaging, interactive presentations resonate with a diverse clientele - a clientele motivated and that seek to inspire their teams to take personal responsibility for creating their own realities at work, in business and in life.

Michelle is a Certified Speaking Professional who holds the highest-earned designation in the speaking industry, and was awarded the “Presentation Mastery Award” from the Vancouver Chapter of the Canadian Association of Professional Speakers. Earlier in her career, she was recognized as the top speaker in Canada for the world’s largest international public seminar company.

WEDNESDAY, JUNE 3

12:00 Noon to 1:15 p.m.

CAMA Awards of Excellence Luncheon

Sponsored by The Ravenhill Group Inc.

Canada's Municipal search specialists meeting the growing demand for excellent municipal senior staff through ethical head-hunting™. Ravenhill does this by bringing the very best men and women face to face with the opportunity in your municipality...an opportunity that they were unaware of because – simply put – they weren't thinking of a job change. The very best people are not looking and need to be found.

Each year CAMA recognizes its membership through the Excellence in Municipal Administration Awards Program, presented by The Ravenhill Group Inc.

Experience has demonstrated that CAMA members have every right to hold their heads high when it comes to excellence in municipal management. Year-after-year we see countless examples of outstanding projects and programs designed, developed and implemented in Canadian municipalities who are recognized world leaders in municipal governance and service delivery.

This Luncheon will celebrate the achievements and successes of your colleagues and recognize the work of your profession in the environment, innovation and professional development fields.

1:15 p.m. to 2:00 p.m.

Closing Ceremonies and Tradeshow Draws

“The CAMA Annual General Meeting and Conference has become an invaluable part of my ongoing learning and development. The structure of the Conference is very welcoming to newcomers, encourages questions and discussions, and fosters the sharing of knowledge and ideas. I have come to look forward to the annual journey to locations across this great country to both find new perspectives to shared challenges, and to be reassured that we are not alone in our efforts to improve municipal governance and leadership within our own communities.”

Christy Arseneau, Administrator, Town of Dalhousie, NB



#CAMA2015



WEDNESDAY, JUNE 3, 2015

STUDY TOURS

Study Tours

Cost: \$25.00/person + GST

2:00 p.m. to 4:30 p.m.

Jasper Fire Smart Program

Wildfires are vital natural events - but they are also a potential threat to thousands of urban and rural communities across Canada, the Municipality of Jasper included.

Join your hosts* for a short presentation at the Jasper Park Lodge followed by a tour of the “wildland/urban interface” to observe innovative programs of public education, community engagement, and forest management undertaken in Jasper National Park to reduce the risk of wildfire losses.

Collectively, these activities are called “FireSmart®”, an initiative of the nation-wide non-profit *Partners in Protection Association* - and now adopted across Canada.

You will travel to the summer cottage community of Lake Edith, view beautiful Montane forests and grasslands, and learn how community wildfire protection measures can be implemented in ways that also respect wildlife, aesthetics, and the values of residents.

To become “FireSmart” required a sustained team effort by the Municipality of Jasper, Parks Canada, residents and businesses, industry, and others. It also required that effective actions be taken at home, in back yards, and on surrounding public lands.

Participants will gain important insights into wildfire behaviour, how homes ignite, and simple things that homeowners can do to protect their homes. As well, they will learn about the critical roles that municipal planners, administrators and disaster services can play in encouraging public awareness/engagement, properly managing natural fuel, and ensuring that critical infrastructure is in place - well before wildfire strikes.

In 2014, the Lake Edith Cottage Association became one of the very first neighbourhoods in Canada to receive full status from the *FireSmart Canada Community Recognition Program*. For more than a decade Lake Edith residents have been actively working to make their community as safe as possible from forest fires. It is now a model for communities everywhere who cherish their urban/wildland setting - but are not willing to live with the risk of catastrophic wildfires.

* Greg Van Tighem, Director of Protective Services, Municipality of Jasper

* Alan Westhaver, ForestWise Environmental Consulting Ltd.



#CAMA2015



WEDNESDAY, JUNE 3, 2015

STUDY TOURS

2:30 p.m. to 5:00 p.m.

Environmental Tour: Waste Management, Waste Water Treatment Plant and Green Building

The community of Jasper is located in Jasper National Park – the largest and most northerly Canadian Rocky Mountain National Park, and part of a spectacular UNESCO World Heritage Site. The Municipality of Jasper is committed to being a model green community which embraces environmental stewardship. The Municipality of Jasper Vision Statement states “Jasper is a leader in sound environmental practices”. Residents and visitors respect the inherent value of Jasper National Park and accept and honour their environmental responsibilities.

Jasper strives to be a leader in sound environmental practices. The Environmental Stewardship Coordinator moves the municipality forward with programming and public awareness initiatives to continually improve environmental sustainability in Jasper. The environmental stewardship program is jointly funded by Parks Canada and the Municipality of Jasper.

Sound waste management is an important part of environmental sustainability. Learn how solid waste is collected in a town with abundant wildlife and how recycling and compost programs help reduce the amount of the waste being buried in the landfill. Tour Jasper’s Waste Water Treatment Plant and learn about the biological nutrient removal system that releases clean treated water back into the Athabasca River. Continue to Pine Bungalows where owner/operator Michal Wasuita will discuss sustainable tourism and green building as he leads you through the property’s newly renovated LEED Silver cabins. Pine Bungalows has been the recipient of several environmental awards, including a four leaf eco-rating from the Audubon Green Leaf Eco-Rating Program.

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

Parks Canada “Jasper National Park was Chosen as a Dark Sky Preserve”

In 2011 the Royal Astronomical Society of Canada officially designated Jasper National Park as a Dark Sky Preserve. Parks Canada representatives will talk about why the park applied for Dark Sky designation, what steps were taken to obtain the designation and the partners involved in making this a success. You will also learn about the responsibilities that come with the designation, how the community and businesses have benefited from and supported efficient lighting and celebrating Dark Skies.

At 11,228 km², Jasper is the second largest Dark Sky Preserve in the world, and the only preserve in Canada with a town wholly within the preserve. Most of Jasper National Park has excellent dark skies; the southern part of the park boasts truly dark skies. This is one of the only areas in southwestern Canada with exceptional darkness, yet is accessible by year-round road and offers multiple accommodation facilities.

Following this 30-40 minute presentation and discussion, participants will be invited to experience a unique Introduction to Astronomy by Sundog Tours using their portable planetarium.

WEDNESDAY, JUNE 3

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

CAMA Board Meeting (2015-2016 Board)

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

President's Dinner Reception

7:00 p.m. to 9:30 p.m.

President's Dinner



CAMA President, Robert Hughes, will end the Conference with a wonderful dinner and a live performance by Illusionist and Corporate Mind Reader, Derek Selinger.

Get ready to witness mind bending illusions; participate in moving solid objects with the power of a single focused thought; feel astonished as mental walls are removed and hidden thoughts are illuminated; discover what your perceptions are as experience and reality collide, and much more!

9:30 p.m. to 11:30 p.m.

Hospitality Suite at the Stanley Thompson Cabin - Fairmont Jasper Park Lodge

“Without question one of the best investments of my time is attending the Annual CAMA Conferences. The Conferences are always excellent and provide me with a wealth of opportunities to network with my peers from across the country on regional and national trends. The quality of the sessions is outstanding and the topics relevant to the issues facing us today and into the future.”

I would encourage every CAO to make it a priority to invest your time to attend the Annual CAMA Conference.”

-Jim Rule, CAO, City of Maple Ridge, BC

COMPANION PROGRAM

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.**

Cost

Delegate Type	Early Bird Registration Fee by April 1, 2015 (+ 5% GST)	Registration Fee after April 1, 2015 (+ 5% GST)
*Companion of a CAMA Member (Municipal)	\$275.00 + \$13.75 GST = \$288.75	\$325.00 + \$16.25 GST = \$341.25
*Companion of a Non-Member (Municipal)	\$300.00 + \$15.00 GST = \$315.00	\$350.00 + \$17.50 GST = \$367.50
**Companion of an Affiliate CAMA Member (Non-Municipal)	\$325.00 + \$16.25 GST = \$341.25	\$375.00 + \$18.75 GST = \$393.75
**Companion of a Non-Member (Non-Municipal)	\$375.00 + \$18.75 GST = \$393.75	\$425.00 + \$21.25 GST = \$446.25

*"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 for the Pre-Conference Events (Golf Tournament and Rafting Excursion) and the Study Tours for an additional cost.

Additional Companion Tours

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

Tuesday, June 2, 2015

8:30 a.m. to 4:00 p.m.

Columbia Icefield Tour

Cost: \$115.00/person + GST (Optional Picnic Lunch: \$19.00 + GST)

The Icefields Parkway is considered one of the most scenic drives in the world. This is the best way to experience this famous highway and to see all the sights along the way! Travel from The Fairmont Jasper Park Lodge to the Columbia Icefield with a stop at the beautiful Athabasca Falls en route to the Athabasca Glacier. When you arrive at the Columbia Icefield Centre you will have an opportunity to take part in a 90-minute 'Ice-explorer' tour onto the glacier, and/or explore the Glacier Skywalk overlooking the Sunwapta Valley. You may also choose to enjoy the interpretive exhibit at the Icefield Centre.

You can have the option of a picnic lunch (\$19.00) or visiting the cafeteria at the Icefield Centre with a variety of choices and pricing.

COMPANION PROGRAM

Wednesday, June 3, 2015

9:00 a.m. to 1:00 p.m.

Maligne Valley Boat Cruise and Interpretive Hike

Cost: \$99.00/person + GST

This tour is a guided interpretive journey through the spectacular Maligne Valley. Your exploration will include a stop at Maligne Canyon for a gentle guided walk to the first two bridges above the gorge, a short stop at “disappearing” Medicine Lake before arriving at world-famous Maligne Lake. At this picturesque gem of the Canadian Rockies you can either relax aboard the famous 90-minute Maligne Lake boat cruise to Spirit Island or enjoy a guided hike along the Mary Schaffer Loop (3.2 km / 2 mile – weather and trail conditions permitting). The Maligne Valley Tour visits some of Jasper’s most stunning vistas and provides a great opportunity for wildlife viewing.

Please note that if the boat cruise is not operating due to ice on the lake, refunds will be provided in the amount of \$49.00 plus GST and the Interpretive Hike will still take place. This will be determined one week prior to the tour.



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MUNICIPAL WORKSHOP

Monday, October 19, 2015

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

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