



CAMA 2013
Victoria



LEADERSHIP
EXCELLENCE
May 27-29, 2013



CAMA  ACAM

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ACCOMMODATIONS

Fairmont Empress

CAMA has secured a block of rooms at the Fairmont Empress located at 721 Government Street which is adjoined to the Victoria Conference Centre. The following special Conference rates will be offered:

Type of Room - Single and Double Rate

Fairmont	\$219.00
Deluxe	\$289.00
Harbourview Deluxe	\$339.00
Signature Room	\$399.00
Junior Suite	\$369.00

**Please note that the above rates are subject to applicable taxes and a 2% Hotel Room Tax.

To make a room reservation, please contact the Hotel at 250-384-8111 or through the toll free number at 1-800-441-1414. **To ensure the special rate quoted above, please identify yourself as attending the CAMA Conference.** The room block will be open until April 23, 2013. Reservations can also be made by using the following link: <https://resweb.passkey.com/go/camacam>

Victoria Marriott Inner Harbour

A block of rooms has also been reserved at the Victoria Marriott Inner Harbour located at 728 Humboldt Street (directly across from the Victoria Conference Centre) at a rate of \$219.00 per night (plus applicable taxes and a 2% Hotel Room Tax). To make a room reservation, please contact the Hotel at 1-800-306-5451 and ask for the **CAMA 2013 group rate**. The room block will be open until April 29, 2013. Reservations can also be made by using the following link: <http://www.marriott.com/hotels/travel/vyjmc?groupCode=camacam&app=resvlink&fromDate=5/27/13&toDate=5/30/13>

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

Learn more about Victoria at the Registration Desk and the Tourism booth located at the Victoria Conference Centre. The hours are as follows:

- Sunday, May 26 3:00 p.m. to 6:00 p.m.
- Monday, May 27 12:00 Noon to 8:00 p.m.
- Tuesday, May 28 7:00 a.m. to 4:30 p.m.
- Wednesday, May 29 7:00 a.m. to 2:30 p.m.



CONFERENCE REGISTRATION INFORMATION

Registration Fees

If you register for the Conference by April 1st, 2013 you will receive the early bird rate:

Delegate Type	Early Bird Registration Fee by April 1 st , 2013 (12% HST)	Registration Fee after April 1 st , 2013 (5% GST)
*CAMA Member (Municipal)	\$575.00 + \$69.00 HST = \$644.00	\$625.00 + \$31.25 GST = \$656.25
*Non-Member (Municipal)	\$675.00 + \$81.00 HST = \$756.00	\$725.00 + \$36.25 GST = \$761.25
**Affiliate CAMA Member (Non-Municipal)	\$875.00 + \$105.00 HST = \$980.00	\$925.00 + \$46.25 GST = \$971.25
**Non-Member (Non-Municipal)	\$975.00 + \$117.00 HST = \$1092.00	\$1025.00 + \$51.25 GST = \$1076.25
Retired Member/ Municipal Intern Fee	\$150.00 + \$18.00 HST = \$168.00	\$175.00 + \$8.75 GST = \$183.75

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

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

Please note that 12% HST will be charged prior to April 1st, 2013 and only 5% GST after this date as legislated by the Province of British Columbia.

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

Registration fees include all Conference sessions, a complimentary delegate gift, Tradeshow, Opening Reception, breakfasts, refreshment breaks, lunches, Casual Night Out at the Royal BC Museum and a “Taste of Victoria”, 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.

The registration fee for Retired Members and Municipal Interns includes all Conference sessions, a complimentary delegate gift, Tradeshow, Opening Reception, breakfasts, refreshment breaks, Casual Night Out at the Royal BC Museum and a “Taste of Victoria”, and the Hospitality Suites. At an additional cost, tickets can be purchased to the lunches (\$35.00), the Study Tours (\$25.00), and the President’s Dinner (\$125.00).

Links to Registration

Delegates Registration: <http://www.civicinfo.bc.ca/event/cama2013.asp>

Partners Registration: http://www.civicinfo.bc.ca/event/cama2013_partners.asp

Golf Registration: http://www.civicinfo.bc.ca/event/cama2013_golf.asp

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

ALL CONFERENCE SESSIONS ARE HELD AT THE VICTORIA CONFERENCE CENTRE AND THE FAIRMONT EMPRESS.

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 Victoria.

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

This year's theme is "Leadership Excellence" focusing on sessions that will highlight the skills that will help us grow and develop into the best leaders possible. Municipal administrators typically have to deal with staff, elected officials and the community. We will take time to better understand how we can best serve these three very different constituencies. We will also celebrate our own personal achievements with the Long Service Awards Luncheon and the best practices in Canadian municipal government with the CAMA Awards of Excellence. This year's Pre-Conference program includes the ever-popular golf tournament at the Bear Mountain Golf Resort, a bike and kayaking excursion along with the ever popular whale watching. Enjoy Casual Night with a reception at the Royal BC Museum followed by a "Taste of Victoria" at many fine restaurants in the downtown area, along with entertainment by award winning entertainer Tracey Bell at the President's Dinner. There is also an amazing Companion Program including a tour of the infamous Butchart Gardens, the Legislative Buildings, a Sea Cidery, the Greater Victoria Art Gallery, and shopping.

We are extremely grateful to Gail Stephens, City Manager and the Victoria team for their dedication and support to our Conference. This year's event will be very popular – I invite you to use our on-line registration system to reserve your spot now.

See you in Victoria!

A handwritten signature in black ink, appearing to be "R. Shaw", written in a cursive style.

Ronald R. Shaw
CAMA President

WELCOME MESSAGE MAYOR OF VICTORIA



On behalf of the City of Victoria and City Council, it is my great pleasure to welcome you to the 2013 Canadian Association of Municipal Administrators' Annual Conference.

It is an honour to host this important conference and provide an opportunity to bring municipal leaders from across the country together. This annual event taking place in a remarkable venue will foster innovation, exchange best practices, and ensure local governments remain leaders in sustainable community building.

Your theme "Leadership Excellence" is a great example of what we are all striving for, in an effort to make our towns and cities the best they can be.

I wish you all the best on your deliberations. I know you have a full agenda ahead of you, packed with interesting speakers and important debates. I am confident you will leave this conference full of ideas and inspiration.

A handwritten signature in black ink that reads "Dean Fortin". The signature is fluid and cursive.

Dean Fortin
Mayor

WELCOME MESSAGE CITY MANAGER, VICTORIA



It is with pleasure that I welcome you to the City of Victoria to attend the Canadian Association of Municipal Administrators' Annual Conference – 2013. We are so pleased to host all of you in beautiful Victoria. I hope that you find time during your stay to explore our City and Region and to enjoy the abundance of natural beauty that surrounds us.

The organizing committee has worked their magic in bringing you an exciting program. This year's conference theme will engage and challenge you to learn more about and aspire to be an example of *excellence in leadership*. The conference opens with a presentation from an amazing motivational speaker who will talk about his experiences as a community leader. The workshops will provide opportunities to discuss everything from the many challenges we face as leaders, to building successful community relationships and different facets of effective leadership.

I hope you enjoy the conference, learn something new, expand your networking and I hope we can welcome you back to Victoria soon!

A handwritten signature in black ink that reads "Gail Stephens". The signature is written in a cursive, flowing style.

Gail Stephens
City Manager

PRE-CONFERENCE DAY MONDAY, MAY 27, 2013

Golf Tournament	6:30 a.m. - 2:30 p.m.
Golfer's Breakfast	7:00 a.m. - 8:00 a.m.
Shotgun Start at The Bear Mountain Golf Resort	8:00 a.m.
Great Pacific Adventures - Whale Watching	10:00 a.m. - 1:00 p.m.
Kayaking Excursion	10:00 a.m. - 12:30 p.m.
Cycling Tour	10:00 a.m. - 1:00 p.m.
Tradeshow Exhibitor Set-up	11:00 a.m. - 3:00 p.m.
Conference Registration	12:00 Noon - 8:00 p.m.
Interprovincial Association Meeting	4:00 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	6:30 p.m. - 10:00 p.m.
Hospitality Suite at Vista 18	10:00 p.m. - Midnight

MONDAY, MAY 27

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

CAMA Golf Tournament – The Bear Mountain Golf Resort

Discover some of the finest golf Victoria has to offer! Co-designed by Jack Nicklaus and his son Steve, the Mountain Course at Bear Mountain is set in the foothills of Mount Finlayson and strikes the perfect balance between playability and a truly challenging year round golf experience for golfers of all skill levels. With panoramic mountain, city and ocean views set within rolling fairways and lush forest, rest assured - you will enjoy your game. Start your day early by departing the Fairmont Empress at 6:30 a.m., enjoy a continental breakfast at 7:00 a.m. 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 and lots of prizes! Golfers will arrive back at the hotel by 2:30 p.m.

The cost per participant includes transportation to the course, green fees, the use of a shared power cart with GPS, a continental buffet breakfast and a burger buffet lunch. Players will have use of the practice area with complimentary range balls and receive twenty percent off apparel in the golf shop.

CAMA Members (Municipal)	\$160.00 + Tax
Non-Members (Municipal)	\$160.00 + Tax
Affiliate CAMA Members (Non-Municipal)	\$185.00 + Tax
Cost for Non-Members (Non-Municipal)	\$200.00 + Tax

*Please note that 12% HST will be charged prior to April 1st, 2013 and only 5% GST after this date as legislated by the Province of British Columbia.

The rental of golf clubs will be available for \$30.00 plus tax and can be reserved on the on-line registration form and paid for at the course the day of the tournament.

10:00 a.m. to 1:00 p.m.

Great Pacific Adventures – Whale Watching

Cost: \$75.00/person

The spectacular Inner Harbour of Victoria, British Columbia, is the home base of the operations for Great Pacific Adventures Incorporated. Locally owned and operated, this company are certified outdoor adventure experts that provide informative insight and in-depth knowledge of Victoria's surrounding unique habitat, combined with an unsurpassed nature-viewing experience. The waters and islands of Juan de Fuca Strait, Haro Strait and the Strait of Georgia are a part-time home to three groups of "resident" whales, commonly known as "pods" of orca, or "killer" whales. Pods of whales are groups of families and individual whales that live and thrive mainly on salmon and other species of fish found in the waters of the Pacific Northwest. On occasion, "transient" orca whales are encountered on an individual or group basis, and are mainly dependent on other mammals, such as seals and sea lions as a core food source. Pods can gather together to form "super-pods" and have reached numbers in excess of eighty whales at a time! What would be a trip to Victoria without an exciting whale watching adventure? This tour will depart from the Inner Harbour which is a short walk from the Fairmont Empress Hotel.

MONDAY, MAY 27

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

Kayaking Excursion

Cost: \$65.00/person

Conveniently located on the Selkirk Waters of the Victoria Harbour and along side the Galloping Goose and Lochside Trail system (which is a pleasant walk from the Fairmont Empress Hotel) there are bicycle and kayaking rentals with or without a tour.

You can opt to begin your adventure from the dock in the protected waters of the Selkirk Waterway. Paddle towards Victoria's historic Inner Harbour and see Victoria from a seal's perspective. Become immersed in the hustle and bustle of a busy working harbour and get up-close and personal with the seaplanes and harbour seals. The experienced guides will unravel Victoria's historic web from the collapse of the Bay Street Bridge to the sinking Empress Hotel. This is a 2.5-hour tour with a group no larger than five paddlers. All required equipment is included.

10:00 a.m. to 1:00 p.m.

Cycling Tour

Cost: \$45.00/person

This tour is for the avid cyclist! Suggested cycling tours can include a tour through "wine valley" which is a fun way to visit the Saanich Peninsula with its rich farming and agricultural history. The area is ideal to cycle with modern open country roads with some designated cycling lanes. Its relatively flat, and the sun, not only adds to the magic of the grapes, but to the warmth of the day, and the surrounding scenery. In the distance the golf islands create the back drop. The surrounding fields yield everything from seasonal daffodil farms to rows of strawberries, blueberries and lots more, which are available in the roadside stands - and of course, the vineyards.

There are many ways to explore the wineries in this area but as the days/hours of operation differ at the different wineries, the knowledgeable guides will drop you in a preferred area with a route that will work for this particular day. The Church and State Winery is usually the first stop where you will receive direction instructions to find the wineries and of course the bikes to ride.

You will return on the Lochside Trail, past Mattick's Farm and another VQA wine shop. The trip back through the Blenkinsop Valley is another relaxing photo opportunity wherein you will ride across the Selkirk trestle to end your trip at Selkirk Station Bicycle and Kayak Shop.

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

Conference Registration

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

Interprovincial Association Meeting



#CAMA2013

MONDAY, MAY 27

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

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

Opening Reception at Tradeshow

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

Hospitality Suite at the Vista 18 (740 Burdett Avenue)

Sponsored by Insituform Technologies Limited



DAY ONE TUESDAY, MAY 28, 2013

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 p.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 at Tradeshow	1:00 p.m. - 1:30 p.m.
Workshop	1:30 p.m. - 2:30 p.m.
Tradeshow Refreshment Break	2:30 p.m. - 3:00 p.m.
Panel Session	3:00 p.m. - 4:30 p.m.
Young Professionals Reception	5:30 p.m. - 6:30 p.m.
Casual Night Out	6:30 p.m. - 10:00 p.m.
Hospitality Suite at Bard and Banker Scottish Pub	10:00 p.m. - Midnight

TUESDAY, MAY 28

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

Morning Run (Meet in the lobby of the Fairmont Empress)

Featuring Mayor Fortin's favourite 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

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 – Five Smooth Stones of Leadership

Peter Legge, Recipient of the Order of British Columbia, Award Winning Motivation and Business Speaker

Leadership is never given. Leadership is always taken. All it took for David to slay Goliath was five smooth stones, a sling, and a lot of focus. Peter Legge takes the powerful metaphor and turns it into a formula for personal and business leadership success in a spectacular presentation that has motivated thousands.

Leadership is all about influence, and the first person you have to influence is you. Peter will share his five 'stones' of leadership through messages packed with stories that add powerful dimension to his points.

You will learn how to become a better leader, how to hone your craft, how to stay motivated, how to live each day to the fullest, how to overcome adversity, how to maintain a program of continuous personal development and much more.



TUESDAY, MAY 28

About the speaker:



Peter Legge is an inspiration to anyone who meets him. He lives his life dream as an internationally acclaimed professional speaker, a bestselling author, and as Chairman & CEO of the largest, independently owned magazine publishing company in Western Canada - Canada Wide Media Limited. He is a community leader tirelessly devoting his time to many worthwhile organizations. Peter is a past Chair of the Vancouver Board of Trade.

His presentations are based on his everyday experiences as a community leader, husband, father and CEO. Peter has published fifteen books including, *Make Your Life a Masterpiece*, *The Power of Tact*, *The Power of a Dream* and most recently *365 Days of Insights*. His books have motivated thousands of people towards positive change.

Toastmasters International voted Peter "Golden Gavel Award Winner" and "Top Speaker in North America" and both the National Speakers Association and the Canadian Association of Professional Speakers have inducted him into the Speakers Hall of Fame.

Peter is also a member of the prestigious Speakers Roundtable, an invitation-only society comprising 20 of North America's top professional speakers. Peter has received two honorary doctorate degrees from Simon Fraser University and Royal Roads University, and most recently received an honorary doctorate of technology from BCIT.

In 2005, Peter was presented with The Nido Qubein Philanthropist of the Year Award in Atlanta, Georgia. In 2006, Peter was awarded the Ambassador of Free Enterprise by Sales and Marketing Executives International in Texas. In December 2006, The Peter Legge Philanthropist of the Year Award was introduced by The Canadian Association of Professional Speakers. Peter is the first recipient of this award. In June 2008, the province's highest award, The Order of British Columbia was presented to Peter for his life-long commitment to serving the community.

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

Tradeshow Refreshment Break

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

Panel Session - Its Lonely At The Top

Panelists: *Patrick Moyle, Kelly Daniels and Carla Ladd*

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.

TUESDAY, MAY 28

Mr. Patrick Moyle and Mr. Kelly Daniels, retired CAOs and Ms. Carla Ladd, Chief Administrative Officer for the City of Barrie 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 approach leadership challenges such as innovation, relationships with Mayor and Council, meeting customer requirements, balancing public and private concerns, the importance of community connections, and how to motivate your organization to drive your leadership agenda. This promises to be an entertaining and interactive session. Mr. Jim Toye, City Manager for the City of North Battleford, and CAMA Past President, will moderate this session.

About the speakers:



Kelly Daniels
Retired CAMA Member

Kelly began his career in local government working for the City of St. Albert, Alberta shortly after graduating from university with a B.A. in Recreation Administration. He worked in Fort Saskatchewan and in Grande Prairie, Alberta where he rose to City Manager before moving to Vancouver Island and the Regional District of Nanaimo as the CAO for twelve years. Kelly was appointed as Chief Administrative Officer for the Capital Regional District in 2005 and retired in January 2013.

Kelly is an avid runner and skier and has twin daughters who are just as avid about those sports as he is. He and one daughter have run the Vancouver Marathon and he ran the Las Vegas Marathon in December 2006 with his second daughter.

Local governments that Kelly has led are characterized by strong strategic planning and a focus on results within a business planning framework.



Patrick Moyle
Retired CAMA Member

Patrick Moyle recently retired from his position as the Chief Administrative Officer with Halton Region. Prior to joining the Region, he held a variety of positions in the public, private and not for profit sectors. He began his career in land use planning and economic development in the Muskoka District, followed by experience as a CAO in Huntsville, Orangeville and Caledon. He was also the Commissioner of Corporate Services with the City of Brampton, President of Evanco Development, and Executive Director of the Association of Municipalities of Ontario (AMO).

Mr. Moyle served as a Board Member of the Headwaters Health Corporation and currently is a member of the municipal pension employers group, MEPCO. Patrick has also served as an advisory to the Province during the realignment of services discussion in the 90's and most recently was an advisor on infrastructure matters during the Provincial Municipal Fiscal Services Review.



Carla Ladd
Chief Administrative Officer, City of Barrie, ON

Carla is the sixth and first woman Chief Administrative Officer (CAO) for the City of Barrie. She brings 30 years of progressive leadership experience in the municipal sector to her role as Barrie's CAO and a focus on strong Council-staff relations, community and business partnerships, and innovative approaches to municipal service delivery.

Previously the CAO of the City of Kitchener, Carla led strategic initiatives that transformed not only that municipal organization, but the City itself. Carla believes strongly in the engagement of the community through strategic initiatives, responsible risk taking, and partnerships. During her tenure at the City of Kitchener, she led successful initiatives such as a community-driven economic development plan for downtown revitalization, a new customer service strategy, a consolidated maintenance facility, and the People Plan; an innovative approach to driving productivity and staff engagement. Carla is an urban planner by background with a Master's of Science, Planning, from the University of Guelph and an Honours Bachelor of Art, Recreation from the University of Waterloo.

Carla is a member of the Advisory Board for the Schulich School of Business, Centre of Excellence in Municipal Leadership at York University, and a Member of the Board with the Association of Municipalities of Ontario (Large Urban Caucus), and an Advisory Board Member with the Barrie Accelerator Centre. She was also a Board member with Canada's Technology Triangle, Waterloo Region Creative Enterprises and Waterloo Region Tourism Marketing Corporation. Carla feels privileged to call Barrie home.



Moderator - Jim Toye
City Manager, City of North Battleford, SK

Jim has held his position as City Manager with the City of North Battleford for twelve years. Prior to this position, Jim held senior management positions in Kindersley, Leader and Unity, all in Saskatchewan, for a total of twenty-seven years of experience in municipal government management. Jim attended the College of Commerce, University of Saskatchewan, received his Local Government Administration Certificate from the University of Regina and has also received a Certificate in Economic Development from the University of Waterloo.

Jim has been an active member of the Urban Municipal Administrators' Association of Saskatchewan (UMAAS) from 1996 to 2006 and held the positions of Division Director, Vice-President, President and Past President.

Jim was a recipient of the 2006 Saskatchewan Centennial Volunteer Medal, which recognized his service to UMAAS and municipal government. He is active in the community and is a member of the Battlefords Rotary Club and a member of the Knights of Columbus.

TUESDAY, MAY 28

Jim enjoys spending time with his family, golfing, camping and curling. He and his wife Colleen, a registered nurse, have three daughters, two grandsons and one granddaughter.

Jim was appointed as the Saskatchewan/Manitoba representative to the CAMA Board at the 2006 Annual General Meeting held in Montréal and is a CAMA Past President.

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

Long Service Awards Luncheon

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

Dessert & Coffee in the Tradeshow Area

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

Workshop - Why People Don't Do What We Want

Robert Cooke, Executive Team Coach

As leaders we rely on others to fulfill our expectations. Some team members do this better than others. The purpose of this workshop is to explore the three basic reasons that people don't do what we want them to. It will be a combination of input, self-analysis and discussion. The session will focus on the three reasons for lack of desired performance:

1. They don't know what I want;
2. They can't do it; and
3. They won't do it

During the session participants will assess the extent to which they believe their people, who are not performing adequately, are clear on expectations and accountabilities and what leads them to this conclusion. We will also explore how participants are assessing the capability of people who are not performing and the nature of formal and informal reward and recognition systems in place and how they impact people's desire to perform.



TUESDAY, MAY 28

About the speaker:



Robert Cooke is an executive and executive team coach who, over the last 25 years, has helped executives and executive teams to improve their personal, business and team performance. Through one-on-one coaching, the design and facilitation of team sessions and the provision of advisory support, he has helped executives to focus on the right issues, clarify business direction, develop and implement business transformation initiatives and improve personal, leadership and business performance.

Rob also brings extensive consulting experience in the design and implementation of shared services and alternative service delivery initiatives. He is the co-author of the highly successful book, "Shared Services: Mining for Corporate Gold", (Prentice Hall 2000) and the author of multiple papers focused on enhancing alternative service strategies and performance. His recent papers "Unlocking the Value of Shared Services" and "Optimizing the Value of Mid to Back Office Processes and Internal Services" were prepared for the Treasury Board of Canada.

Rob's clients include executives from the Federal, Provincial and Municipal governments, Crown Corporations and the Financial Services, Health Care and Utility sectors. Rob has a Master's Degree in Business Administration from York University and is a Certified Executive Coach. He was recently Board Chair of the Victoria Hospitals Foundation and Vice Chair of the Board of Governors of Glenlyon Norfolk School.

2:30 p.m. to 3:00 p.m.

Tradeshow Refreshment Break

3:00 p.m. to 4:30 p.m.

Panel Session: Rising To The Top - How Talented Women CAO's Are Taking On The Challenge

Panelists: Dawn Chaplin, Gail Stephens, and Janice Baker

More frequently than ever before, women are rising to leadership positions in local government administration. CAMA has over 75 female members itself, and that number continues to climb. Dawn Chaplin, Chief Administrative Officer of the Town of Torbay, NL; Gail Stephens, City Manager of the City of Victoria, BC; and Janice Baker, Chief Administrative Officer/City Manager of the City of Mississauga, ON join this panel to discuss the unique challenges that woman administrators face, and how their specific types of leadership are building efficient and effective organizations. Marie-Hélène Lajoie, Deputy City Manager with the City of Gatineau, moderates this engaging panel about how women are doing things differently, and succeeding.

About the speakers:



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

Dawn Chaplin is the Chief Administrative Officer and Town Clerk for the Town of Torbay, a position she has held since October 2006. Dawn has helped lead her staff team to achieve provincial, national and international recognition. Provincially, the Town of Torbay has been recognized for municipal awareness and economic development. National profile includes marketing awards for the town's website, small business awards program, community profile publication, new residents welcome kit, and the Torbay 250 special celebrations program. Internationally, Torbay received awards for its community profile publication and business e-newsletter.

Prior to joining the world of municipal government, Dawn worked primarily in the non-profit sector, spending fifteen years in various capacities: as an Economic Development Officer with the Northeast Avalon Regional Economic Development Board, Community Development Officer with Kittiwake Economic Development Corporation, and as Executive Director with the Newfoundland and Labrador Chamber of Commerce. Dawn is currently a member of Municipalities Newfoundland and Labrador's Benchmarking Committee and serves as a mentor in the Professional Administrators Association of Newfoundland and Labrador's Mentorship Program.

Dawn earned a Bachelor of Science degree from Memorial University of Newfoundland in 1992. In 2009, she completed the Public Sector Leadership and Management Development Program from Memorial University's Gardiner Center. In August 2012, Dawn was awarded the Master Municipal Clerk (MMC) designation from the International Institute of Municipal Clerks, becoming only the thirteenth person in Canada to achieve this accomplishment. She will complete the National Advanced Certificate in Local Authority Administration Program from Dalhousie University in June 2013.



Gail Stephens
City Manager of the City of Victoria, BC

Gail Stephens accepted the role of City Manager for the City of Victoria in July 2009. As City Manager she is 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 also named one of Canada's top 100 CGAs.



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

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

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

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

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

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



Moderator – Marie-Hélène Lajoie
Deputy City Manager, City of Gatineau, QC

As Deputy City Manager for the City of Gatineau, Marie-Hélène Lajoie currently leads a multi-disciplinary management team that is focused on increasing the effectiveness and efficiency of their departments by continual improvement of their service delivery models to Gatineau citizens. Her experience as a lawyer, her visionary leadership and her professional dynamism are undeniable assets when it comes to guiding the municipal units under her responsibility, which are Public Works, Emergency and Protective Services (Police and Fire Departments), Cultural and Library Services, Recreation and Community Services and the 311 non-urgent call centre.

In her fifteen years in municipal government, Ms. Lajoie has carried out several major projects related to the strategic plan, and has held several positions, in particular heading up the Legal Services.

She is involved in her community and takes part in a number of public activities. She chaired the municipal division of the “Centraide Outaouais” fundraising campaign for three consecutive years and is on the Board of Directors for the Hospital Services Foundation. She has also been on the CAMA Board of Directors since 2011. Ms. Lajoie is married and has an eleven year old son.

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 10:00 p.m.

Casual Night Out

Reception at the Royal BC Museum followed by a Taste of Victoria

(Sign-up required in advance at the registration desk)

Schedule

- 6:30 p.m. Depart the Fairmont Empress and walk to the Royal BC Museum.
- 6:40 p.m. Hors d'oeuvres Reception with entertainment.
- 7:45 p.m. Walk to your restaurant of choice for “A Taste of Victoria” beginning at 8:00 p.m.
- 9:45 p.m. Walk to the hospitality suite at the Bard and Banker Scottish Pub beginning at 10:00 p.m.

The Taste of Victoria is your chance to explore Victoria’s vibrant culinary scene. After perusing the menus, simply sign up for the restaurant that appeals most to you and bring along your appetite! Many participating restaurants are members of the Island Chef’s Collaborative (ICC). The ICC brings together local food producers with chefs and food purveyors, to showcase the delicious tastes of the region in a “field to table” approach. Spaces are limited, so be sure to sign up when you arrive at the registration desk. **A cash bar is available at each restaurant.**



TUESDAY, MAY 28

The City of Victoria would like to acknowledge the support and talent of its local chefs and restaurateurs, the ICC and Culinaire Victoria in helping to put this event together.

Restaurant Choices

Aura @ The Laurel Point Inn: http://dl.dropbox.com/u/30957053/AURA_Menu_Dinner.pdf

Belmiro's: <http://belmiros.com/menu.php>

Zambri's: <http://www.zambris.ca/uploads/pdf/Zambris%20Dinner%20Menu%20Oct%2017%202012.pdf>

Vista 18 @ The Chateau Victoria: <http://www.vista18.com/menu/dinner>

Pescatores: <http://www.pescatores.com/dinner.php>

Bard & Banker Scottish Pub: <http://www.bardandbanker.com/dinner.php>

Fiamo Italian Kitchen: http://www.fiamo.ca/Fiamo_Dinner_Menu.pdf

Camilles: <http://www.camillesrestaurant.com/our-food>

The Black Hat: <http://www.theblackhat.ca/menus.php>

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

Hospitality Suite at Bard & Banker Scottish Pub (1022 Government Street)



DAY TWO WEDNESDAY, MAY 29, 2013

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 p.m.
Panel 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. - 12:00 p.m.
CAMA Awards of Excellence Luncheon	12:00 p.m. - 1:15 p.m.
Closing Ceremonies and Tradeshow Draws	1:15 p.m. - 2:00 p.m.
Study Tours or Workshop	2:30 p.m. - 4:30 p.m.
CAMA Board Meeting (2013-2014 Board)	5:30 p.m. - 6:00 p.m.
President's Dinner Reception	6:30 p.m. - 7:00 p.m.
President's Dinner	7:00 p.m. - 10:00 p.m.
Hospitality Suite at The Sticky Wickett	10:00 p.m. - Midnight

WEDNESDAY, MAY 29

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

Morning Run (Meet in the lobby of the Fairmont Empress)

Featuring Mayor Fortin's favourite 5 km and 10 km routes

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

Conference Registration

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

Breakfast

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

Panel Session

Successful Communities: The Importance of Positive Council-Staff Relationships

Panelists: Mayor Brad Woodside and Mayor Frank Leonard

This session will provide local government administrators with new insights about the values, dynamics, and relationships that affect political and administrative decision-making. Some helpful approaches for looking at decision-making will be discussed, and participants will have an opportunity to hear about scenarios, which illustrate values and decision-making in action to create the most effective partnership between Council and the CAO. Mr. Kent Kirkpatrick, City Manager of the City of Ottawa, will moderate this session.

About the speakers:



Mayor Brad Woodside
City of Fredericton, NB

As Mayor of the City of Fredericton and Second Vice-President of the Federation of Canadian Municipalities, Brad Woodside has earned a reputation as one of the most dynamic public speakers internationally.

With almost thirty years of experience in municipal politics and over twenty years as Fredericton's Mayor, he is the longest serving Mayor of a Canadian Provincial Capital City. Under Woodside's leadership, Fredericton has been showcased on the international stage by being named twice as one of the World's Top Seven Intelligent Communities in the world, a leader in reducing municipal green house gas emissions across Canada, and has championed the population growth through immigration and taken the Fredericton message overseas to locations like China and Korea and all parts of the world. In addition to his commitment to municipal government, Mayor Woodside has delivered talks on substance abuse in Paris, France, Israel, Germany, and most recently, Italy.

WEDNESDAY, MAY 29

Currently, he is actively involved with Portage New Brunswick, a residential program providing long-term residential treatment for youth with drug dependencies.

Mayor Woodside has an Honorary Doctor of Laws from St. Thomas University. He began public speaking in his early twenties through the Junior Chamber of Commerce, advancing to join Toastmasters to master his skill of competitive speaking. His sessions are always dynamic, combining real-life stories along with practical advice that inspires positive change.



Mayor Frank Leonard
District of Saanich, BC

Frank Leonard was first elected Mayor of Saanich in 1996 after serving on Council since 1986. Frank chairs the Saanich Police Board, serves on the Regional Transit Commission, and has chaired the Capital Regional District Board, the Hospital Board, and the Housing Corporation.

Born in Vancouver in 1954, Frank's family lived in Richmond and Vernon before moving to Saanich in 1969. A graduate of the University of Victoria, he has three children - Daniel, Michelle and Atticus, and a stepson, Magnus.

Frank Leonard comes from a family business background, having managed Victoria Tire Ltd.'s three Kal Tire stores prior to his election as Mayor. While in business, Frank served as a Director of the BC Chamber of Commerce, President of the Victoria Chamber of Commerce, and on the boards of local tourism and economic development groups. Since entering politics, Frank has also served on numerous recreation, arts and community boards.

Frank Leonard is currently Chair of the Municipal Finance Authority and a Trustee of the Municipal Pension Plan. He has also served as President of the Union of BC Municipalities, President of the Association of Vancouver Island and Coastal Communities, as a Director of the Federation of Canadian Municipalities and a Director of the BC Investment Management Corporation



Moderator – Kent Kirkpatrick
City Manager, City of Ottawa, ON

A graduate of the University of Western Ontario, Kent Kirkpatrick began his municipal career in 1983 in the Public Works Department at the Town of Carleton Place. In 1985 he joined the Regional Municipality of Ottawa-Carleton where he held a number of progressively more senior positions, including Deputy Treasurer, Director of Financial Services, Finance Commissioner and Treasurer.

When the new City of Ottawa was formed in 2001, Kent was appointed General Manager of Corporate Services where he directed the successful amalgamation of the corporate support services of twelve former municipalities. He has served as City Manager of the City of Ottawa since March 2004 and oversees the operation of the second largest municipality in Ontario with over 17,000 employees and a budget in excess of \$2.6 billion.

Throughout his career, Kent has been an active member of the communities in which he lives and works. From 1988 to 2000 he served four consecutive terms as an elected member of the Council of the Town of Carleton Place. He is an active member on several boards and associations including the Public Sector Accounting Board and the Multiple Sclerosis Society of Ottawa and Ontario Boards.

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

Plenary Session - Elephant Hunting: Tracking and Training the Elephant in Your Room **Tracey Lorenson, Paragon Strategic Services Ltd.**

Plan to be informed, inspired and ready to tackle the “elephant in your room” – those challenging issues we don’t address directly, but that consume our time and energy.

Join award-winning speaker Tracey Lorenson as she shares proven strategies that can help solve a number of common workplace “elephants” such as: the workplace bully, disengaged participants, unproductive behaviors, lack of focus on performance and results, differing viewpoints, and the resulting individual stresses.

Tracey raises the awareness of the group of the importance of addressing issues, provides tips on how to do so, and discusses some of the dangers of “poking” the elephant that leaders need to be prepared for. In addition, this keynote addresses the impact on leaders who avoid facing these issues, including potential loss of credibility and organizational underperformance.

Highly regarded for her humorous and practical style, audiences at all levels are energized and prepared to look for their 'elephants' and deal directly with their impact. Tracey provides attendees with sensible solutions that help lead more effective and responsive teams and organizations in this interactive keynote.

WEDNESDAY, MAY 29

About the speaker:



Awarding-winning speaker Tracey Lorenson is known for her humour and candor in helping her clients manage difficult situations. Her warm, energetic style combines her leadership experience, practical advice and real life examples that resonant with audiences of all levels. With a keen interest in problem solving, Tracey has developed a series of proven techniques that help organizations identify their issues and take action to improve their situation.

After six years practicing workplace law in the public sector, Tracey was Executive VP for E-Comm, provider of 911 fire, police and ambulance services for local governments in southern BC. In her current role as the principal in the management consulting firm Paragon Strategic Services Ltd., Tracey improves her clients' ability to perform by working with both elected and staff on areas that include conflict resolution, strategic planning and leadership training.

A sought after lecturer, Tracey has spoken extensively on a variety of topics including: leadership, strategic planning, human resources, governance, and developing regional strategies. In addition, she has lectured at UBC's Faculty of Law, Royal Roads University, Capilano University, the Justice Institute of BC, the Local Government Leadership Academy and is a member of the faculty for BC's Local Government Management Association's MATI programs. Most recently Tracey has partnered with CAMA and BC's LGMA to develop and deliver an ongoing series of more than 25 different web trainings for local government professionals nationwide.

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

Tradeshow Refreshment Break

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

Closing Keynote:

The Ultimate Ending with Paul Huschilt, CSP

See if you can spot Paul at our three-day conference - he'll look like one of us, attending sessions, mingling, learning, and taking notes. The difference is that he'll be doing this to put together a conference closing unlike anything you've seen before.

The Ultimate Ending is Paul's unique outsider's view of CAMA. It's a hilarious and often surprising re-enactment that inspires success while reinforcing the key learnings and messages you've been hearing throughout.

With fifteen years of professional speaking experience, Paul understands how to promote organizational learning and encourage people to be their best. He's worked around the globe and Victoria too. For more information visit www.speakers.ca/huschilt_paul.html.

WEDNESDAY, MAY 29

About the speaker:



Paul Huschilt is a certified speaking professional and award-winning professional speaker & storyteller who has worked in The United States, Canada, The Netherlands, France and most recently in Japan. He presents in English & French (and most recently even in Japanese.)

Huschilt's expertise ranges from humour, stress, goal setting and workplace wellness to a totally customized comic conference wrap known as The Ultimate Ending™. His educational achievements include a Master of Arts Management Degree from Carnegie Mellon University, a BFA (Acting) from the University of Windsor, a diploma in Career Counselling and a certificate in Adult Education.

Huschilt has produced entertaining and inspiring DVD versions of his popular keynotes entitled *7 Humour Habits for Workplace Wellness* and *The Fool Climbs it Twice*. Both provide life lessons that help you to be your best and do your best at work and at play. Best known for his ability to reawaken—in an outrageously funny manner—your passion for the things that are most important to you, Huschilt is a contributing author of the bestselling business book *Awakening the Workplace*.

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

CAMA Awards of Excellence Luncheon

Sponsored by Ravenhill Group Inc.

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

Closing Ceremonies and Tradeshow Draws

Sponsored by Royal Bank of Canada

WEDNESDAY, MAY 29

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

Study Tours (Please note that some tours are more than two hours)

Cost: \$25.00/person

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

Dockside Green - Tour the World's Most Sustainable Development and Savour a Coffee Beside the Sewage Plant

Host: Madonna Blunt, Operations Coordinator, Dockside Green

Time: 1.5 hours

Take a tour of the world-renowned Dockside Green Development, with its first two phases completed in early 2010, ranks as the most environmentally friendly development in Canada. The existing residential buildings, with a total of 264 units, have earned the highest scores under the Canada Green Building Council's LEED standard. The community as a whole has garnered top LEED Platinum ranking which was awarded the highest LEED point total in the world (Phase I Platinum Rating: 63 points of a total of 70).

The 15-acre brownfield development, which is 23 per cent complete and backed by credit union Vancity, also includes a privately owned district biomass plant for heat and hot water. The site generates its own heat through a cogeneration plant, treats its own sewage and reuses all wastewater throughout the site and contains over \$6 million of community amenities, including social housing.

The sewage plant cost \$3 to \$4 million to build and about \$300,000 a year to operate. It occupies four levels, including 30 feet underground, and is now running at about 25 per cent capacity. The facility was engineered by consultants WorleyParsons, and is operated by Corix.

Hartland Landfill and Learning Centre: Foundation Organics Compost Operation and Gas to Electricity Plant.

Host: Drew Fafard, Manager – Hartland Operations, Capital Regional District

Time: 2.5 Hours

Take a tour of the active face of the Hartland Landfill and stop in at the learning centre to learn about the Capital Region's organic compost program. The Capital Region has also capitalized on the methane gas produced when oxygen mixes with decomposing garbage. Since 1991, Hartland has been collecting this gas using a network of wells and pipes. Until recently, the landfill gas was burned using a flare to reduce GHGs.

In 2003, a landfill gas-to-electricity plant was built next to the flare station to utilize the methane in the landfill gas to produce electricity. The facility now produces close to 1.6 megawatts of green power – enough electricity to supply about 1,600 homes.

A public-private partnership was undertaken to develop the landfill-gas-to-electricity plant. Maxim Power Corporation built and operates the facility and sells the power to BC Hydro. The Capital Region District owns 70% of the equipment and leases it back to Maxim. In return for the landfill gas, Maxim pays a royalty to the CRD. Maxim develops, owns and operates other environmentally-sound power plants and commissioned a similar facility at the City of Vancouver landfill in Delta.

WEDNESDAY, MAY 29

City Centre Park and Westhills Development - Langford's Highly Successful and Livable Developments.

Host: Mr. Jim Bowden, City of Langford Administrator; Mr. Mike Leskiw, Manager of Parks and Recreation for the City of Langford; and Mr. Rohan Rupf, Marketing Manager for Westhills

Time: 3 hours

Tour the state of the art \$25 Million facility geared to one stop recreation for the citizens of Langford and hear the story of how this four year project came to fruition. Delegates will see the combination (NHL size) ice arena and bowling centre, Family Fun Park and Playzone, Bear Mountain Stadium and Goudy Field (home to Rugby Canada) which caps off the four year build-out of City Centre Park.

In the Community Centre's Arena, roller and ball hockey leagues play for glory. Lacrosse teams duke it out on the dry floor. And the Eves of Destruction, Vancouver Island's own roller derby league, compete for points and bruises.

From City Centre Park, continue on to the neighbouring Westhills development lands encompassing 209 hectares (517 acres) of rolling sloped lands, knolls, and rocky outcroppings in the City of Langford.

The Westhills Master Plan embodies the goal of creating a unique, large-scale master-planned community based on principals of social and environmental sustainability. Major guiding factors of the design and implementation of Westhills are: considerations of location, alternative transportation modes, environmental preservation, community agriculture, water efficiency, energy and atmosphere (with geo thermal district energy), materials and resources, and indoor environmental quality. These characteristics are demonstrated in the creation of approximately (6 million square feet) 6000 new residential units, with supporting commercial, civic and educational facilities.



WEDNESDAY, MAY 29

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

Live Action Executive Coaching Workshop

Cost: \$25.00/person

This workshop will provide participants with an opportunity to receive coaching on current and important issues and to develop an appreciation of the coaching process. During the session participants will have the opportunity to identify key personal, leadership or business issues that they are currently facing. Participants, using a coaching approach, will then help each other obtain clarity on what needs to be achieved and what they need to do to achieve it. As part of the session summary, the scope of issues discussed will be consolidated to provide the group an indication of the nature of issues that are impacting municipal leaders across Canada.

About the speaker:



Robert Cooke is an executive and executive team coach who, over the last 25 years, has helped executives and executive teams to improve their personal, business and team performance. Through one-on-one coaching, the design and facilitation of team sessions and the provision of advisory support he has helped executives to focus on the right issues, clarify business direction, develop and implement business transformation initiatives and to improve personal, leadership and business performance.

Rob also brings extensive consulting experience in the design and implementation of shared services and alternative service delivery initiatives. He is the co-author of the highly successful book, "Shared Services: Mining for Corporate Gold", (Prentice Hall 2000) and the author of multiple papers focused on enhancing alternative service strategies and performance. His recent papers "Unlocking the Value of Shared Services" and "Optimizing the Value of Mid to Back Office Processes and Internal Services" were prepared for the Treasury Board of Canada.

Rob's clients include executives from the Federal, Provincial and Municipal governments, Crown Corporations and the Financial Services, Health Care and Utility sectors. Rob has a Master's Degree in Business Administration from York University and is a Certified Executive Coach. He was recently Board Chair of the Victoria Hospitals Foundation and Vice Chair of the Board of Governors of Glenlyon Norfolk School.

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

CAMA Board Meeting (2013-2014 Board)

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

President's Dinner Reception



#CAMA2013

WEDNESDAY, MAY 29

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

President's Dinner



CAMA President, Mr. Ron Shaw, will end the Conference with a wonderful dinner and a live performance by entertainer Tracey Bell. Ms. Bell has performed her critically acclaimed show "**8 Divas in 44 Minutes**" for hundreds of diverse groups from all over the world. Her show inspires the entire audience to play dress-up and make-believe. It is a fantasy concert where guests turn into co-stars. In this fast-paced musical revue, Tracey Bell transforms from Janis Joplin, to Liza Minelli, Cher, Madonna, Marilyn Monroe, Celine Dion, Lady Gaga and others.

Enthusiastic audience members become part of this very interactive & hilarious show helping the divas with dance steps, air guitar and many more aspects of the performance.

10:00 p.m. to Midnight.

Hospitality Suite at The Sticky Wickett (located at 919 Douglas Street)



COMPANION PROGRAM

Full 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

Companion of a CAMA Member (Municipal)	\$195.00 + Tax
Companion of a Non-Member (Municipal)	\$195.00 + Tax
Companion of an Affiliate CAMA Member (Non-Municipal)	\$225.00 + Tax
Companion of a Non-Member (Non-Municipal)	\$250.00 + Tax

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

****"Non-Municipal"** refers to all other individual

*Please note that 12% HST will be charged prior to April 1st, 2013 and only 5% GST after this date as legislated by the Province of British Columbia.

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

Additional Companion Tours

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

Tuesday, May 28, 2013

9:00 a.m. to 4:00 p.m.

Cost: \$75.00/person

The day will start at 9:00 a.m. by departing the Fairmont Empress by private coach to the Butchart Gardens (www.butchartgardens.com) where a leisurely walk will be enjoyed through over fifty acres of floral finery. Each year over one million bedding plants in some 700 varieties are used throughout the Gardens to ensure uninterrupted bloom from March through October. Time will be provided to browse through the gift shop. The group will then travel on to the Sea Cidery (www.seacider.ca) for a guided tour of the orchard and cider making facilities, followed by a cider tasting paired with a lunch sized selection of local cheese and charcuterie (vegetarian options are also available). After lunch, there will be a self-guided tour of the Shaw Ocean Discovery Centre (www.oceandiscovery.ca) with oceaneers on site to answer any questions about the underwater wonders. This Centre is located at the far end of the main street in Sidney (www.sidney.ca) which is lined with shops in this quaint seaside town in which guests can end the day with lots of shopping.

COMPANION PROGRAM

Wednesday, May 29, 2013

9:00 a.m. to 2:00 p.m.

Cost: \$45.00/person (not including lunch)

The day begins with a tour of the Parliament Buildings which are the dominant feature of the waterfront of Victoria located on the banks of the Inner Harbour and constructed in 1893. A bus will be waiting to travel to the Greater Victoria Art Gallery (<http://www.aggv.ca>) for a tour of a lovely and interesting art display in a quaint downtown neighbourhood in which the grounds also include Spender House (built in 1890) and the Asian Gardens. The group will then move on to tour Emily Carr House (<http://emilycarr.com>), a national and provincial historic site dedicated to art, writings and the life of the renowned Canadian icon Emily Carr. Her House and Craigdarroch Castle (www.thecastle.ca) were built between 1887 – 1890 for Robert Dunsmuir, a Scottish immigrant who made his fortune from Vancouver Island coal. This legendary mansion overlooks the City of Victoria. The day will end with an Inner Harbour Ferry Tour to the Spinnakers Brewpub (www.spinnakers.com) for lunch overlooking the water.



LGMA-CAMA E-LEARNING WEBINARS



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- Our presenters are seasoned local government and public sector professionals – as employees, consultants and instructors.

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- Our informative and interactive webinars are \$150 (plus tax) per participant – a bargain when compared to the cost of time and travel to attend a similar course in person.
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- Plus our personable instructors are available after to discuss any items of particular interest to you.

Sign up today!

- For a complete list of all webinar topics and to sign up for your webinar, visit www.camacam.ca
- Popular topics include: Planning for Successful Citizen Consultation, Enhancing Leadership Skills, Negotiation Skills, Having Difficult Conversations, Essential Supervisory Skills, Interpersonal Skills, Media Relations, Communication Planning, and Social Media.

Note for International Institute of Municipal Clerks (IIMC) Members:

This webinar series qualifies for 0.5 (one-half) MMC, CMC, and CMC Recertification point per two contact hours. We welcome participation from IIMC members in the United States and other provinces in Canada.

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