



CAMA  ACAM  
WINNIPEG 2016

The Resiliency of the CAO

CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS

ANNUAL CONFERENCE

MAY 30 - JUNE 1, 2016

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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.
- Activities to see and learn about the City of Winnipeg.

The 2016 CAMA Conference has something for you!

**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.**

# CONFERENCE MOBILE APP

*Sponsored by StrategyCorp Inc.*

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 2016 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 2016 delegates real-time access to schedules, speakers, venues, exhibitor information and the ability for delegates to connect with one another within the app. The app is available in English and French, and is available for download prior to the Conference.

Download the EventMobi Conference Mobile App, coming soon!

Scan the QR Code, or visit the website at [www.eventmobi.com/cama2016](http://www.eventmobi.com/cama2016).



# ACCOMMODATIONS

## Delta Winnipeg Hotel - Conference Hotel

You are responsible for arranging your own accommodation. CAMA has secured a block of rooms at the Delta Winnipeg Hotel which is currently **SOLD OUT**. This hotel (350 St. Mary Avenue) is Manitoba's largest four star hotel, located in the new heart of Winnipeg's downtown (and connected to the Convention Centre by a heated skywalk). You are welcome to contact the hotel for rooms outside of the CAMA block or to be put on the waitlist.

The special Conference rates are as follows:

Room Type	Single & Double Rate
Mode Room	\$188.00
Mode Deluxe Room	\$213.00
Mode Club Room	\$263.00
Suites	\$288.00

\*\*Please note that the above rates are subject to 8% PST, 5% GST and 5% Accommodation Tax which is subject to GST. These rates are for single or double occupancy. Each extra person sharing a room over and above two adults will be charged an additional \$15.00 per night. There will be no charge for children up to and including the age of 18 years who share with their parents.

To make a room reservation, please contact the Reservations Department at 1-888-311-4990 or the Global Reservations Office at 1-800-268-1133. **To ensure the special rate quoted above, please identify yourself as attending the CAMA Conference.** The room block will be open until April 27, 2016. Reservations can also be made by using the following link:

<https://www.deltahotels.com/Groups/Delta-Winnipeg-Hotel/Cdn-Assoc-of-Municipal-Administrators>

**ALL CONFERENCE SESSIONS ARE HELD AT THE WINNIPEG CONVENTION CENTRE AND THE DELTA WINNIPEG HOTEL**



# ACCOMMODATIONS

## Overflow Hotel

CAMA has arranged for a room block at the Radisson Hotel Winnipeg Downtown (288 Portage Avenue) which is located approximately three blocks from the RBC Convention Centre and the Delta Winnipeg, and is accessible via an indoor walkway.

The special Conference rates are as follows:

Room Type	Single & Double Rate
Superior	\$189.00
Business Class	\$219.00
Suites	\$249.00

\*\*Please note that the above rates are subject to 8% PST, 5% GST and 5% Accommodation Tax which is subject to GST. These rates are for single or double occupancy. Each extra person sharing a room over and above two adults will be charged an additional \$15.00 per night. There will be no charge for children up to and including the age of 18 years who share with their parents.

To make a room reservation, please call the hotel directly at 1-800-333-3333 or direct at 1-204-956-0410 and ask for the CAMA Room Block rate.

# TRANSPORTATION

The Winnipeg Airport is approximately a 15-20 minute drive (7 km) to the Delta Winnipeg depending on traffic. Taxi fares from the Winnipeg Airport to the Delta Winnipeg will be approximately \$20-\$25 (depending on traffic).

## Taxi:

Unicity Taxi – 204-925-3131

Duffy's Taxi – 204-925-0101

## Limousine:

For sedans, limousines, SUVs and vans. Call or e-mail to book or inquire on rates.

Winnipeg Limousine Service – 204-981-4100, [winnipeglimo@hotmail.com](mailto:winnipeglimo@hotmail.com)

Hollywood Limousine Service – 204-999-1860, [info@hollywoodlimoservice.com](mailto:info@hollywoodlimoservice.com)

# WINNIPEG TOURISM

Known as the "cultural cradle of Canada," Winnipeg is Manitoba's cosmopolitan capital city offering plenty of charm. It is a four-season destination boasting a dazzling arts, theatre and indie music scene, as well as lip-smacking dining options to tantalize taste buds.

The city is transforming with more than \$2 billion of investment in new infrastructure and attractions, such as the iconic Canadian Museum for Human Rights designed by Antoine Predock and the world-class Journey to Churchill polar bear exhibit at Assiniboine Park Zoo.

Winnipeg's attractions educate, entertain and delight. The Forks is the city's meeting place with 54 sprawling acres of shopping, parkland, restaurants and entertainment, and a history that spans more than 6,000 years. Explore Winnipeg's diverse neighbourhoods, such as the historic Exchange District or the boho chic Osborne Village. Marvel at the grace of Canada's Royal Winnipeg Ballet, hop aboard the Nonsuch—a replica trading ship at The Manitoba Museum, or visit the Winnipeg Art Gallery, home to the world's largest collection of Inuit art.

Beyond city limits is trophy fishing and hunting, while sun seekers adore the white sand of Grand Beach—named one of North America's top beaches, located an hour's drive away on Lake Winnipeg.

For more information on planning or extending your stay in Winnipeg, please visit [www.tourismwinnipeg.com](http://www.tourismwinnipeg.com). Tourism Winnipeg can also be reached toll free at 1-855-PEG-CITY or by e-mail [sharon@tourismwinnipeg.com](mailto:sharon@tourismwinnipeg.com).

Learn more about Winnipeg at the CAMA Registration Desk located at the Delta Winnipeg Hotel.

The hours of operation are as follows:

- Sunday, May 29<sup>th</sup> 3:00 p.m. to 6:00 p.m.
- Monday, May 30<sup>th</sup> 12:00 Noon to 8:00 p.m.
- Tuesday, May 31<sup>st</sup> 7:00 a.m. to 4:30 p.m.
- Wednesday, June 1<sup>st</sup> 7:00 a.m. to 3:00 p.m.



# CONFERENCE REGISTRATION

## Registration Fees

Register for the Conference by April 1<sup>st</sup>, 2016 and 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, 2016 (+ 5% GST)	Registration Fee after April 1, 2016 (+ 5% GST)
*CAMA Member (Municipal)	\$675.00 + \$33.75 GST = \$708.75	\$725.00 + \$36.25 GST = \$761.25
*First Time Attendee Members (Municipal) & Municipal Interns	\$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” 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, tradeshow, opening reception, breakfasts, refreshment breaks, lunches, Casual Night Out, the President’s Dinner and the hospitality suites. Additional tickets to the Casual Night Out (\$115.00) and the President’s Dinner (\$125.00) can be purchased for companions not participating in the full Companion Program.

An additional fee will be charged for the Study Tours and the speaker session on Wednesday afternoon.

The registration fee for retired members includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, Casual Night Out, and the hospitality suites. At an additional cost, tickets can be purchased to the lunches (\$40.00), the Study Tours/Wednesday afternoon speaker session, and the President’s Dinner (\$125.00).

## Links to Registration

Delegates Registration: <http://www.civicinfo.bc.ca/event/2016/cama.asp>

Partners Registration: [http://www.civicinfo.bc.ca/event/2016/cama\\_partners.asp](http://www.civicinfo.bc.ca/event/2016/cama_partners.asp)

Golf Registration: [http://www.civicinfo.bc.ca/event/2016/cama\\_golf.asp](http://www.civicinfo.bc.ca/event/2016/cama_golf.asp)

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

# CONFERENCE REGISTRATION

## Conference Scholarship Program



In recognition of the importance of promoting professional development opportunities for members, the Canadian Association of Municipal Administrators established the CAMA Scholarship Program in 2016.

Through the Scholarship Program, CAMA will provide six scholarships for the registration fee (in the amount of \$725.00) for the 2016 Annual Conference (two to young professionals pursuing a career in local government; two to members working in municipalities located north of the 60<sup>th</sup> parallel; and two to members from smaller municipalities). Individuals are only eligible to receive a scholarship once to provide an opportunity to others to access this scholarship.

For more details on this program and to access the application form please visit the CAMA website: <http://www.camacam.ca/en/conference/ConferenceScholarship.asp>

## 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.*
- A cancellation fee of \$200.00 for each cancelled registration applies until April 15<sup>th</sup>, 2016. No refunds will be issued after April 15<sup>th</sup>, 2016. Substitutions are permitted. Please request substitutions in writing to: [admin@camacam.ca](mailto:admin@camacam.ca)
- CAMA will take photographs and some video at the 2016 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 3<sup>th</sup>, 2016 from 1:00 p.m. to 3:30 p.m. at the Winnipeg Convention Centre. The FCM Conference will be held from June 3-5, 2016 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>



# WELCOME from the 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 Winnipeg.

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 theme is "The Resiliency of the CAO" with a focus on sessions that will highlight the skills required to help us grow and develop into the best leaders possible and to be resilient to the unexpected dilemmas that we face daily. Resiliency in the local government environment is not only important for the manager individually, but for the organization and the community. To quote Mr. Ron Carlee, City Manager for the City of Charlotte, NC, and one of our plenary speakers:

**``The resilient local government manager....  
Knows that stuff happens and gets a return on luck, good and bad;  
Realizes that it is only a movie;  
Builds and nurtures a big family;  
Knows that life is good and that happiness is a worthy pursuit; and  
Believes.``**

We are also very excited to launch CAMA's CAO Performance Evaluation Toolkit and our new Strategic Plan which will guide our organization over the next five years.

As well, we will 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 Quarry Oaks, a musical history tour of the 60's and 70's, and beer and food tasting at Fort Gibraltar. Enjoy Casual Night at the Metropolitan Centre with entertainment by the Rozmai Ukrainian Dancers and the Walking Wolf Singers and Hoop Dancers. The Conference will end with the President's Dinner and entertainment by award winning local comedian Dean Jenkinson.

There is also an amazing Companion Program which includes a Journey to Churchill and the opportunity to tour the magnificent Manitoba Legislative Building.

We are extremely grateful to Doug McNeil (CAO), Michael Jack (Chief Operating Officer), and the Winnipeg 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 Winnipeg!

Don MacLellan  
CAMA President

# WELCOME from the MAYOR of WINNIPEG



Welcome, everyone, to the 2016 Canadian Association of Municipal Administrators' Annual Conference, here in Winnipeg!

All across the country, municipal governments are awakening to a new and vital role in our national conversation – as voices for the Canada of the future. In Winnipeg, we are definitely feeling a new spirit of possibility, as we work together as a community to push beyond old boundaries and help our city shine.

CAMA has a crucial part to play in helping municipal government reach the next level. Your commitment to fostering professional learning, innovation and communication is essential to achieving municipal government that's open, inclusive, and responsive: government that truly works with, and for, everyone. I admire and support your mission at this conference.

While you're working hard here in Winnipeg, please take some time out to explore and enjoy the rich milieu of cultures, cuisine, sport, entertainment, and hospitality that surrounds you. We're so pleased to be your hosts, this year!

Have a great conference.

Brian Bowman  
Mayor

# WELCOME from the CAO of WINNIPEG



As the City of Winnipeg's CAO, I'm pleased to join Mayor Brian Bowman in welcoming all of you to the 2016 CAMA Conference.

This year's theme, "The Resiliency of the CAO", will resonate strongly with everyone in attendance. Our municipal governments face unprecedented challenges, driven by economic uncertainty at both the international and national levels, and acute needs at home in terms of infrastructure renewal and quality service delivery.

At the same time, we stand on the verge of unprecedented opportunities to make a difference, as public servants: working with elected officials, highly-motivated staff, and the public as a whole, to keep our municipalities thriving.

The great thing about CAMA, and this conference, is that it gives us a chance to share our best insights about how we public servants can help achieve these goals. Both challenges and opportunities require our resilience; not just CAO's, but our whole organizations, rely on the resilience that comes from adaptability and eagerness to learn – and CAMA provides an exceptional forum for that learning to advance.

Our City of Winnipeg public service team is excited that our city is hosting this great convergence of talent and ideas from across Canada, and beyond. A warm Winnipeg welcome, from all of us.

Doug McNeil, P.Eng.  
Chief Administrative Officer

# PRE-CONFERENCE - MAY 29

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

# PRE-CONFERENCE - MAY 30

Golf Tournament at The Links at Quarry Oaks	6:00 a.m. - 3:00 p.m.
Magical Musical History Tour	9:00 a.m. - 12:00 Noon
Conference Registration	12:00 Noon - 8:00 p.m.
Beer and Food Tasting Fort Gibraltar	12:30 p.m. - 3:30 p.m.
Provincial/Territorial Association Meeting	3:00 p.m. - 5:00 p.m.
President's Reception for Sponsors and Exhibitors	5:00 p.m. - 6:00 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 Rudy's Eat and Drink	9:30 p.m. - 11:30 p.m.

# MONDAY, MAY 30

**6:00 a.m. to 3:00 p.m.**

**CAMA Golf Tournament – The Links at Quarry Oaks**

**Cost: \$115.00/person + GST**

**Sponsored by Microsoft Canada**

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.**

Setting a new standard for design excellence in Canada, Quarry Oaks features a spectacular inland links style layout reminiscent of the original courses of Scotland. It was created by renowned Canadian architect Les Furber who applied all of his skill and experience to produce a golf course that has become one of Western Canada's premier golf experiences, and a must play for any golfer.

CAMA members will be able to enjoy the Oak/Quarry course, the original course that opened for play in 1992. Playing at 7,000 yards from the black tees, the Oak/Quarry Course played host to the 2014 Manitoba Men's Amateur Championship. The most popular of the course combinations, this test will reward both length and accuracy.

Start your day early by departing the Delta Winnipeg Hotel at 6:00 a.m., enjoy a hot breakfast buffet, 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. 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 hot breakfast buffet and a BBQ lunch. Players will also have complimentary use of the driving range.

CAMA Members (Municipal)/Retired Members/Municipal Interns	\$115.00 + GST
Non-Members (Municipal)	\$125.00 + GST
Affiliate CAMA Members (Non-Municipal)	\$150.00 + GST
Non-Members (Non-Municipal)	\$155.00 + GST

Golf club rentals will be available for \$32.00 (GST included) and can be reserved on the on-line registration form and paid for at the course the day of the tournament.

The Links at Quarry Oaks is located approximately 30 minutes east of Winnipeg. Discover some of the finest golf Manitoba has to offer!

# MONDAY, MAY 30

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

## **Magical Musical History Tour**

**Cost: \$44.00/person + GST (including a three hour guided tour and transportation by a highway equipped motorcoach)**

\*The tour will depart the Delta Winnipeg at 9:00 a.m. and arrive back by 12:00 Noon.



Roll up for the Magical Musical History Tour! Join local music historian and author John Einarson as he guides you through the streets of Winnipeg on a very unique one-of-a-kind tour of the city's illustrious rock 'n' roll history.

See the house where Neil Young lived and began his song writing career, where he made his first recordings and played his first live performances; see the house where Burton Cummings and Randy Bachman of The Guess Who wrote *These Eyes*, *No Time* and others as well as where Burton Cummings composed *Share The Land*, *Rain Dance*, and more; see the school where Neil Young sat on the steps and "dreamed of being a star"; where Bachman Turner Overdrive (BTO) was first conceived; the house Terry 'Seasons in the Sun' Jack grew up in; the spot where Neil Young met Joni Mitchell; plus much much more.

The tour features a video of vintage photos and music as well as John's colourful stories and points of interest. In the 1960's Winnipeg was the rock 'n' roll capital of Canada. See and hear why on this exciting tour.

**“As a relatively young Administrator, the CAMA Conference has provided me an unequalled opportunity to network on a personal and professional level with many veteran CAO’s from across the country, listen to their war stories, and mine nuggets of golden wisdom. An extremely well organized Conference, CAMA should be a “must attend” for any senior administrator.”**

**Gordon MacFarlane – Deputy CAO,  
City of Summerside, PEI**

# MONDAY, MAY 30

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

**Conference Registration**

**12:30 p.m. to 3:30 p.m.**

**Beer and Food Tasting at Fort Gibraltar**

**Cost: \$85.00/person + GST**

\*The tour will depart the Delta Winnipeg at 12:30 p.m. on a motorcoach and arrives back by 3:30 p.m.

Here's your opportunity to try some unique food paired with delicious local beers and ales at Fort Gibraltar, a historic Northwest Company fur trading post. Sit amid the historic buildings, sip and savour your way through on this culinary adventure. Let your taste buds loose with three courses of two food items with beer pairings and see how simple beer can make your meals come alive.

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

**Provincial/Territorial Association Meeting**

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

**President's Reception for Sponsors and Exhibitors**

**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**

**Co-Sponsored by Odgers Berndtson**

Odgers Berndtson is a global leader in executive search, committed to providing an integrated approach to talent management. We specialize in recruiting and assessing senior executives and board members in the private, public and not-for-profit sectors across Canada, and internationally.

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

**Hospitality Suite at Rudy's Eat & Drink (375 Graham Avenue)**

**Sponsored by Insituform Technologies**

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 1 - TUESDAY, MAY 31

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.
Plenary 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. - 3:00 p.m.
Tradeshow Refreshment Break	3:00 p.m. - 3:30 p.m.
Concurrent Sessions	3:30 p.m. - 4:30 p.m.
Young Professionals Reception	5:30 p.m. - 6:30 p.m.
Casual Night Out at The Metropolitan Centre	6:30 p.m. - 9:30 p.m.
Hospitality Suite at Earl's on Main	9:30 p.m. - 11:30 p.m.



# TUESDAY, MAY 31

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

**Morning Runs**

**Meet in the lobby of The Delta Winnipeg**

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 The 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 – The Resiliency of a Community**

**Jim Ludlow, President, True North Development**

According to Dale Carnegie, "Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all."

Against a range of setbacks Jim Ludlow and his colleagues at True North Sports and Entertainment had the resilience to keep on trying, and the results have been huge:

- In spite of significant initial opposition, building the MTS Centre, a thriving sports and entertainment facility in the heart of downtown Winnipeg.
- Convincing the NHL to give Winnipeg another shot and not only bring the Winnipeg Jets back home, but make it one of the most successful franchises in the league for its market size

Jim is looking forward to sharing his experiences and the lessons he's learned about resilience with the CAMA membership, and how he and his teammates are applying them in his new role as True North Development's leader in their property development ventures.

## About the Speaker:



**Jim Ludlow, President  
True North Development**

After serving as True North Sports & Entertainment Limited's President & CEO since its inception, Jim Ludlow transitioned to the role of President, TN Development in 2014, advancing and developing a variety of commercial and real estate developments, expanding the footprint of True North and adding to Winnipeg's physical and business landscape.

Born and raised in Winnipeg, Ludlow attended the University of Manitoba, earning a B.A., and then attended Osgoode Hall Law School in Toronto, where he received his law degree. Prior to joining True North in 1999, Ludlow was a partner at a senior Canadian law-firm, and previous to that was General Counsel and Vice-President of Corporate Development to a leading Canadian venture-capital firm.

Ludlow is actively involved in the Winnipeg community, having served or currently serving as a member of the boards of the Royal Winnipeg Ballet, CentreVenture Development Corporation, Alpine Canada, the Winnipeg Art Gallery and the Walker Theatre Performing Arts Group Inc. He previously held the position of Honorary Colonel with 1 CFFTS at 17 Wing Winnipeg, and in 2011 was the recipient of the national award for Business Achievement at the Western Canada General Counsel Awards in Vancouver.

Jim is the proud father of four children – Cedric, Charlie, Fiona, and Amanda.

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

**Tradeshaw Refreshment Break**

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

**Plenary Session - "Introduction of CAMA's CAO Performance Evaluation Toolkit"**

**Janice Baker, Chair of CAO Performance Evaluation Task Force**

## About the session:

CAMA is pleased to launch its CAO Performance Evaluation Toolkit during this session at the Conference. This Toolkit will assist you and your Mayors and Council members in an area where we know there is room to improve.... effectively and constructively conducting a performance evaluation of your performance as a Chief Administrative Officer. The tools we have developed set the stage for open conversations, with the ability to measure (rate) your performance using the Toolkit's strategic and effective performance templates and supporting best practices documents.

CAMA gathered performance evaluation best practices from members coast to coast and solicited feedback from CAO's and elected officials through the Federation of Canadian Municipalities. The Task Force compiled best practice documents and selected the best of the best. From these, new templates have been created for your use. In addition to CAMA's review of best practices and survey data, a draft of the Toolkit was piloted in early 2016 by members and elected officials.

We hope this valuable Toolkit will shift Canadian practice to a higher level of professionalism. This initiative gave CAMA the opportunity to reflect on the environmental, economic, and social challenges every Canadian municipality wrestles with on a daily basis. It also provided an appreciation for the collective wisdom of our membership and for the unique working relationships members have to maintain with their Mayors and Council members. By keeping this dialogue open and working together, we can build upon and achieve our local visions, and create stronger cities and communities.

## About the speaker:



**Janice Baker**  
**City Manager/CAO**  
**City of Mississauga, ON**

Janice Baker 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 an extensive background in both the private and public sector. She has 29 years of municipal government and fiscal administration experience, having previously held senior roles at both the City of St. John's, Newfoundland and the City of Oshawa, Ontario.

Janice has received a number of awards including:

- three time WXN Top 100 Award winner in the Public Sector Leaders category and was 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;
- the Excellence in Municipal Finance Award from the Municipal Finance Officers Association of Ontario (MFOA) in 2011.

She serves on several Boards and Committees and has a long history of community and professional volunteer service. Janice has a Bachelor of Commerce (Honours) degree from Memorial University of Newfoundland and holds the designation of Chartered Professional Accountant. She resides in Mississauga.

# TUESDAY, MAY 31

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

## **Long Service Awards Luncheon**

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.

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.

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

## **Dessert & Coffee in the Tradeshow Area**

**1:30 p.m. to 3:00 p.m.**

## **Concurrent Session – "Brain Wellness – The Secrets For Longevity"**

**Gary Anaka**

### **About the session:**

Are you experiencing brain fatigue? Memory going? Not as sharp as you used to be? Worried? Are you living and working in a multi-tasking environment? If so, you may be experiencing accelerated brain aging. Your precious brain may be burning out early. How can you connect to the future if you don't have a brain to do it with? The exciting new field of Applied Educational Neuroscience has meaningful answers for everyone regardless of age. This practical workshop provides information and techniques to make your life and job easier. Find out what a healthy brain needs and what brain killers to avoid. Gain the secrets of brain longevity to give you workable strategies for life long brain wellness. Discover how to make brain plasticity work for you every day. This energetic and lively session is filled with hope and optimism for your future. Find out how to use it before you lose it!

# TUESDAY, MAY 31

## About the speaker:



Gary Anaka is a Brain-based Learning Facilitator with over 34 years of teaching experience in the public school system. He has been presenting motivational keynotes and workshops in the new field of Applied Educational Neuroscience since 1997 to tens of thousands of educators, parents, students, professionals and the general public across Canada. His sessions offer genuine practical help for everyone and he believes in wellness through education to support healthy living for people of all ages. He is well-known for his high energy, fun and totally engaging sessions and is the author of two books-Brain Wellness The Secrets for Longevity and Your Magical Brain How It Learns Best. The scope of his work can be viewed at [www.braincoach.ca](http://www.braincoach.ca).

**1:30 p.m. to 3:00 p.m.**

**Concurrent Session – “The Role of Local Government in a Sustainable World”**

## About the session:

CAMA is pleased to partner with its affiliate organizations from Australia (Local Government Professionals), New Zealand (Society of Local Government Managers) and the United Kingdom (Society of Local Authority Chief Executives) to present a broad range of local government issues in our respective countries. Across the world and beyond we all share the same victories and challenges. Each country will provide their insight on:

- The relationship of local governments with senior levels of government in their respective country and the main services that their local governments deliver.
- How local governments are funded (revenue sources) in comparison to senior levels of government.
- The top three key pressures that local governments have been experiencing over the last five years and why.
- The key pressures that local governments are likely to experience in the next five to ten years and what they have done (and will do) to address these demands.

Each country will also share their advice on lessons learned, some of their success stories and some recommendations for improvements.

Prior to the Conference, watch for a Discussion Paper outlining each country`s reactions to the above-noted themes.

## About the speakers:



**Don MacLellan**  
**CAMA President**

Don is the General Manager of Community Safety Services for the City of Moncton, New Brunswick. Don has been a CAMA member since 2005 and a member of the CAMA Board since 2010.

Don started his local government career in 1981 with the City of Calgary, Alberta and spent nine years in the Engineering Department. He moved to the City of Moncton in 1990 and has held a variety of roles with the City. Presently, as General Manager of Community Safety Services, he works out of the City Manager's Office and is responsible for Fire, Police, By-Law Enforcement, Urban Planning, Building Inspection and Transit.

Don graduated from Saint Francis Xavier University in 1979 with Bachelor of Business Administration and completed his Masters in Public Administration from the University of Western Ontario in 1999. Over the years Don has volunteered in a variety of sports and community organizations. He is a board member of the Codiac Regional Police Authority and is a founding member and on-going site coordinator for the Moncton CIBC Run for the Cure.

Don and Sharon have been married for 31 years and are the proud parents of two adult daughters, Jaime and Joselyn.



**Ricki Bruhn, President**  
**Local Government**  
**Professionals Australia**

Ricki Bruhn commenced his local government career with the District Council of Central Yorke Peninsula in 1981 and has held positions such as Deputy Chief Executive Officer/Accountant, Finance Manager, Director of Finance & Corporate Services and since 2006 the position of Chief Executive Officer.

In November 2010, Ricki commenced a new role as Chief Executive Officer of the City of Palmerston in the Northern Territory.

Ricki is the President of Local Government Professionals Australia - Northern Territory Division, a National Director of Local Government Professionals Australia (including being the incoming National Vice President in 2016), a graduate of the Australian Institute of Company Directors, a Fellow of the Institute of Public Accountants and holds qualifications in Local Government Administration and Accounting and holds a Certificate of Registration as a Chief Executive Officer.

Ricki has had a long involvement with numerous community/sporting bodies which included being awarded with Life Membership of the Association of Apex Clubs in 2004.



**Michael Ross**  
**Vice-President**  
**SOLGM**

Michael Ross is currently the Chief Executive of the Waitaki District Council in the South Island of New Zealand. He has also held two other CEO roles in Local Government spanning the last 20 years. He has served on the National Executive of SOLGM for two terms - a total of 13 years and is currently Vice President.

He has been actively involved with the work of the organization and has presented at ICMA Best Practices Symposiums other international events. His key interests are in leadership development, organizational improvement, economic development and ways that we can collaborate together to achieve major outcomes. He has been closely involved with various Shared Service initiatives across the sector.

He is a member of the Institute of Chartered Accountants, the Institute of Directors; and is an accredited Mediator. He formerly chaired the Local Government Insurance Pool known as Riskpool and was one of the founding Directors of Local Government Online. He is married to Susie and has three adult daughters – a doctor, a lawyer, and an aspiring fashion designer.



**Robin Tuddenham**  
**Director of Communities and Service Support**  
**Calderdale Council**

Robin has worked for Calderdale Council in West Yorkshire since January 2010. In his current role, he is responsible for a wide range of community and corporate services involving over 1,000 staff and a budget of £35m. This includes leading on neighbourhood, digital, community and customer services, emergency planning, tourism, sport, arts, culture and heritage, Human Resources, Organisational Development and IT. He chairs Calderdale's Counter-Terrorism Board, and is a member of the Children's Safeguarding Board.

In October 2015, Robin was appointed SOLACE (Society of Local Authority Chief Executives and Senior Managers) Deputy Spokesperson for Community Safety and Resilience and is a member of the national SOLACE Policy Board.

He has worked for the voluntary sector, as a Senior Probation Officer in East London, and for the London Boroughs of Waltham Forest and Barking and Dagenham, managing community, enforcement and young people's services. In 2006, he led the local authority response in Waltham Forest to Operation Overt – the largest counter-terrorism operation in the UK to date.

Robin has undertaken reviews for other local authorities across the United Kingdom over the past ten years most recently in October 2015 for Birmingham City Council. He is a Fellow of the Royal Society of Arts, school governor at a local secondary school, trustee of the Lankelly Chase Foundation, and a member of the Editorial Board of the Probation Journal.

# TUESDAY, MAY 31

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

**Tradeshow Refreshment Break**

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

**Concurrent Session: Retired CAO Panel**

**Speakers Gail Stephens, Ernie Epp and Patrick Woods**

**Moderated by Michael Jack**

## **About the session:**

As you know, the profession of a municipal administrator can often be a lonely one. The Canadian Association of Municipal Administrator's national membership base provides the unique opportunity to share knowledge and experience with colleagues from across the nation, enabling us to feel that we are part of a network. CAMA is dedicated to preserving and advancing excellence in the field of municipal management through partnership, training and sharing. Retired CAO's, Ms. Gail Stephens, Mr. Ernie Epp, and Mr. Patrick Woods, will give their advice on various topics and lessons learned from being a CAO over a long period of time. Hear in their own words how they received constructive and valuable feedback from Council on their performance, what they would do differently if they were back in the business, and their advice on internal and external engagement. This promises to be an entertaining and interactive session. Michael Jack, Chief Operating Officer for the City of Winnipeg, will moderate this session.

## **About the moderator:**



**Michael Jack**  
**Chief Operating Officer**  
**City of Winnipeg, MB**

Michael Jack, the City of Winnipeg's COO since May 2015, joined the City's Legal Services Department as a solicitor in 2000. A graduate of the University of Manitoba in both Law (LL.B.) and Commerce (B.Comm., Honours) he has acted as both a prosecutor and defence counsel; conducted a wide range of civil litigation; and acted for the Winnipeg Police Service in several jury trials. Appointed Director of Legal Services in May 2012, he ensured the provision of legal advice and representation in all areas of civic responsibility.

As Acting COO from February 2014, Michael assumed responsibility for oversight of all departmental and agency operations, working closely with Directors and Agency COO's to keep the City running smoothly. As the City Officer directly responsible for planning and change management, Michael is vitally concerned with engaging his fellow public servants, cultivating the next generation of expertise and leadership – and generating innovative solutions for Council and citizens.

Michael's championing of *Excellence Winnipeg*, under the auspices of *Excellence Canada*, has energized and affirmed his core belief in the power of people, ideas, and forums like this one – to bring them together.



## About the Speakers:



**Gail Stephens**  
**Chief Operating Officer,**  
**Canadian Museum for Human Rights**

Gail Stephens is the Chief Operating Officer of the Canadian Museum for Human Rights having accepted the role in August 2013. As COO she oversees the finance/IT, communication/stakeholder relations, human resource, facilities and visitor services operations of the Museum. She was interim President and CEO of the Museum in 2014 and 2015 while the search for the new CEO was completed.

Prior to accepting the COO role, Ms. Stephens was City Manager for the City of Victoria since July 2009. As City Manager she was responsible for all city operations including Fire, Engineering, Parks, Planning, Corporate Services, and Sustainability. She was previously the Vice-President of Finance and Services at the University of Calgary overseeing the finance, human resource, information technology and health, safety and security of university operations. Prior to this, she was Chief Executive Officer for the BC Pension Corporation, one of Canada's largest pension administrators. In 2004, the Pension Corporation won the Premier's Award for Excellence recognizing the demonstrable shift to a client focused culture. Prior to accepting the position of CEO in 2003, Ms. Stephens was the first Chief Administrative Officer for the City of Winnipeg (1998-2003), replacing a Board of Commissioners. As CAO she helped lead a diverse team of departments including Police, Fire/Paramedics, Transit, Community Services, Water and Waste, and Public Works to become one of the most cost effective city governments in Canada with a citizen satisfaction rating of over 92%. She was the City Auditor for Winnipeg before becoming CAO and has worked in both the private and public sector as Chief Financial Officer.

Ms. Stephens received the Manitoba Gold Medal for the highest level of excellence in the CGA Program and graduated on the Dean's Honour List from the Faculty of Education, University of Manitoba. She was named as one of the 100 Most Powerful Women in Canada in 2003, 2010 and 2011 and won the 2006 Peak Performance and Excellence Award. She was named one of Canada's top 100 CGAs.



**Patrick Woods**  
**Retired CAO**  
**City of Saint John, NB**

Patrick Woods is a graduate of Dalhousie University and holds a professional accounting designation. He has over thirty years of experience in local government, having served as Treasurer for the City of Campbellton and subsequently as Deputy Commissioner of Finance, Clerk, Deputy City Manager and most recently as City Manager for the City of Saint John.

He has also been directly involved in a number of Provincial initiatives including a Restructuring Study for the Madawaska Region, a Review of the Municipalities Act and a comprehensive review of local government in New Brunswick (Finn Report).

He is active in his community and has participated on a number of boards and committees including Housing Alternatives, l'Association Régionale de la Communauté francophone de Saint-Jean (ARCf), Vibrant Communities Saint John and Hospice of Saint John.



**Ernie Epp**  
**Way To Go Consulting Inc.**

Ernie Epp has been working in local government administration for over 30 years in Manitoba. Through his varied experience he has gained knowledge in all areas relating to municipal operations respecting all types of municipalities.

Mr. Epp has prepared and presented workshops on municipal policy development, council orientation, and leadership. He has spoken to groups as large as 600 regarding specific experiences in this industry.

Leading up to and following his “retirement” in January 2014, Ernie has provided support to dozens of municipalities and organizations through his business Way To Go Consulting Inc. in a number of ways, including;

- creating numerous special service levies related to waste and recycling, protective services, and recreation;
- providing leadership coaching services for CAOs;
- public meeting presentations;
- filling in as Interim CAO for various municipalities;
- acting as an amalgamation field consultant, as well as investigating and preparing a report on a municipality in financial difficulty, both for the Province of Manitoba;
- presenting orientations for a number of municipalities following the 2014 election;
- facilitating strategic planning sessions for a number of councils;
- serving as a mediator for a council that had become dysfunctional due to mistrust; and
- giving presentations at various conferences.

He is respected as one of the top municipal administrators in Manitoba by peers and politicians.

Ernie’s service to the industry has included one year as a director of the Canadian Association of Municipal Administrators, and eight years on the Manitoba Municipal Administrators Association board, including two years as President.

He has served as a school board member for a period of three years, along with numerous other community organizations.

Ernie and his wife Robyn live in a century home in Morden, Manitoba, which is just over an hour southwest of Winnipeg. Their children live on either side of them. One in Toronto, and the other in Calgary.

# TUESDAY, MAY 31

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

**Concurrent Session: "Ideas that Worked - Rapid Fire Innovation".**  
*Presented by The Alliance for Innovation*

## **About the Session:**

During this fast-paced array of presentations you will have the opportunity to learn what's working in CAMA's municipalities. Each presenter will have five minutes to present an idea, an innovative project, or successful program. A Question and Answer period will be provided to facilitate an energetic discussion and idea exchange on these projects.

Your colleagues from the Town of Newmarket, City of Edmonton, City of Westmount and City of Summerside will be telling you about their award winning projects from the 2015 CAMA Awards of Excellence.

## **About the Master of Ceremonies:**



Sallie Ann Burnett is the East Regional Director for the Alliance for Innovation where she coordinates member discussions on local government innovative practices and emerging ideas and participates in state association meetings, national, and international events. Sallie Ann also serves as CAMA's liaison to the Alliance.

Prior to coming to the Alliance in August 2013, she was on staff with International City/County Management Association for 15 years.

Being very interested in community stewardship, as well as healthy food options, she sits on the executive board for the Hub City Co-op, the only retail food cooperative in South Carolina. Additionally, she is on the Spartanburg Citizens' Advisory Board for Public Safety.

Sallie Ann graduated from the University of South Carolina and resides in her native city of Spartanburg, South Carolina.

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

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

# TUESDAY, MAY 31

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

## **Casual Night Out at The Metropolitan Centre**

Enjoy a fun-filled evening at the Metropolitan Entertainment Centre, a historic facility in downtown Winnipeg that has the original look, feel and grandeur of the historic theatre. Designed by famed architect C. Howard Crane, the Allen Theatre first opened its doors 1919 to the arrival of the Golden Age of Cinema. Designed in the sumptuous style of the era, this “Movie Palace” offered films along with a variety of live entertainment. Opulently decorated lounges allowed patrons to gather and socialize, as well as be entertained. After 68 years of operation, the Movie Theatre was closed in 1987. In 2012 Canad Inns reopened the doors and revealed the new Metropolitan Entertainment Centre.

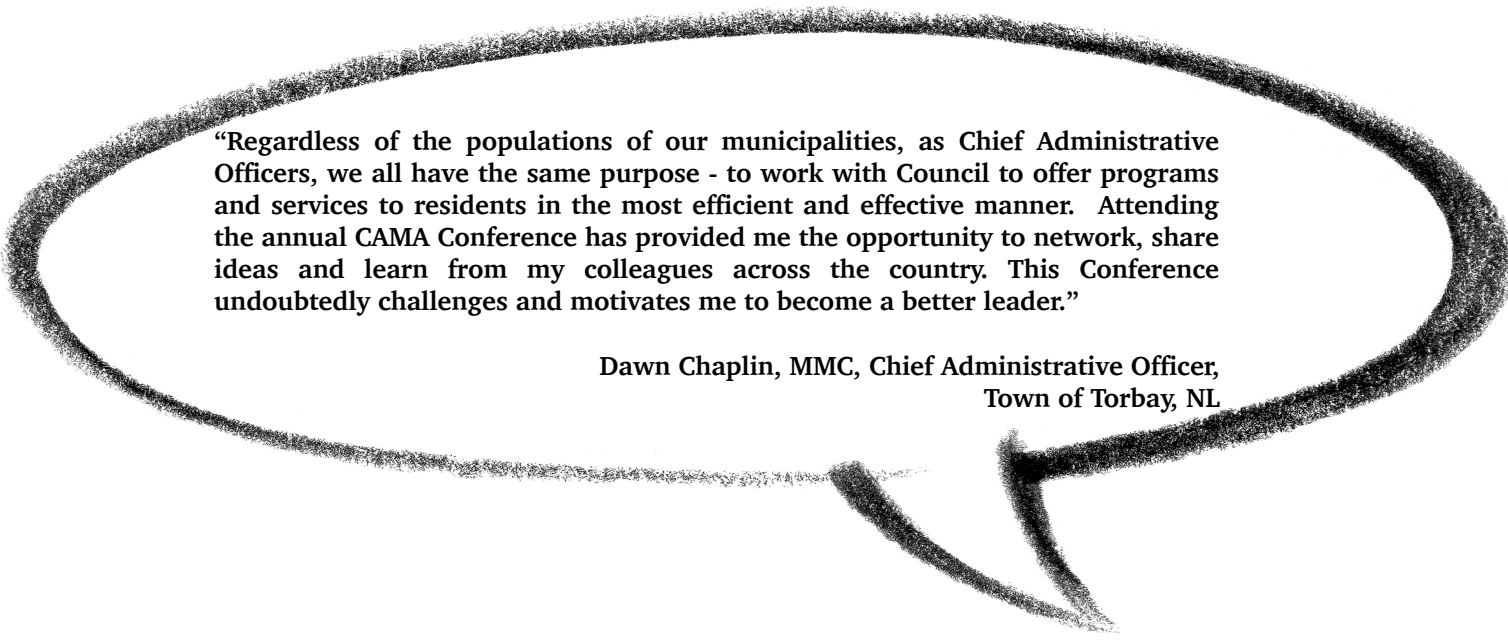
This spectacular evening will consist of beautiful food stations along with entertainment from the Rozmai Ukrainian Dancers and the Walking Wolf Singers and Dancers who will be performing traditional Aboriginal dances including hoop dancers, jingle dancers, friendship dancers, drummers and chanters.

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

## **Hospitality Suite at Earl’s Main Street (191 Main Street)**

***Sponsored by Phelps Group***

Phelps is one of Canada’s leading Executive Search & Talent Management firms. Since 1986, we 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.



“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

# DAY 2 - WEDNESDAY, JUNE 1

Morning Run	6:00 a.m. - 7:00 a.m.
Conference Registration	7:00 a.m. - 3:00 p.m.
Breakfast	7:30 a.m. - 8:15 a.m.
Plenary Session	8:15 a.m. - 9:15 a.m.
Plenary Session	9:15 a.m. - 10:30 a.m.
Tradeshow Refreshment Break	10:30 a.m. - 11:00 a.m.
Closing Keynote	11:00 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.
Study Tours or Speaker Session	2:30 p.m. - 4:30 p.m.
CAMA Board Meeting (2016-2017 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 Pint	9:30 p.m. - 11:30 p.m.

# WEDNESDAY, JUNE 1

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

**Morning Runs**

(Meet in the lobby of The Delta Winnipeg)

5 km and 10 km routes

**7:00 a.m. to 3:00 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 9:15 a.m.**

**Plenary Session – "The Emotional Resilience of City Managers: Surviving the Slings and Arrows of Outrageous Fortune"**

**Ron Carlee, City Manager, City of Charlotte, NC**

**About the session:**

The stress on local government professional managers is intense. Managers are on duty 24/7 -- and usually several minutes or hours behind Twitter. There is no community issue from which a local government manager can walk away and say "it's not my problem" -- even when it isn't.

In an environment where managers are constantly focused on the needs of others, it is easy to lose sight of their own needs.

This session is an opportunity for managers to reflect on how to maintain their personal resilience and a sense of humor. Ron Carlee is an experienced city manager who draws on real life experiences from his four decades in local government.

# WEDNESDAY, JUNE 1

## About the speaker:



**Ron Carlee**  
**City Manager**  
**City of Charlotte, NC**

The City of Charlotte implemented the Council-Manager Form of Government in 1929 by voter referendum. Ron Carlee was named Charlotte's 11th City Manager on April 1, 2013.

Carlee's responsibilities are to uphold the ethical standards of professional city government, respect the democratic process and faithfully implement the policies of the Mayor and City Council while ensuring the efficient and effective delivery of City services.

"Our ultimate goal as a City is to build a community where people can thrive," said City Manager Ron Carlee. "This means that the whole of what we do must be greater than the mere sum of its parts."

Based on policy direction from the City Council, Carlee is focused on services at the neighborhood level and building strong partnerships with Mecklenburg County, the business and philanthropic communities and especially neighborhood leaders.

Prior to becoming Charlotte's City Manager, Carlee helped lead Arlington, Va., toward becoming a community with an international reputation for smart, urban growth with a thriving, resilient economy and inclusive social structure.

Carlee is recognized for his leadership in Arlington's response to the 9-11 terrorist attack on the Pentagon. He has spoken widely on the topic of emergency management and the importance of a team approach.

Carlee also served as the Chief Operating Officer of the International City and County Management Association (ICMA) delivering day-to-day oversight of operations and leading efforts to provide research and implementation tools to professional local government executives. He led a wide range of partnership relationships with foundations, federal agencies, universities and private businesses that support local government.

Carlee began work in local government in 1975 as Assistant to the Mayor of Birmingham, Ala. He holds a Doctorate in Public Administration, is a fellow in the National Academy of Public Administration and is an ICMA Credentialed Manager.

Carlee has been married to Emily Cross since 1987. He is originally from Birmingham, Ala., but lived in Arlington, Va., in the Washington, D.C. area for more than 30 years before moving to Charlotte in 2013.

# WEDNESDAY, JUNE 1

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

**Plenary Session – The NEXT BIG Things: Are You Future Ready? and CAMA’s Future**

**Karen Thoreson, President and CEO of The Alliance for Innovation**

**Jake Rudolph, CAMA Board Representative for British Columbia & Yukon/Chair of CAMA Strategic Plan Implementation Team**

*Presented by The Alliance for Innovation*

## **About the session:**

This session is a two part presentation about the future.

### **Next Big Things: Are you Future Ready?**

What might our cities and communities look like in 2036? The Alliance for Innovation Board of Directors set out on a journey to discover “The Next Big Things” facing local governments. In this session, Karen Thoreson, will share an overview of the four forces and trends that should be on your radar. While it is irresponsible to predict the future, it is also dangerous not to plan for it. This session will help participants think about their communities in a future focused way.

### **CAMA’s Next Big Things**

This presentation is directed specifically to our members and the work of CAMA. Board member and Chair of the Strategic Planning Committee Jake Rudolph, will highlight CAMA’s new Strategic Plan. The new plan covers the period from 2016-2021 and sets some ambitious goals for our Association. CAMA has four strategic pillars that keep us focused on what’s important to our members. The pillars are Professional Development, Networking & Partnerships, Member Engagement & Support and Resilient Leadership. Within these four strategic pillars are CAMA’s “Next Big Things” that Jake will outline for the membership.

## **About the Speakers:**



**Karen Thoreson**  
**President/Chief Operating Officer**  
**Alliance for Innovation**

Karen Thoreson is the President/Chief Operating Officer for the Alliance for Innovation, a national non-profit organization which promotes innovation and best practices for local governments.

Prior to working for the Alliance, she was Economic Development Director for the City of Glendale, Arizona. She also served as Assistant City Manager of Tucson, overseeing downtown revitalization, and as Director of the Community Services Department, which managed the city’s affordable housing programs, human services, and neighborhood revitalization.



# WEDNESDAY, JUNE 1

Ms. Thoreson began her career in local government in Boulder, Colorado and has been a trainer and a speaker on public-private partnerships, community revitalization, innovation, and strategic planning. She served as national president for the National Association of Housing and Redevelopment Organization from 1999 to 2001; and is currently active in local, state, and national groups. She has a bachelor's degree from the University of Minnesota and a master's degree in public administration from the University of Northern Colorado.



**Jake Rudolph**  
**CAMA Board Representative for British Columbia & Yukon**  
**Deputy City Manager, City of Abbotsford, BC**

Jake has had a professional career which spans 32 plus years in four provinces, five municipalities and one regional agency. For the past 17 years, he has resided in British Columbia and is currently the Deputy City Manager with the City of Abbotsford. Previously, he was the CAO with the City of Pitt Meadows for 12 years. He has also held positions with the District of Maple Ridge, the City of Fredericton, Kings County Nova Scotia and the Edmonton Metropolitan Regional Planning Commission.

Throughout his career, Jake has taken an active role in his profession and his community serving on various committee and boards. These have included past roles with IPAC, URISA and the Atlantic Planners Institute. He has chaired the Regional Administrators Advisory Committee (RAAC) serving Metro Vancouver and co-chaired the Metro Vancouver Integrated Provincial Regional Emergency Management (IPREM) function. As a member of CAMA, he is currently the chair of the Strategic Planning Implementation Team, and has been a member of the Awards Committee on two occasions and also the Chair, and served on an Election Process Review Committee a number of years ago.

At the community level, Jake has served as President of the local minor hockey association and currently sits as a Board member of Character Abbotsford.

Jake is a life-long learner with a Master's Degree in Planning, an MBA and most recently completion of the Harvard Executive Leadership Program. In addition to living in BC he has a strong connection to the Yukon where one of his two sons lives and works.

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

**Tradeshow Refreshment Break**

# WEDNESDAY, JUNE 1

**11:00 a.m. to 12:30 p.m.**

**Closing Keynote - Leading the SHIFT!**

**Ryan Walter, MA**

## **About the session:**

As an inspirational and content-rich keynote speaker, Ryan Walter draws directly from his Stanley Cup winning 15 seasons as an NHL player, subsequent broadcasting career, diverse business accomplishments, and NHL coaching experience to share the success strategies that must be applied in order for great performance to be achieved.

From the dressing room to the boardroom, Ryan helps organizations learn the difference between winning and second place - playing and staying hungry! A personal performance, team, coaching and leadership expert, Ryan's power stories and powerful interactive play will fuel your organization's hungry spirit to the top.

## **About the speaker:**



Ryan Walter played and coached 17 seasons and over 1,100 games in the National Hockey League. Drafted second overall by the Washington Capitals in 1978, Ryan was named the youngest NHL captain in his second of four seasons, went on to play nine seasons with the Montreal Canadiens, winning a Stanley Cup in 1986, and finally returned to his home town to play his last two years for the Vancouver Canucks. He was named Team Canada Captain in the World Junior Tournament, was selected to play in the NHL All-Star game in 1983 and for Team Canada in three World Championships, became a Vice-President of the National Hockey League Players Association, and was honoured as NHL Man of the Year in 1992.

Ryan has a Master of Arts Degree in Leadership and Business, is the author of five books, the creator of the board game Trade Deadline Hockey and electronic Transfer Deadline, and a regular contributor to both online and print magazines, newspapers, radio and television. In addition, he has been the co-founder and president of two start-up companies, an NHL and IIHF coach, a TV hockey broadcaster, a hockey adviser and actor for both television and movies, and President of a professional hockey team.

Ryan is a member of the board of directors of the Hockey Canada Foundation and sits on the Seton Hall Stillman School of Business Leadership Advisory Council. Hundreds of companies and organizations have leveraged Ryan`s academic research and high performance history to develop their leaders, synergize their teams, and increase performance to activate positive change. Ryan`s enthusiasm from the screen, the page, the boardroom, and the podium is contagious as he fulfills his mission to ``inspire the hungry spirit!``.

# WEDNESDAY, JUNE 1

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

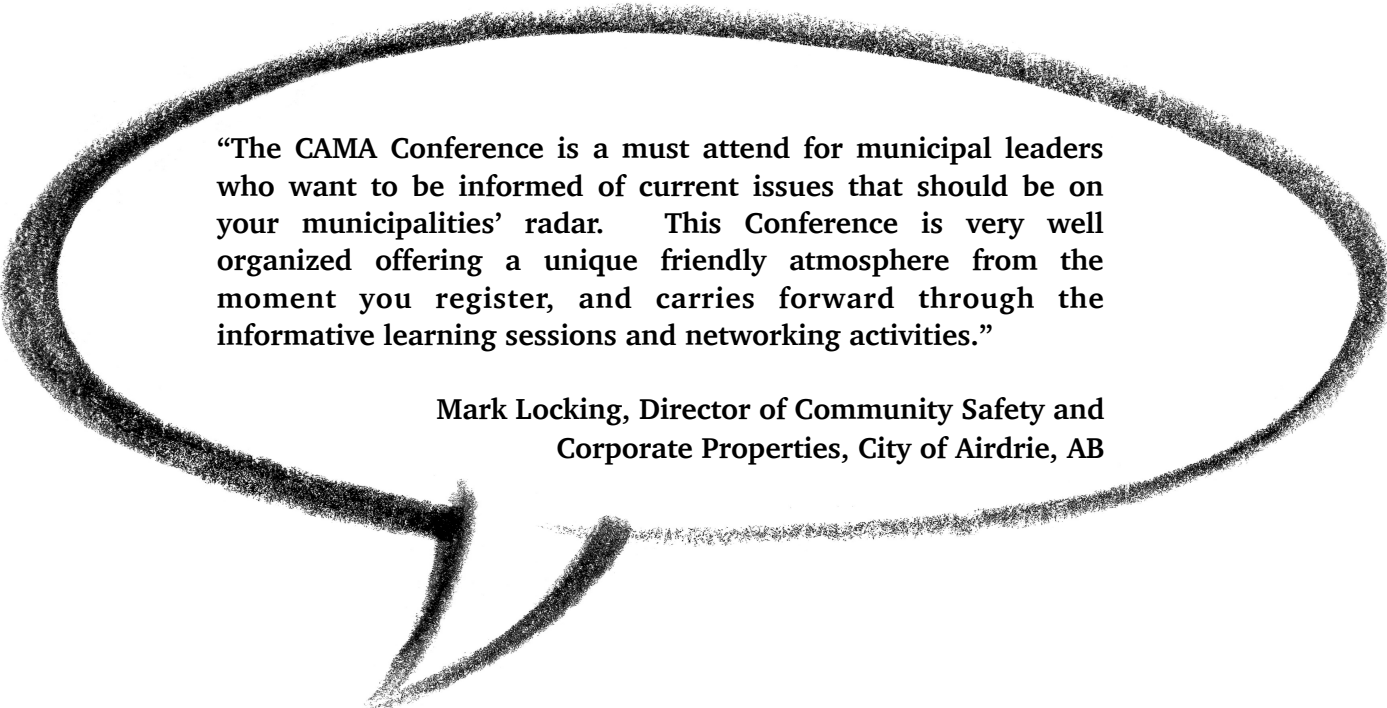
Each year CAMA recognizes its membership through the Excellence in Municipal Administration Awards Program, presented by The Ravenhill Group Inc.

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.

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

**Closing Ceremonies and Tradeshow Draws**



“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

### Study Tours

The City of Winnipeg and CAMA are pleased to offer CAMA delegates a choice of three study tours:

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

#### **Canadian Museum for Human Rights – Explore the Galleries Tour**

**Cost: \$48.00 + GST/person**

**\*The tour will depart the Delta Winnipeg at 2:30 p.m. and arrive back at 4:30 p.m.**



The Canadian Museum for Human Rights (CMHR) is the first museum solely dedicated to the evolution, celebration and future of human rights. The CMHR is the first national museum to be built in nearly half a century, and the first outside the National Capital Region. This 90 minute guided tour will take you on a human rights journey and help you discover what the Museum is all about. You will be able to explore most of the galleries and connect with compelling human rights stories. You will also see many architectural features of the building. Access to the Israel Asper Tower of Hope is not included in the guided tour, however, you will be able to visit the Tower on your own following the tour at an additional cost.

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

#### **Bike Tour of Downtown Winnipeg featuring Innovative Projects**

**Cost: \$30.00 + GST/ person**

Winnipeg's surge in active transportation programs is championed by the Mayor and strongly supported by Council and energetic community groups. Participate in a guided bicycle tour, enjoy the gorgeous view and learn about some of the City's most innovative projects throughout the downtown core. This tour will allow you to navigate through the river trail and see more of the landscape and more of the beauty of the buildings that you wouldn't see while in your car. We look forward to cycling with you!

# WEDNESDAY, JUNE 1

## STUDY TOURS

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

**Historical St. Boniface**

**Cost: \$44.00 + GST/ person**

*\*This tour will depart the Delta Winnipeg by motorcoach at 2:30 p.m. and arrive back by 4:30 p.m.*

Saint Boniface, Winnipeg's French Quarter, is home to a vibrant community with roots grounded in history, perseverance and 'joie de vivre'. Located across the river from downtown Winnipeg, this historic area of the city is teeming with architectural gems, attractions, art galleries, and boutiques. But it has not always been without its struggles.

Today, through the perseverance and hard work of many community organizations and developers, Old Saint-Boniface has become known as the center of the community with a cluster of historic buildings, several tourism attractions, a University, a hospital and a vibrant commercial district, all bordered by a quaint neighborhood, right next door to downtown Winnipeg.

This tour will talk about the history of the area and its people and note some important landmarks and architectural sights, some of which have been transformed into museums (St. Boniface Museum). At the center of it all is the St. Boniface Cathedral, the bastion of the community, with its own unique and tragic history. After a guided tour of the Cathedral and Museum, your guide will take you on a drive through the area and will provide commentary on sites such as Fort Gibraltar which relives the early days of the fur trade, celebrated at Western Canada's largest winter festival, the Festival du Voyageur.

Learn of how the area organizations, agencies and the community have collaborated to capitalize on its heritage in order to revitalize the area. Hear about the new businesses that have made Saint-Boniface their home all while capitalizing on its francophone history and of the value-added benefit of having a large francophone community and how the community embraces business development and tourism which in turn provides for quality of life.

This tour will be hosted by Michelle Gervais, owner of Ô TOURS and director of Tourisme Riel (Destination Marketing Organization).

# WEDNESDAY, JUNE 1

## SPEAKER SESSION

**2:30 p.m. to 3:30 p.m.**

**Supplementary Session: "Your Brain On The Job"**

**Gary Anaka**

**Cost: \$25.00 + GST/per person**

### **About the session:**

Are you living and working in a multitasking environment? Is your brain under a constant state of heightened stress? Everything you do requires your brain. In a world of increasing knowledge and technology, you are going to have to use your brain more than ever. Can you expand your thinking capacities and maintain your critical memories? Definitely, YES! Discover how to maintain a healthy efficient brain and what your brain needs to make your job and life easier by sustaining resiliency and maintaining brain plasticity. No brain, no gain! This presentation is filled with hope and optimism for your future.

### **About the speaker:**



Gary Anaka is a Brain-based Learning Facilitator with over 34 years of teaching experience in the public school system. He has been presenting motivational keynotes and workshops in the new field of Applied Educational Neuroscience since 1997 to tens of thousands of educators, parents, students, professionals and the general public across Canada. His sessions offer genuine practical help for everyone and he believes in wellness through education to support healthy living for people of all ages. He is well-known for his high energy, fun and totally engaging sessions and is the author of two books-Brain Wellness The Secrets for Longevity and Your Magical Brain How It Learns Best. The scope of his work can be viewed at [www.braincoach.ca](http://www.braincoach.ca).

# WEDNESDAY, JUNE 1

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

**CAMA Board Meeting (2016-2017 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, Don MacLellan, will end the Conference with a wonderful dinner and a live performance by local award winning comedian Dean Jenkinson.



Dean Jenkinson is a comedian and comedy writer who's appeared on CTV's *Comedy Now*, CBC's *Winnipeg Comedy Festival*, and *The Royal Canadian Air Farce*. He's currently in his eighth season writing for CBC's *This Hour Has 22 Minutes*. Dean wrote the 22 Minutes sketch *'Sponsor An Executive'* which (despite being geo-fenced in Canada) has been viewed nearly 1.3 million times on YouTube. He's written on several *Just For Laughs* specials, creating material for such acts as The Muppets, Joan Rivers, Sarah Silverman, and cast members from *The Big Bang Theory*.

Dean is also the Creative Producer of the *Winnipeg Comedy Festival* galas, producing five themed one hour TV galas for CBC-TV each season.

His CBC radio work includes *The Debaters*, *The Irrelevant Show*, DNTO, and several seasonal comedy specials. For three seasons Dean was the host of CBC Radio One's flagship standup comedy showcase *The Festival of Funny*, now known as *Laugh Out Loud*.

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

**Hospitality Suite at The Pint (274 Garry Street)**

# 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

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

Delegate Type	Early Bird Registration Fee by April 1, 2016 (+ 5% GST)	Registration Fee after April 1, 2016 (+ 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

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

Companions have the option of joining the delegates for the Pre-Conference Events (Golf Tournament, Magical Musical History Tour, and Beer and Food Tasting at Fort Gibraltar) and the Study Tours or the Additional Session on Wednesday for an additional cost.

## Additional Companion Tours

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

### **Tuesday, May 31, 2016**

**12:00 Noon to 3:30 p.m.**

**Journey to Churchill**

**Cost: \$98/person + GST**

\*This tour departs the Delta Winnipeg at 12:00 Noon and arrives back by 3:30 p.m.

Head to the Qualico Family Centre at Assiniboine Park where you will enjoy a delicious lunch. After lunch, your journey starts in the Wapusk Lowlands where you will see wolves, black bears, and grey wolves. The next stop on your journey will be the Gateway to the Arctic.

Head inside a 10 foot acrylic tunnel and be surrounded by polar bears and seals. The large swimming area provides physical exercise and a place to frolic and dart between the ice chunks. With only a clear wall bisecting the two species habitats, the polar bears and seals see and smell each other, creating a dynamic and enriching environment. This interaction between the seals and polar bears will be part of what puts this exhibit at the forefront of arctic zoo experiences. You will then discover the Churchill Coast as the facade which will make you feel as though you are actually transported to the Town of Churchill. The landscape will include rocks, bear dens, and here is where you can encounter polar bears “nose to nose”.



# COMPANION PROGRAM

Wednesday, June 1, 2016

9:30 a.m. to 11:30 a.m.

**Hermetic Code Tour – Manitoba Legislative Building**

**Cost: \$36.00/person + GST**

*\*This tour departs the Delta Winnipeg at 9:30 a.m. with a short eight minute walk to the Manitoba Legislative Building. Following the tour and the short walk you will arrive back at 11:30 a.m.*

Join your tour guide for a morning of decoding the famous symbols and architecture that makes the building truly unique. Meet inside the Manitoba Legislative Building and begin your understanding of this magnificent building. Your guide will uncover trails of occult clues concealed in the building's architecture including: hidden hieroglyphic inscriptions, numerological codes, and Freemasonic symbols so intelligently masked it has escaped historians and visitors for nearly a hundred years! You will learn that the building is a library of coded messages and secret techniques inscribed in a Masonic language. Is it possible that the Legislative Building is really a conduit of magical power? Is the building's location in the centre of North America a site for numinous earth energies? Come and find out for yourself! The Hermetic Code Tour is also part of the Signature Experience Collection with the Canadian Tourism Commission.



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“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

# CONTACT US



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***Join us for the 2017 Annual Conference  
Gatineau, Quebec  
from May 29 to May 31, 2017  
at the Hilton Lac Leamy***