



# Thriving in Turbulent Times



May 28-30, 2012  
TCU Place  
Saskatoon, Saskatchewan

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## Accommodations



The CAMA block of rooms at the Hilton Garden Inn (located a half block from TCU Place where the Conference sessions will be held), has **sold out**. Other hotel recommendations located approximately five blocks from TCU Place are as follows:

- Delta Bessborough, 601 Spadina Crescent East, 306-244-5521
- Sheraton Cavalier, 612 Spadina Crescent East, 306-652-6770
- Radisson Hotel Saskatoon, 405 20<sup>th</sup> Street East, 306-665-3322

Also located directly across from TCU Place is the Holiday Inn opening on April 1, 2012. Accommodations can be booked by visiting the website ([www.holidayinn.com](http://www.holidayinn.com)) and searching for Holiday Inn Pacific Avenue or by calling 1-306-986-5000 (Select Option #1 or #3).

Plan to stay a little bit longer in Saskatoon! Visit [www.tourismsaskatoon.com](http://www.tourismsaskatoon.com) to find information on all of the amazing things to see and do before or after the CAMA Conference!

Learn more about Saskatoon at the Registration Desk and the Tourism Saskatoon booth. The hours are as follows:

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



# Conference Registration Information

## **REGISTRATION FEES**

|                                       |                                     |
|---------------------------------------|-------------------------------------|
| CAMA Member (Municipal)               | \$575.00 + \$28.75 GST = \$603.75*  |
| Non-Member (Municipal)                | \$675.00 + \$33.75 GST = \$708.75*  |
| Affiliate CAMA Member (Non-Municipal) | \$875.00 + \$43.75 GST = \$918.75** |
| Non-Member (Non-Municipal)            | \$975.00 + \$48.75 = \$1023.75**    |

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

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

Registration fees include all Conference sessions, a complimentary delegate gift, Trade Show, Opening Reception, breakfasts, breaks, lunches, Casual Night Out at the Western Development Museum, 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 as follows:

|  |                                |
|--|--------------------------------|
| CAMA Members (Municipal) and Non-Members (Municipal) | \$10.00 + \$0.50 GST = \$10.50 |
| Affiliate CAMA Members (Non-Municipal)               | \$25.00 + \$1.25 GST = \$26.25 |
| Non-Members (Non-Municipal)                          | \$35.00 + \$1.75 GST = \$36.75 |

### **Retired Member/Municipal Intern Fee** **\$150.00 + \$7.50 GST = \$157.50**

Registration fee includes all Conference sessions, a complimentary delegate gift, Tradeshow, Opening Reception, breakfasts, breaks, Casual Night Out at the Western Development Museum, and the Hospitality Suites. At an additional cost, tickets can be purchased to the lunches, the Study Tours, and the President's Dinner.

### **Links to Registration**

Delegates Registration: <http://www.civicinfo.bc.ca/event/cama2012.asp>

Companions Registration: [http://www.civicinfo.bc.ca/event/cama2012\\_partners.asp](http://www.civicinfo.bc.ca/event/cama2012_partners.asp)

Golf Registration: [http://www.civicinfo.bc.ca/event/cama2012\\_golf.asp](http://www.civicinfo.bc.ca/event/cama2012_golf.asp)

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

**ALL CONFERENCE SESSIONS ARE HELD AT TCU PLACE, UNLESS OTHERWISE SPECIFIED.**

*Thanks to our Gold Sponsors*



# CAMA President's Message



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

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 "Thriving in Turbulent Times" including leadership sessions in community engagement, performance management and international trends. We will also take time to 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 Willows Golf Club, a tour of the Uranium/Potash Mine or learning how to square dance at Champetre County. Enjoy Casual Night at the Western Development Museum with entertainment by the Yevshan Ukrainian Folk Ballet Ensemble along with a comedic hypnosis show by entertainer Mr. Wayne Lee at the President's Dinner. There is also an amazing Companion's Program including a Gallery Crawl, a trip to the Berry Barn Ranch and a one of a kind experience at Wanuskewin Heritage Park.

We are extremely grateful to Co-Chairs Catherine Gryba and Janice Mann and the Saskatoon team, under the direction of City Manager, Mr. Murray Totland for their dedication and support to our Conference.

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

See you in Saskatoon!

A handwritten signature in black ink that reads "Jim Toye". The signature is fluid and cursive.

Jim Toye  
CAMA President



# Mayor's Message



On behalf of my colleagues on City Council and the citizens of Saskatoon, I am very pleased to extend warm greetings to delegates attending the 2012 Canadian Association of Municipal Administrators Annual Conference. We are delighted to host municipal leaders from across Canada in our city and showcase some of our city's programs and innovations.

The Annual CAMA Conference presents a valuable forum encouraging dialogue, insight, and information sharing for municipal administrators. This year's Conference, with the theme "Thriving in Turbulent Times," will offer sessions to assist municipal leaders in building strong, sustainable, and prosperous cities. It is my hope that everyone in attendance will benefit from the opportunities for professional development and networking.

While in Saskatoon, I invite you to enjoy the experiences which our city has to offer. Saskatoon is home to wonderful cultural and recreational amenities, diverse shopping and dining establishments, and world-class hospitality.

Once again, welcome to Saskatoon. Please accept my best wishes for a successful and productive conference.

A handwritten signature in black ink that reads "Donald J. Atchison". The signature is written in a cursive, flowing style.

Donald J. Atchison  
Mayor



# Welcome to Saskatoon



I am pleased to welcome the members of the Canadian Association of Municipal Administrators to Saskatoon – Canada’s 21<sup>st</sup> Century City. We are excited to be able to host the Conference and showcase to CAMA delegates the great things that are happening in one of Canada’s fastest growing cities. With a population approaching 250,000 and an economy expected to expand by over 4% this year, Saskatoon is experiencing growth and economic prosperity like never before.

What’s causing this growth? Quite simply, Saskatoon is a great place to live – according to a Global News survey – 91% of our citizens agree. Low property taxes and an abundance of jobs are contributing, but there’s so much more. Government and private sector investments are helping create new opportunities for the community, new commercial, residential and retail investment, and more arts, culture and recreational amenities for people to enjoy.

Through this Conference, you’ll learn about some of the ideas, projects, and programs we’re building and investing in to sustain the economic prosperity we are experiencing, to enhance social equality among our citizens, and to increase our environmental responsibility.

I look forward to sharing with you how our integrated approach to growth and municipal service delivery is being shaped by all of us, for all of us, so that we continue to “thrive in turbulent times”. We’re investing what matters most to the citizens of Saskatoon, using the best solutions to create a highly desirable and sustainable 21<sup>st</sup> Century City, able to attract, nurture, and retain the best and the brightest from across Canada and the world.

The Organizing Committee has prepared a dynamic and thoughtful Conference to ensure that your experience in Saskatoon will be memorable. On behalf of the more than 4,200 employees who work for the City of Saskatoon, I extend a warm Saskatoon welcome.

A handwritten signature in black ink, which appears to read "M. Totland".

Murray Totland, P. Eng., MBA  
City Manager



# Pre-Conference Day

## Monday, May 28, 2012

|   |                               |
|---|-------------------------------|
| <b>Potash Mine Tour &amp; Lunch at the Berry Barn</b> | <b>7:15 a.m. - 2:00 p.m.</b>  |
| <b>Golfer's Breakfast</b>                             | <b>7:15 a.m. - 8:30 a.m.</b>  |
| <b>Shotgun Start at The Willows Golf Club</b>         | <b>8:30 a.m.</b>              |
| <b>Champetre County Tour</b>                          | <b>10:00 a.m. - 2:30 p.m.</b> |
| <b>Trade Show Exhibitor Set-up</b>                    | <b>11:00 a.m. - 3:00 p.m.</b> |
| <b>Conference Registration</b>                        | <b>12:00 p.m. - 8:00 p.m.</b> |
| <b>Interprovincial Association Meeting</b>            | <b>4:00 p.m. - 6:00 p.m.</b>  |
| <b>First Time Delegates Reception</b>                 | <b>6:00 p.m. - 7:00 p.m.</b>  |
| <b>Opening Reception at Trade Show</b>                | <b>6:30 p.m. - 10:00 p.m.</b> |
| <b>Hospitality Suite</b>                              | <b>10:00 p.m. - Midnight</b>  |

Golf Sponsored by:



# Monday, May 28

*7:00 a.m. to 4:15 p.m.*

## **CAMA Golf Tournament - The Willows Golf Club**

***Sponsored by IBM Canada***

The Willows is Saskatchewan's premier 36 hole public golf course. Whatever your skill level you will enjoy the challenge provided by the rolling dunes-style course. With four sets of tee boxes on 36 holes, beautiful lakes, silica bunkers and two signature holes, the Island Green and Xena Peninsula Green, both surrounded by water, The Willows challenges both novice and accomplished golfers alike. Start your day early by departing the Hilton Garden Inn at 7:00 a.m., enjoy a continental breakfast at 7:15 a.m. and drive away in your shared power cart at 8:30 a.m. with a shot-gun start. End your day with a BBQ Lunch and lots of prizes!

The cost per participant includes transportation to the course, green fees, the use of a golf cart, continental breakfast and BBQ lunch.

|  |                                   |
|--|-----------------------------------|
| CAMA Members (Municipal)               | \$150.00 + \$7.50 GST = \$157.50  |
| Non-Members (Municipal)                | \$150.00 + \$7.50 GST = \$157.50  |
| Affiliate CAMA Members (Non-Municipal) | \$175.00 + \$8.75 GST = \$183.75  |
| Non-Members (Non-Municipal)            | \$200.00 + \$10.00 GST = \$210.00 |

The rental of golf clubs will be available for \$42.00 (\$40.00 + \$2.00 GST +\$2.10 PST) and can be reserved on the on-line registration form.

*7:15 a.m. to 2:00 p.m.*

## **Potash Mine Tour & Lunch at the Berry Barn (\$50.00) - *Maximum 20 participants***

A visit to Saskatoon would not be the same without a tour of the Cory Potash Mine operated by PotashCorp. PotashCorp is the world's largest fertilizer company by capacity, producing the three primary crop nutrients - potash, phosphate and nitrogen. As the world's leading potash producer, they are responsible for 20 percent of global capacity. With operations and business interests in seven countries, PotashCorp is an international enterprise and a key player in meeting the growing challenge to feed the world.

Participants will depart the Hilton Garden Inn at 7:15 a.m. and be ready to start the tour with their safety equipment at 8:00 a.m. At the conclusion of the tour at 12:00 noon, participants will escape the City and indulge in a delicious home-style meal topped off with Saskatoon berry treats at the Berry Barn. Following lunch, take a stroll and enjoy a breathtaking view of the South Saskatchewan River. The bus will arrive back at the Hilton Garden Inn at 2:00 p.m.

Please note that lunch at the Berry Barn is also being offered to the Companions as an additional tour on Tuesday, May 29<sup>th</sup>, 2012.





# Monday, May 28

*10:00 a.m. to 2:30 p.m.*

**Champetre County Tour (\$85.00)**

Participants will learn how to square dance, compete in Wild West competitions, enjoy a hayride and even have their photo taken in period costume. They will enjoy a unique western-style lunch of steak grilled to perfection by pitchfork topped with all the fixins. Be sure to mind your manners and be on the lookout for a few surprises, as the Sherriff is always watching.

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

**Conference Registration**

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

**Interprovincial Association Meeting**

*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 Tusq (located at 416 21<sup>st</sup> Street East)**

*Sponsored by Insituform Technologies*



# Conference Day One

## Tuesday, May 29, 2012

|  |                         |
|--|-------------------------|
| <b>Morning Run</b>                     | 6:00 a.m. - 7:00 a.m.   |
| <b>Conference Registration</b>         | 7:00 a.m. – 4:30 p.m.   |
| <b>Breakfast in the Tradeshow</b>      | 7:30 a.m. – 8:15 a.m.   |
| <b>Annual General Meeting</b>          | 8:15 am. – 9:00 a.m.    |
| <b>Opening Ceremonies</b>              | 9:00 a.m. – 9:15 a.m.   |
| <b>Opening Keynote</b>                 | 9:15 a.m. – 10:30 a.m.  |
| <b>Trade Show Refreshment Break</b>    | 10:30 a.m. – 11:00 a.m. |
| <b>Plenary Session</b>                 | 11:00 a.m. - 12:00 p.m. |
| <b>Long Service Awards Luncheon</b>    | 12:00 p.m. – 1:00 p.m.  |
| <b>Dessert and Coffee at Tradeshow</b> | 1:00 p.m. – 1:30 p.m.   |
| <b>Breakout Sessions</b>               | 1:30 p.m. – 2:45 p.m.   |
| <b>Trade Show Refreshment Break</b>    | 2:45 p.m. – 3:15 p.m.   |
| <b>Breakout Sessions</b>               | 3:15 p.m. – 4:30 p.m.   |
| <b>Women's Social</b>                  | 5:30 p.m. – 6:30 p.m.   |
| <b>Casual Night Out</b>                | 6:30 p.m. – 10:00 p.m.  |
| <b>Hospitality Suite</b>               | 10:00 p.m. - Midnight   |

# Tuesday, May 29

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

**Morning Run (Meet in the lobby of the Hilton Garden Inn)**

***5km & 10km routes***

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

**Conference Registration**

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

**Breakfast in the Tradeshow Area**

*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 Speaker - Changing People, Changing Places**

***Andrew Ramlo, Demographer, Urbanist, and Planning Consultant***

Over the next three decades, communities throughout Canada will experience change of an unprecedented character. Some changes will be driven by international shifts in economics and demographics, while others will be more local in nature. From a demographic perspective, some communities will experience significant increases in their populations; others will see their populations grow more slowly or even decline.

All communities, though, will see the faces of their residents change dramatically over the coming years, with more grey hair and a growing diversity of languages and cultures. Change will also characterize local economies; some communities will see traditional employment sectors grow, while others may see them displaced or reinvented as new industries and sectors expand. Interestingly, the changes that will characterize the communities within which municipal administrators work will also characterize the profession itself, from an aging workforce to shifting fiscal environments.

Join Andrew Ramlo, Director of Urban Futures, for an exploration of the international to local trends that will characterize Canadian communities in the coming years and how municipalities will need to adapt and respond to them.



# Tuesday, May 29

## About the speaker:



Andrew Ramlo is a prominent demographer, urbanist, and planning consultant. As director of Urban Futures Inc., Andrew carried out strategic management assignments for a wide range of private and public sector clients. Andrew has worked with many of Canada's leading developers, investors, and retailers as well as public sector clients, including many of Canada's most rapidly changing municipalities, public agencies and crown corporations. In working with such a broad range of clients, Andrew has recently been named one of *Business in Vancouver's* "Top Forty Under 40".

As a respected authority in his field, Andrew is also contributing author to over 40 of the Urban Futures Institute's research reports and participated in many of its public presentations. Research topics of note include: *The Context for Change: Demographics, Life Cycles, Economics, and the Lower Mainland of British Columbia Over the Next Four Decades*, *Changing People, Changing Participation: Demographic and Behavioural Trends as a Context*

for the Future of the Canada Pension Plan, 2001 to 2051 and *A Decade of Jobs and Pay in Canada: A Perspective on Canada's National and Regional Economies*.

Andrew is a member of the Planning Institute of British Columbia (PIBC) and has formerly held a position on PIBC Council. He has organized and taught courses for both UBC and Simon Fraser University (SFU), in addition to providing ongoing workshops and seminars for programs at the British Columbia Institute of Technology and SFU's City Program.

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

**Tradeshow Refreshment Break**

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

**Plenary Session - Canada and the New Economy**

***Paul Martin***



A veteran of Saskatchewan's media market Paul Martin has been covering this province for nearly 40 years in print, broadcast and electronic media. Most well known as a business commentator, he has his finger on the pulse of public and private sectors and the factors shaping this province that has gone from sleepy prairie to Canada's "IT" province dominating virtually every economic growth statistic in the nation in the past half-decade. He will welcome delegates to his home province and explain how Saskatchewan went from nowhere to somewhere in a few short years economically and how it impacted the psyche of an entire province in the process. He also will examine how all Canadians are facing the challenges of plying new economic waters as the traditional north-south nexus shifts to

one focused to the east – Far East - and Europe is spending its time in the debt's counsellor's office.



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

**Long Service Awards Luncheon**

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

**Dessert & Coffee in the Tradeshow Area**

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

**Breakout Sessions**

## **Session One**

**Transforming Saint John's Urban Heart - How Innovative Community Engagement Inspires a Bold Municipal Plan for a More Sustainable and Compact Saint John**

***Ken Forrest, Commissioner of Planning & Development, City of Saint John***

Almost 200,000 people move into the world's cities everyday and Canada is one of the most urbanized nations on Earth. Cities across Canada face a diverse and complex array of challenges. While some of our cities absorb exponential growth, other Canadian communities struggle with economic and population decline. Whether growing or not, our communities are trying to come to grips with long term sustainability from an economic and environmental perspective.

Saint John, New Brunswick is one of those Canadian cities that has struggled in recent decades. The City's population has declined by more than 20,000 people or more than 20% over the past four decades while the traditional industries that once propelled the regional economy have either disappeared or have had to radically transform their business models to adjust to the global economy. Despite the City's population decline, the community has continued to sprawl outward resulting in an ever-larger inventory of roads and municipal infrastructure without adequate revenue growth to help absorb increasing costs. Saint John last prepared a new municipal plan in the late 1960's. That Plan presumed significant population and economic growth that did not materialize. Infrastructure was built to implement the plan and these significant investments now sit under-utilized and deteriorating.

Saint John Common Council determined that now was the time to engage the community in a new conversation about the City's future. Council set an ambitious agenda for Plan SJ, and the City's Planning and Development Department was tasked with creating a bold municipal plan that pushes the envelope of small city urban planning in Canada. Council directed that Plan SJ include unprecedented levels of community engagement. Plan SJ used an



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urban storefront, youth engagement, a series of three videos, and a number of other innovative direct engagement techniques to stimulate a sometimes uncomfortable but very necessary dialogue about where the City is going. Plan SJ is scheduled to be considered (and hopefully adopted) by Council in January, 2012 and would establish strong controls on future growth and development. The Plan discontinues long-established City policy that allows rural residential development, it prohibits infrastructure extensions beyond a finite “Primary Development Area” and it directs that the City grow “smaller and smarter”, and “up but not out”.

Surprisingly, the intense public engagement process revealed that the City’s citizens were more ready for strong planning controls and a fundamental change in direction for the community than Council and the municipal bureaucracy. This conference session will detail the innovations in public engagement used in the Plan SJ process, provide a candid synopsis of what worked and what didn’t in facilitating the community conversation, and outline some of the key innovations in planning policy that emerged from the process. Plan SJ challenges the municipal corporation and citizens to change the way we live, work, and play to make Saint John a more sustainable city. The process offers valuable lessons for those cities that struggle with population and economic stagnation, but also will prove relevant to those municipal administrators facing the more enviable predicament of trying to positively influence rapid growth.

## About the speaker:



Ken Forrest is the Commissioner of Planning and Development for the City of Saint John, New Brunswick. Ken is responsible for the City’s corporate real estate function, geographic information system, heritage conservation program, and all aspects of long range and current community planning including Plan SJ, a two year, \$1 million effort to develop Saint John’s first new municipal plan in almost 40 years. Prior to joining the senior management team in Saint John, Ken held senior positions with Parkland Community Planning Services in Red Deer, Alberta as well as a number of roles with the City of Fredericton. Mr. Forrest holds an Honours degree in Political Science from the University of Alberta and a Masters degree in Urban and Rural Planning from Dalhousie University (TUNS). He is a full member of the Canadian Institute

of Planners and a Registered Professional Planner in the Province of New Brunswick as well as being a member of CAMA and ICMA.



## Session Two

### **Core Service Reviews: The Good, the Bad and the Ugly**

**Panelists: Murray Totland, Glen Davies, and Joe Pennachetti**

When managing the public purse, it is important to closely monitor how dollars are spent, and how to streamline services while still remaining effective. Core service reviews can provide useful feedback to help municipalities gauge what services should be offered, and how efficiently and effectively they are being delivered. Murray Totland (Saskatoon, Saskatchewan), Glen Davies (Regina, Saskatchewan), and Joe Pennachetti (Toronto, Ontario) will offer a panel discussion about the driving factors behind core service reviews, lessons learned, and how they can act as a barometer for City Administrators to identify priorities within their organizations.

### **About the speakers:**



**Murray Totland, P. Eng., MBA  
City Manager, City of Saskatoon**

Murray Totland serves as the City Manager for the City of Saskatoon - Saskatchewan's largest and fastest growing city.

Murray joined the City in 1982, and has held increasingly senior positions within the corporation. In 2004, he was selected as General Manager of the Utility Services Department where one of his goals was to change the organizational culture to be more accountable, responsive, and adaptive. In 2006, he was appointed General Manager of the Infrastructure Services Department where he adapted the change strategy to meet the requirements of this large, diverse department. In these capacities, Murray was responsible for delivering critical, multi-million dollar infrastructure projects, including the Circle Drive South project, which is currently under construction.

In January 2009, the Mayor and City Council appointed him to the position of City Manager. The slogan, "Striving for Excellence - Our Commitment to Keeping Saskatoon Special", is the principle by which he directs the City to undertake all activities. This means that the corporation endeavours to provide the best service possible to ensure that the community is safe, clean, and prosperous for all to enjoy.

Murray holds a degree in Civil Engineering and a Master of Business Administration, both from the University of Saskatchewan. He serves on the TCU Place Board, and is a member of the Board of Directors for the Centre of Excellence in Transportation and Infrastructure (University of Saskatchewan), and Communities of Tomorrow.



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

Prior to joining the City of Regina, Glen was a Principal with a management consulting firm for over four years. During his career as a management consultant he spent most of his time providing support and advice at the executive and Council level of municipalities of varying sizes across much of Canada.

Prior to consulting, Glen had a varied career within the municipal sector, having worked for a number of municipalities in Ontario and Alberta. Glen holds a Bachelor of Arts degree in Sociology and a Master of Arts in Social Policy both from McMaster University.

Glen is an accomplished municipal manager with over 30 years of experience with a number of different sized municipalities in three Provinces. He has had direct service delivery and managerial responsibility for a wide-range of municipal portfolios including 17 years as a CAO and senior manager.

His interests are largely in the areas of governance design and relationships; policy; organizational assessment, design and effectiveness; strategic planning; change management and continuous improvement. Glen has a proven track record in affecting positive change, building strong teams and strategic partnerships. He believes strongly in an open and trusting work environment characterized by collaborative relationships, empowerment and accountability.

Glen has maintained a long standing membership in the International City Management Association, the Canadian Association of Municipal Administrators and the Institute of Public Administration of Canada.



**Joseph P. Pennachetti**  
**City Manager, City of Toronto**

Mr. Pennachetti has more than 30 years of municipal public service. He joined the City of Toronto as Chief Financial Officer in January of 2002 and was appointed City Manager of the City of Toronto in October of 2008.

Most recently, Mr. Pennachetti has led Toronto through a service review program that included a core service review by the City, combined with service efficiency studies for all major programs and a comprehensive user fee review all resulting in about a 10% reduction in City expenditures.

As the City's Deputy City Manager and Chief Financial Officer, Mr. Pennachetti has contributed to the development and implementation of the financial controls and multi-year financial planning and reporting that have built a strong municipal public service and enhanced transparency across the organization. Over the past several years,





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the City has won many Government Finance Officers Association awards for the City's Long-Term Fiscal Plan, Budget and Annual Financial Report. These awards recognized that Toronto's financial planning and reporting presented clear examples of best practices on which other governments could base their work.

The 2005 Long Term Fiscal Plan, approved by Toronto City Council and implemented by Mr. Pennachetti and City staff, has resulted in Toronto receiving an upgraded credit rating and the delivery of the long term financial tools needed to improve the financial health of the City.

As Deputy City Manager and Chief Financial Officer, Mr. Pennachetti contributed to the enhancement of Toronto's business climate through a 15 year plan to reduce business property taxes and a 10 year plan to reduce property taxes on small business. This initiative, combined with reductions to water rates for industrial water users and the implementation of the Tax Increment Equivalent Growth program, will mean that Toronto can better compete within the GTA and has the flexibility it needs to attract and retain business.

Mr. Pennachetti has also worked on the City's numerous financing partnership agreements with the federal and provincial governments and the private sector, which have resulted in significant new infrastructure and transit being developed in Toronto.

Prior to joining the City of Toronto, Mr. Pennachetti was the Treasurer and Commissioner of Finance for the Regional Municipality of Peel for six years and immediately prior to that, he was the Treasurer and Commissioner of Finance for the Regional Municipality of York from 1990 to 1995. In addition, Mr. Pennachetti previously worked in the finance departments of the Regional Municipality of Durham and the City of Edmonton.

Mr. Pennachetti holds both a Bachelor of Commerce and Master of Business Administration and is a Certified General Accountant.



## **Moderator – Michael Atkinson**

Michael Atkinson is the Executive Director of the Johnson-Shoyama Graduate School of Public Policy. From 1997 to 2007, he served as the Provost and Vice-President Academic at the University of Saskatchewan. Michael is a graduate of the University of Alberta and holds a PhD from Carleton University. For 20 years, he taught at McMaster University in Hamilton, Ontario, where he also chaired the Department of Political Science and served as Associate Vice-President Academic.

Michael has published widely on topics related to corruption, ethics, decision-making, and higher education. His work has won several awards and been reprinted in various anthologies. In the early 1990s, Michael served as editor of *Governance: An International Journal of Policy and Administration*. He is the incoming President of the Canadian Political Science Association.



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

**Tradeshow Refreshment Break**

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

**Breakout Sessions**

## Session One

**Social Media and Your Municipality: Embrace the Possibilities**

**Panelists: Alycia Morehouse, Philippe Leclerc, Dr. Ian Wilson**

It can be challenging to wade through the new world of social networking tools, and online communications. Digital media expert, Dr. Ian Wilson from the University of Waterloo Stratford Institute headlines this panel discussion with Philippe Leclerc from the City of Regina, and Alycia Morehouse, CAMA's Social Media Specialist, and President of 21inc., to discuss what tools and techniques are at the forefront of social networking, and how municipalities are using social media tools to enhance their communications arsenal. This session will also take a look at how CAMA has embraced a social media strategy to better connect with its members, affiliates and partners.

### **About the speakers:**



**Alycia Morehouse**  
**CAMA Social Media Specialist**  
**President, 21inc.**

Alycia holds a Bachelor of Business Administration from UNB, in Marketing and Psychology. She has worked for the City of Fredericton since 2005, in Economic Development, and now as the City's Climate Change Coordinator, dedicated to the coordination of environmental programming, education, and public awareness.

Alycia was named to the 2008 cohort of 21inc's 21 Leaders for the 21<sup>st</sup> Century program, being selected as one of New Brunswick's brightest leaders of the future. Alycia currently sits as President of the Board of Directors for 21 Inc. She is also working with the Canadian Association of Municipal Administrators as Social Media Specialist.

Alycia's passion is the environment, and ensuring that future generations have a prosperous and sustainable environment in which to live.



# Tuesday, May 29



**Philippe Leclerc**  
**Interactive Communications Manager**  
**City of Regina**

For the past fourteen years Philippe has helped lead organizations to re-assess their use of interactive technologies to improve business process and customer engagement.

Working for one of the original Interactive agencies (Modem Media) he was the lead consultant to HSBC Hong Kong & Citibank (Korea & Australia). He led the creation of Citibank's iCard site, a fully online managed credit card and a first for Citibank Korea.

He also led the re-build of HSBC's pension fund management site, resulting in over \$200k in savings within three months. In 2009 he launched an award-winning social media engagement campaign for the municipal elections. Following this he led the City's efforts to fully incorporate social media into its daily operations. The efforts resulted in a national gold medal from the prestigious Government Technology Awards 2011.

A certified usability analyst, Philippe is also the President of Saskinteractive, the interactive industry representative for Saskatchewan.



**Dr. Ian Wilson**  
**Executive Director**  
**University of Waterloo, Stratford Institute**

Dr. Wilson served as National Archivist of Canada, 1999 to 2004, and then as head of the newly amalgamated Library and Archives Canada. He retired in 2009 and received the unusual honour of being named Librarian and Archivist of Canada Emeritus. He is currently working with the University of Waterloo in establishing the Stratford Institute for Digital Media and has just completed a two year term as President of the International Council on Archives (2008-2010).

Dr. Wilson began his career as an archivist at Queen's University in Kingston, Ontario. He subsequently served as Provincial Archivist of Saskatchewan (1976-86) and Provincial Archivist of Ontario (1986-99), with responsibility for the Ontario public library system for four years. In 1999 he was appointed as the 7<sup>th</sup> National Archivist of Canada. With the then National Librarian, Roch Carrier, he planned and led the amalgamation of the two institutions as Library and Archives Canada. Dr. Wilson was appointed the first head of the new innovative institution, focused on developing the country's documentary heritage in all media and on providing suitable access to citizens, exploring the extensive use of web-based services.



# Tuesday, May 29

On the international scene, Dr Wilson was elected President of the CITRA in 2000 as a vice-president of the International Council on Archives and chairing the CITRA meetings in Iceland (2001), Marseilles (2002) and Cape Town (2003). In 2008 he was elected President of the ICA, representing the international archival community in conferences from Seoul, to Tamarasset to Riga, Trondheim, Oslo, Paris, Austin, and Tokyo.

Dr. Wilson's career spans many areas, including archival and information management, university teaching and government service. He has worked diligently to make archives accessible and interesting to a wide range of audiences. While helping to safeguard the integrity of archival records and library services, he has encouraged public involvement and outreach. He has published extensively on history, archives, heritage and information management and has lectured nationally and internationally. He holds three honorary doctorates (York, Queen's and Saskatchewan), is a Member of the Order of Canada, and was appointed Commandeur de l'Ordre des Arts et des Lettres by the Government of France. He is also a fellow of the International Council on Archives, the Association of Canadian Archivists and the Society of American Archivists.

## **Moderator – Kathleen McNutt**



Kathleen McNutt is an associate professor and graduate chair at the Johnson-Shoyama Graduate School of Public Policy at the University of Regina campus. Her current research priorities include e-government, social media, environmental issues and network governance. Professor McNutt's research on e-government and virtual policy networks is concerned with public engagement, policy formulation and multi-level governance examining public process intelligence. Her research on network governance explores how modern democratic processes and policy development are influenced by new information communication technologies, globalization, internationalization and shifting public administrative cultures, which all affect international, national and sub-national policy contexts.

In addition, she is in the initial stages of developing an extensive research program on social media applications and functions among both government and third sectors organizations. Administratively, she serves the Johnson-Shoyama Graduate School of Public Policy in a number of different capacities, acting as the U of R campus' graduate chair, the faculty liaison for the student association, the chair of the Admissions and Scholarships Committee, and the academic director of IPAC Saskatchewan Regional Group Board. Professor McNutt regularly facilitates workshops for the school's executive training program and works with various levels of government on Web-related policy activity.



# Tuesday, May 29

## Session Two

### Lean Six Sigma

#### ***Murray Jamer, Director of Engineering & Public Works, City of Fredericton***

Municipalities across Canada are struggling with ways to cope with rising expenses and the options are limited. Elected officials are reluctant to raise taxes and are becoming increasingly aware that “cutting” often means deferring. Are there options for municipalities that don’t include raising revenues and cutting services. The City of Fredericton has started using Lean Six Sigma tools as part of an overall strategy for innovation and improvement. This overall strategy also includes a quality management system, performance measurements and reporting, and technology enhancement projects.

Lean Sigma and Six Sigma tools have been used by the private sector, particularly in manufacturing processes, for many years. Lean Sigma focuses on identifying and reducing waste in the workplace. Six Sigma involves reducing process variation through such methods as statistical process control. It is now common for companies to use a fusion of Lean Sigma and Six Sigma and the City of Fredericton has adopted the integrated Lean Six Sigma approach.

Four staff from the City of Fredericton have received “Green Belt” training in Lean Six Sigma and an Innovations and Improvement Team has been formed to initiate improvement projects throughout the organization. Murray Jamer has been asked to lead this Team. The City of Fredericton has established aggressive waste reduction targets and has already completed Lean Six Sigma projects in support of these targets. A number of departments are now using “5S” (Sort, Set in Order, Shine, Standardize, Sustain), one of the Lean Six Sigma tools, to organize their workplaces and provide a foundation for other efficiency projects.

Murray Jamer’s presentation will provide an overview of the Lean Six Sigma tools and how the City of Fredericton is using these tools to reduce waste and reduce costs.

### **About the speaker:**



Murray Jamer is a civil engineer and the Director of Engineering & Public Works at the City of Fredericton, New Brunswick. Drawing on 33 years of local and international experience, Murray is responsible for overseeing an annual budget of \$32 Million, and almost 170 employees mandated to manage the City’s critical infrastructure. In his strategic management role at the first municipality in New Brunswick to address the new Public Sector Accounting Board accounting regulations in 2008, Murray was instrumental in developing the City’s inventories and life cycle analyses for public works tangible capital assets. He has also acquired a reputation for developing efficiency improvements in municipal operations.

Murray was trained at the Green Belt level of Lean Six Sigma in 2011 and heads up the City of Fredericton’s Innovation and Improvement Team, whose mandate is to remove waste and reduce cost in the City’s overall organization.



# Tuesday, May 29

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

## **Women's Social**

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

## **Casual Night Out**

**Reception and Dinner at the Western Development Museum with a performance by the Yevshan Ukrainian Folk Ballet Ensemble.**

***Departure from the Hilton Garden Inn at 6:30 p.m. and return from Western Development Museum at 9:45 p.m.***



Saskatchewan boomed with economic activity from the turn of the century to 1914. Land-seekers flooded the west and towns grew almost overnight. 1910 Boomtown, the Western Development Museum's representation of a typical Saskatchewan town, captures the atmosphere and style of this bustling period.

Over thirty buildings portray community life - from the general store overflowing with everything from nails to gingham, to the blacksmith shop ringing with the sound of the hammer striking the anvil. Transport yourself back to a time when the clip clop of horses filled the air. You don't just visit this museum, you live it! Upon arrival, you will enjoy a wonderful street reception in "1910

Boomtown" followed by a Saskatchewan style buffet.

The evening will end with a fabulous performance by the "Yevshan Ukrainian Folk Ballet Ensemble". For over 50 years, Yevshan has thrilled audiences throughout the world, including performances in England, Sweden, Ukraine, CUBA and the United States performing in cities such as New York, San Diego, and Las Vegas. Yevshan has toured Canada on several occasions, performed at two World Fairs, and has thrice performed for Her Majesty Queen Elizabeth II. Yevshan will be embarking on another tour of Ukraine this summer and are eager to perform some of the dances which will make up a part of their performance in that country.

Yevshan, with its 30 dancers is under the artistic directorship of Mr. Vitali Sorokotiaguine) who was Ballet Master and Regisseur, from the Nadzbruchanka Dance Ensemble, Ternopil, Ukraine before making his home in Saskatoon. Vitali was honoured by Dance Saskatchewan as being someone who has "Dared to Dance" and who has changed the landscape of dance in Saskatchewan.

Delegates that would like to attend the hospitality suite after the Western Development Museum will be dropped off at Winston's English Pub & Grill enroute to the Hilton Garden Inn.

*10:00 p.m to Midnight*

**Hospitality Suite at Winston's English Pub & Grill (243-21 Street East)**

***Sponsored by Johnson Inc.***



# Conference Day Two

## Wednesday, May 30

|   |                         |
|---|-------------------------|
| <b>Morning Run</b>                            | 6:00 a.m. - 7:00 a.m.   |
| <b>Conference Registration</b>                | 7:00 a.m. - 2:30 p.m.   |
| <b>Plenary Session</b>                        | 8:15 a.m. - 9:30 a.m.   |
| <b>Panel Session</b>                          | 9:30 a.m. - 10:30 a.m.  |
| <b>Tradeshow Refreshment Break</b>            | 10:30 a.m. - 11:00 a.m. |
| <b>Closing Keynote</b>                        | 11:00 a.m. - 12:00 p.m. |
| <b>CAMA Awards of Excellence Luncheon</b>     | 12:00 p.m. - 1:15 p.m.  |
| <b>Closing Ceremonies and Tradeshow Draws</b> | 1:15 p.m. - 2:00 p.m.   |
| <b>Study Tours</b>                            | 2:30 p.m. - 4:30 p.m.   |
| <b>CAMA Board Meeting (2012-2013 Board)</b>   | 5:30 p.m. - 6:00 p.m.   |
| <b>President's Dinner Reception</b>           | 6:30 p.m. - 7:00 p.m.   |
| <b>President's Dinner</b>                     | 7:00 p.m. - 10:00 p.m.  |
| <b>Hospitality Suite</b>                      | 10:00 p.m. - Midnight   |

# Wednesday, May 30

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

**Morning Run (Meet in the lobby of the Hilton Garden Inn)**  
**5km & 10km routes**

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

**Conference Registration**

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

**Breakfast**

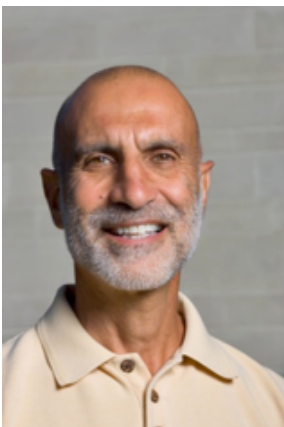
8:15 a.m. to 9:30 a.m.

**Plenary Session -**

**High Performance Government: Relationships Between Governing Bodies and Staff**  
***Dr. John Nalbandian, School of Public Affairs and Administration, University of Kansas***

This session will provide professional 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 look at scenarios, which illustrate values and decision-making in action. Topics will include the three characteristics of high performing governing bodies; the value conflicts inherent in the work of elected officials and the most effective partnership between the governing body and professional staff.

## **About the speaker:**



John Nalbandian, Ph.D., teaches in the School of Public Affairs and Administration at the University of Kansas. The School specializes in training students for careers in local government. *US News and World Report* has rated it as the number one local government academic program in the United States. In the 1990s, he served on the city council in Lawrence, Kansas (pop. 90,000), for eight years, including two terms as mayor. He has worked with elected officials, professional staff, and academic audiences throughout the United States, and in Canada, Australia, and the United Kingdom conducting workshops, training sessions and group facilitation. John has been recognized both as an “Elected Official of the Year” and “Public Administrator of the Year.” In 2008 he received a





university wide Kemper Foundation teaching award. In 2010 he received the Levine award for teaching, research and service given by the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration. He also received a Steeples award from the University of Kansas for lifetime service to Kansans. He is a Fellow in the National Academy of Public Administration. [www.goodlocalgovernment.org](http://www.goodlocalgovernment.org)

In 2007, John and his wife Carol were named by the National Forum of Black Public Administrators in the United States as "Educators of the Year." In 2008, the Lawrence, Kansas, Chamber of Commerce recognized both of them with the Buford Watson "Public Service" award.

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

## **Panel Session: Blazing the Trail: Canada's Next Generation of CAO's**

***Panelists: Marc Landry, Erin Beaudin, Eamon O'Flynn***

As baby boomers are moving into retirement, a new generation of leaders is coming onto the scene and into management roles. Marc Landry (Beaumont, Alberta), Erin Beaudin (District of Chester, Nova Scotia), and Eamon O'Flynn (Municipal Intern) offer some insight into what drew them to the municipal civil service, their education and training, challenges of being a young CAO, and how their mentors have supported them in their journey to becoming municipal administrators. Mr. Doug Lagore, City Manager for the City of Spruce Grove, Alberta will moderate this dynamic panel as they share their opportunities and challenges that come along with being the future of our profession.

### **About the speakers:**



**Marc Landry**  
**CAO**  
**Town of Beaumont, AB**

Marc has been the Chief Administrative Officer (CAO) of the Town of Beaumont, Alberta since January 2008. Beaumont is located in the Edmonton Capital Region and is one of the 20 fastest growing communities in Canada. Previously, he was the CAO of the Town of Bouctouche, NB for five and a half years. When he started in this position, he was the youngest person to occupy a CAO's position in Canada. He has completed an MBA and is now completing the ICMA Leadership Program.

Marc has also done extensive international work. He helped communities in Louisiana following hurricanes Katrina and Rita, worked with communities in South Africa, Mozambique and Swaziland and is now working with the District of Kothom in Cambodia on capacity building under FCM International. Being an active member of CAMA has given him the opportunity to learn from the best CAO's in the country, something that he truly values.



**Erin Beaudin**  
**CAO**  
**Municipality of the District of Chester, NS**

Erin has been the Chief Administrative Officer (CAO), with the Municipality of the District of Chester, Nova Scotia since 2009. She holds an Honours Bachelor of Arts degree from Mount Allison University, a Masters in Environmental Studies, in Local Economic Development from the University of Waterloo, and a Masters in Public Administration from the University of Victoria in British Columbia. She has also

completed Levels One and Two of the National Advanced Certificate in Local Authority Administration from Dalhousie University.

At the beginning of her career in the municipal civil service, Erin worked in economic development in rural Northern Ontario before moving to Prince Albert, Saskatchewan to take over as the Manager of Economic Development. She moved back East in 2005, returning to Nova Scotia as the Executive Director for the Kings Regional Development Authority; a position she held until becoming CAO for the District of Chester.

Erin enjoys spending her personal time running and competing in triathlons, and spending time with her three children, aged six, seven and eight.



**Eamon O'Flynn**  
**Municipal Intern**

Eamon O'Flynn is an aspiring municipal professional. His primary contribution to the municipal sector has been the completion of a graduate thesis on the municipal Chief Administrative Officer position – the largest study of the position in the Canadian context – and several accompanying articles. This study built a demographic profile of the municipal CAO position and argued that the position had evolved over the course of the last twenty-five years. This research, including a large-scale questionnaire and fifteen interviews, was conducted with the assistance of the Canadian Association of Municipal Administrators and numerous provincial municipal associations. A past participant in the

Ontario Municipal Internship Program, Eamon has continued to pursue academic and professional opportunities that will prepare him for a role in municipal management. He is currently employed as a Research Associate with the Sarnia Lambton Workforce Development Board.

# Wednesday, May 30



## **Moderator – Doug Lagore**

As City Manager/CAO Doug's role as the link between Council and administration is well served by his strong ability to bring the governance and administration teams together to work as one in a trusting and respectful environment.

Doug is a graduate of the University of Alberta Local Government Administration program and the University of Western Ontario Public Administration Program.

Doug has a broad background in both the private and public sector. He has over 30 years experience in the field of municipal government serving as CAO in Pine Point, NWT; Lacombe, AB; Edson, AB; Yellowknife, NWT; Salmon Arm, BC. Doug joined the City of

Spruce Grove as CAO in 2005.

Doug has served on several boards and committees throughout his career including Past President of the Canadian Association of Municipal Administrators; former President of the Local Government Administrators of Alberta; Founding President of the Northwest Territories Association of Municipal Administrators. Doug currently serves as the Chair of the Society of Local Government Administrators.

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

## **Tradeshow Refreshment Break**

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

## **Closing Keynote: Leading a High Performance Life**

***Yvonne Camus***



Yvonne Camus delivers a talk that will make you rethink workplace pressures, stress, and what it means to lead a high performance life. Despite daunting challenges, it is possible -- in fact, it is absolutely necessary -- to achieve high performance living. Stress, relentless and unremitting, is taking an enormous toll on our health. When our bodies and minds are exhausted, we find it hard to produce creative ideas. But it doesn't have to be this way. Drawing on the latest from nutrition, exercise, relaxation, and mindset -- the four pillars of health -- Camus presents a deeply relatable talk, full of effective real life strategies: the One Minute Meditation, the Mindful Eating Plan, and others. More than just a handful of tips on how to "reduce stress," this absorbing talk will help audiences fully incorporate healthy, high performance into every aspect of their lives.

## **About the speaker:**

Yvonne Camus is, hands down, one of North America's most astoundingly assured speakers. On stage, to rapt attention, and rapturous applause, she has shown hundreds of organizations how ordinary people, such as herself,



# Wednesday, May 30

can achieve extraordinary things. A deeply relatable speaker, Camus interweaves her personal experiences -- three young children, two decades as a business executive, a long athletic career -- into revelatory keynotes on human performance. It is simply impossible to overstate her impact on audiences.

Camus was a participant in the Eco-Challenge, the world championship of adventure racing conceived by Mark Burnett of *Survivor* fame. (Hers was the first rookie team to complete the grueling competition.) Punchy, deeply moving, and often humorous, Camus draws on her experiences to show you how to rise to the challenges of training, preparation, and execution. In the process, she helps you to see -- and to realize -- the potential for greatness in yourself, in your co-workers, and in your entire organization.

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

## **CAMA Awards of Excellence Luncheon**

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

## **Closing Ceremonies and Tradeshow Draws**

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

## **Study Tours (Capacity: 45 people/tour)**

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

### **Urban Reserves - From Partnerships to Prosperity**

The City of Saskatoon has been on the leading edge of facilitating Treaty Land Entitlement (TLE) claims, and enjoys positive working relationships with the more than ten First Nations that have selected TLE land in and around Saskatoon. Two properties in City limits have transferred to Reserve status; the first transferred in 1988, and the second in 2005. Urban Reserves are lands within a city that have been given Reserve status by the Federal Government and are governed by a First Nation. First Nations benefit significantly from Urban Reserves, which provide economic opportunity through new business and employment. Saskatoon also benefits from the spin-offs related to this economic growth. This tour will include visits to the Urban Reserves and TLE lands in Saskatoon and information on how the Reserves were created and how they operate in ongoing partnerships with the City.

### **Saskatoon's Housing Plan - Creative Initiatives to Increase Affordable Housing Availability**

The City of Saskatoon has been actively and creatively working with housing providers, community organizations, business, and all orders of government to support the housing market through incentives, good planning, and collaboration in creative initiatives to increase the supply of affordable housing. While the City does not typically build housing, it administers a number of programs designed to assist housing providers to increase the supply of affordable and entry-level housing. In 2008 the City developed a comprehensive housing plan which seeks to define where the City can be most effective in serving the community to meet the increasing need for more affordable and entry-level housing. The City also has a role in monitoring the condition of existing housing to ensure that homes throughout the city meet minimum health and safety standards. This tour will feature projects



# Wednesday, May 30

created under Saskatoon's affordable housing initiatives and including information about Home First inspections (conducted by Fire and Protective Services).

## **Science City – World Class Science and Innovation in Saskatoon**

Over the past 20 years, many significant developments within Saskatoon have inspired Saskatoon to become known as the Science City. This tour of the University of Saskatchewan will focus on joint projects in the field of science and innovation and will highlight such facilities as the Canadian Light Source Synchrotron, VIDO-InterVac, and Innovation Place. You will hear about each of the facilities as we drive through campus and you will have the opportunity to tour inside the CLS synchrotron research facility. Innovation Place is one of the most successful university-related research parks in North America and builds on the University's strengths in agriculture, information technology, and environmental and life sciences. The Canadian Light Source Inc. (CLS) is a world-class, state-of-the-art national synchrotron research facility and is one of the largest science projects in Canadian history. VIDO-InterVac is a pre-eminent research institute investigating infectious diseases and the development of effective methods to control infectious diseases of humans and animals.

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

**CAMA Board Meeting: 2012-2013 Board**

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

**President's Dinner Reception**

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

**President's Dinner**



CAMA President, Mr. Jim Toye, will end the Conference with a wonderful dinner and a "Live the Laughter" comedic hypnosis show by entertainer Mr. Wayne Lee. What does it mean to Live the Laughter? With Wayne Lee it means a highly interactive hypnosis show as unique as it is hilarious. It means gut splitting laughter and improbable scenes acted out by audience members no longer inhibited by their fears. More than a hypnotist, more than a speaker Wayne Lee delivers premium entertainment value with a message of empowerment that stays with participants long after the laughter fades.

*10:00 p.m. to Midnight*

**Hospitality Suite at Spadina Freehouse (608 Spadina Crescent East)**

*Sponsored by Canada Lands Company*



# Full Companion's Program

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

## **REGISTRATION FEES**

|   |                                     |
|---|-------------------------------------|
| Companion of a CAMA Member (Municipal)                | \$195.00 + \$9.75 HST = \$204.75*   |
| Companion of a Non-Member (Municipal)                 | \$195.00 + \$9.75 HST = \$204.75*   |
| Companion of an Affiliate CAMA Member (Non-Municipal) | \$225.00 + \$11.25 GST = \$236.25** |
| Companion of a Non-Member (Non-Municipal)             | \$250.00 + \$12.50 GST = \$262.50** |

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

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

Companions have the option of joining the delegates on the Study Tours for a cost of \$10.00 + GST.

## **ADDITIONAL COMPANION TOURS**

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

### **Tuesday, May 29<sup>th</sup>, 2012 - Gallery Crawl and Berry Barn Adventure (Cost: \$70.00)**

- 9:30 a.m. to 11:30 a.m. Visit to Galleries
- 11:30 a.m. to 2:00 p.m. Lunch at the Berry Barn
- 2:00 p.m. to 4:00 p.m. Visit to Galleries

Participants will visit the following six different cultural centres on a "Gallery Crawl" (three in the morning and three in the afternoon):

- **The Saskatoon Community Youth Arts Programming Inc. (SCYAP)** provides arts and cultural programming that addresses the social, educational and economic needs of youth at risk.
- **Mendel Art Gallery and Civic Conservatory** - Saskatoon's public gallery organizing local, national, and international exhibitions of historical and contemporary art.
- **Ukrainian Museum of Canada** - The Ukrainian Museum of Canada preserves and honours Ukrainian culture in Canada and is home to three galleries and a gift shop.
- **Diefenbaker Canada Centre** - The Diefenbaker Canada Centre (DCC) is a dynamic cultural institution existing to celebrate Canadian history. The DCC preserves and interprets core collections representing the life and times of John G. Diefenbaker, presents national and international cultural exhibitions and develops educational and public programming.



# Full Companion's Program

- **Rouge Gallery** is dedicated to the presentation and promotion of emerging as well as established Canadian artists. Media includes painting, textile, metal sculpture, photography, glass, wood and clay sculpture.
- **Darrell Bell Gallery** is a commercial gallery of contemporary Canadian art with an emphasis on professional Saskatchewan artists.

At lunch time, companions may choose to escape the City and indulge in a delicious home-style meal topped off with Saskatoon berry treats at the Berry Barn. Following lunch, take a stroll and enjoy a breathtaking view of the South Saskatchewan River.

## Wednesday, May 30<sup>th</sup>, 2012

### **8:30 a.m. to 9:30 a.m. - Walking Tour (Cost: \$10.00)**

Downtown History Gargoyle Gazing Walking Tour: An architectural insight into some of Saskatoon's monumental riverbank landmarks. Take a walk downtown to hunt for gargoyles and grotesques.

### **10:00 a.m. to 3:00 p.m.- Wanuskewin Heritage Park (Cost: \$50.00)**

With over 6,000 years of aboriginal history, Wanuskewin offers participants the opportunity to celebrate their heritage by offering a one-of-a-kind experience. Participants will learn to build a teepee brush up on their bow & arrows skills, create their very own dream catcher and view a live Aboriginal dance performance. A traditionally inspired lunch will be provided.

## CONNECT WITH



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[admin@camacam.ca](mailto:admin@camacam.ca)



If you're thinking of changing jobs, make sure you're making  
an **apples-to-apples** comparison between pension plans.



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Aon Hewitt, the global leader in human capital consulting and outsourcing solutions, is pleased to provide its Pension Portability Checklist and free consultation to all CAMA members:

[www.camacam.ca/en/MembersArea.asp](http://www.camacam.ca/en/MembersArea.asp)



Complete the checklist. Contact Aon Hewitt at [CAMA.pensionportability@aonhewitt.com](mailto:CAMA.pensionportability@aonhewitt.com).  
Conduct valid pension plan comparisons.  
It could make the difference between staying and going.