

CAMA 2010 CONFERENCE

Seizing Opportunities – Action Through Leadership



May 31 to June 2, 2010
Toronto, Ontario



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CAMA 2010 Conference Registration Information

CAMA Member, Future Member

Registration fees include all conference sessions, a delegate gift, Trade Show, Opening Reception, breakfasts, breaks, lunches, Casual Night Out at the Hockey Hall of Fame, Study Tours, President's Dinner and the Hospitality Suites. Retired Member registration fee includes all conference sessions, a delegate gift, Trade Show, Opening Reception, breakfasts, breaks, Casual Night Out at the Hockey Hall of Fame, and the Hospitality Suites. Tickets can be purchased for an additional cost to the lunches and the President's Dinner.

Links to Registration

Delegates Registration: <http://www.civicinfo.bc.ca/event/cama2010.asp>

Partners Registration: http://www.civicinfo.bc.ca/event/cama2010_partners.asp

Golf Registration: http://www.civicinfo.bc.ca/event/cama2010_golf.asp

Exhibitors Registration: http://www.civicinfo.bc.ca/event/cama2010_exhibitor.asp

Online registration services will be available until May 24, 2010.

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

Learn more about the City of Toronto at www.toronto.ca

Registration and Toronto booth hours

- Sunday, May 30, 4:00 p.m. to 8:00 p.m.
- Monday, May 31, 6:15 a.m. to 6:45 a.m. and 12:00 noon to 8:00 p.m.
- Tuesday, June 1, 7:00 a.m. to 4:00 p.m.
- Wednesday, June 2, 7:00 a.m. to 2:30 p.m.

CAMA Board of Directors Meeting

Sunday, May 30, 2010, 9:00 a.m. to 5:00 p.m.

Early Bird Registration

Sunday, May 30, 2010, 4:00 p.m. to 8:00 p.m.





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 Toronto.

Our Annual Conference 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.

The Board recognizes the importance of our Annual Conference and as a result commits significant time and resources towards its organization. This year's theme is "Seizing Opportunities – Action Through Leadership" including leadership sessions in civic engagement, municipal finance and governance. We will also take time to celebrate the best in Canadian municipal government with the Workplace Learning Awards and the CAMA Awards of Excellence. This year's social program includes the ever-popular golf tournament at the Royal Woodbine Golf Course, Casual Night Out at the Hockey Hall of Fame, a bike ride through Toronto and our very first East vs. West CAMA hockey game.

We are extremely grateful to the Toronto team under the direction of City Manager, Mr. Joseph P. Pennachetti for their dedication and support to our Conference.

This year's conference will be very popular – I invite you to use our online registration system to reserve your spot now.

See you in Toronto!

Chris MacPherson
CAMA President



A Message from the Mayor

It gives me great pleasure to extend greetings to delegates attending the 39th annual Canadian Association of Municipal Administrators (CAMA) 2010 conference, Seizing Opportunities – Action through Leadership.

Municipalities are global leaders in environmental sustainability and are making a significant impact on economic prosperity and service innovation. I am delighted that the City of Toronto can showcase some of its unique programs to CAMA delegates during this conference and create forums for information sharing and professional development amongst our national municipal managers.

Toronto is the most multicultural city in the world, and as a proud resident, I encourage everyone to explore and experience its diversity. Our waterfront offers miles of green parkland and boardwalks bustling with activity on the shores of Lake Ontario. With an amazing collection of art galleries, museums, distinctive neighbourhoods, cuisine from all corners of the world and lively entertainment, Toronto will be a proud and vibrant host for this annual conference.

On behalf of Toronto City Council, please accept my best wishes for a successful event and continued success.

Yours truly,

Mayor David Miller



A Message from the City Manager

I am pleased to welcome the members of the Canadian Association of Municipal Administrators (CAMA) to Toronto for the 2010 annual conference. Toronto is a city of 2.6 million people and we are excited to be able to host the conference and showcase our amazing attractions, culinary diversity, sports, shopping and architecture to CAMA delegates.

The conference also allows us the opportunity to share ideas, projects and programs with each other. By participating in the conference and through experiencing Toronto first hand we hope to share with you the City of Toronto's approach to municipal service delivery in our current challenging global economic climate.

I believe that Toronto offers you a good opportunity to see policy and programs in action in a larger urban context. The City has many examples of innovative projects that are not only partnerships between all three orders of government, but also with the private sector. I look forward to sharing these initiatives with you and showing you how we use a neighbourhood approach in implementation.

Our organizing committee has prepared a dynamic and thoughtful 2010 conference to ensure that your experience in Toronto will be memorable. On behalf of the more than 48,000 employees who work in the City of Toronto's divisions, agencies, boards and commissions I would like to extend a warm welcome.

Sincerely,

Joseph P. Pennachetti



Monday, May 31, 2010 Pre-Conference Day

Day at a glance

Pre-Golf Registration	6:15 a.m. – 6:45 a.m.
Golfer's Breakfast	7:00 a.m. – 7:40 a.m.
Shotgun Start at Royal Woodbine Golf Course	7:45 a.m.
Cycling Tour	10:00 a.m. – 1:00 p.m.
Trade Show Exhibitor Set up	11:00 a.m. – 3:00 a.m.
Conference Registration	12:00 p.m. – 8:00 p.m.
Interprovincial Association Meeting	4:00 p.m. – 6:00 p.m.
First-time Delegates Reception	6:00 p.m. – 7:00 p.m.
Opening Reception at Trade Show	7:00 p.m. – 10:00 p.m.
Hospitality Suite	10:00 p.m. – 12:00 midnight

6:15 a.m. to 7:30 a.m.

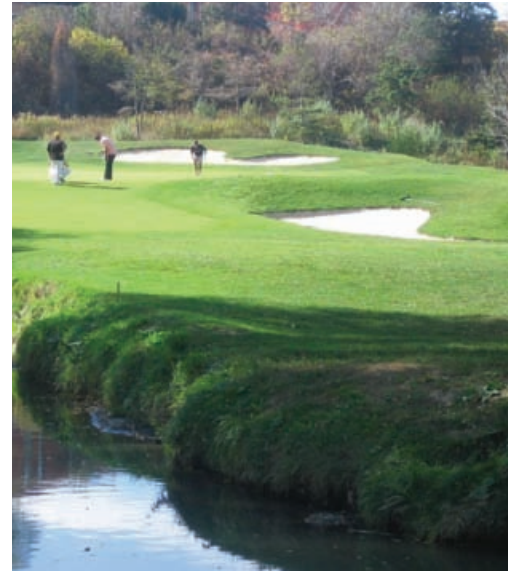
Pre-Golf Registration

CAMA Golf Tournament – Royal Woodbine Golf Course

Cost: \$140 plus GST per participant (includes the use of a golf cart, continental breakfast and lunch). Shotgun start at 7:45 a.m.

Discover Royal Woodbine Golf Club tucked away next to Mimico Creek. Just a short drive away from downtown Toronto, the course provides a satisfying game of golf – high and low handicappers enjoy an equally rewarding time on the greens.

Designed by Dr. Michael J. Hurdzan, Royal Woodbine Golf Club offers a winding course that travels up and down Mimico Creek; water comes into play on all of the 18 holes. Challenging with a superbly conditioned track, the course runs 6,446 yards from the tips.



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

CAMA Cycling Tour Through Toronto

Cost: \$35 plus GST per participant (includes bicycle rental and boxed lunch)

With over 200 km of paths and trails Toronto provides cyclists the unique opportunity to explore the City tucked away from the busy city streets. This half-day excursion will be led by guides. Participants will enjoy riding along portions of Toronto's Waterfront Trail and Don Trail while exploring many other interesting features of Toronto's park land and green spaces.

Each participant will get a boxed lunch. The group will stop for a short lunch break.



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

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

Opening Reception at Trade Show sponsored by Molson Coors Canada

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

Hospitality Suite sponsored by Insituform Technologies Ltd.

Tuesday, June 1, 2010 Conference Day 1

Day at a glance

Breakfast	7:30 a.m. – 8:30 a.m.
Annual General Meeting	8:30 a.m. – 9:15 a.m.
Opening Ceremonies	9:15 a.m. – 9:30 a.m.
Opening Keynote Speaker	9:30 a.m. – 10:30 a.m.
Trade Show Refreshment Break	10:30 a.m. – 11:00 a.m.
City of Toronto Panel Session	11:00 a.m. – 12:00 noon
Workplace Learning Awards Luncheon	12:00 noon – 1:00 p.m.
Dessert/Coffee in the Trade Show Area	1:00 p.m. – 1:30 p.m.
Breakout Sessions	1:30 p.m. – 2:30 p.m.
Trade Show Refreshment Break	2:30 p.m. – 3:00 p.m.
Breakout Sessions	3:00 p.m. – 4:00 p.m.
Reception Hosted by OMAA for Ontario Delegates	5:00 p.m. – 7:00 p.m.
Casual Night Out – Hockey Hall of Fame	7:00 p.m. to 10:00 p.m.
Hospitality Suite	10:00 p.m. to 12:00 midnight

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

Breakfast sponsored by CSA Standards

“Foundations of Governance: Municipal Government in Canada’s Provinces”, a book published by the University of Toronto Press

Speakers: Andrew Sancton and David Siegel

Session Description: Andrew Sancton is co-editor, with Robert Young, of the new book, *Foundations of Governance: Municipal Government in Canada’s Provinces*. The book is part of a large research project headed by Robert Young on Public Policy in Municipalities. The project, funded by the Social Sciences and Humanities Research Council of Canada, examines how federal-provincial-municipal interaction affects outcomes in different local policy fields. Sancton will outline the book’s general findings, focusing on provinces other than Ontario.

David Siegel is the author of the chapter on Ontario in *Foundations of Governance*. He will explore the major issues facing its municipal system. Collectively, Sancton and Siegel will share their thoughts on such topical issues as the future federal role in Canadian cities and communities, prospects for more municipal autonomy, and the varying role of different provinces in mediating federal-municipal relations.



Andrew Sancton, a native of Montreal, received his doctoral degree in Politics from Oxford University in 1978. Most of his academic career has been spent at the University of Western Ontario in London, where he is a Professor in the Department of Political Science. He was Chair of the Department from 2000 until 2005. He is now director of the Department’s Local Government Program, which offers undergraduate and graduate education in public administration for municipal managers. Professor Sancton’s latest book, *The Limits of Boundaries: Why City-regions Cannot be Self-governing* was one of five books short listed for the Donner Prize for the best book in Canadian public policy in 2008. He is also co-editor (with Robert Young) of *Foundations of Governance: Municipal Governance in Canada’s Provinces*, published in 2009.



David Siegel is Professor of Political Science at Brock University and Director of the University’s new Niagara Community Observatory. The mission of the Observatory is to work in partnership with the Niagara community to produce evidence-based research on current issues in the local area. He has written extensively in the areas of public administration and local government. He is co-author of *Public Administration in Canada; Evolution, Revolution, Amalgamation: Restructuring in Three Ontario Municipalities*, and *Service in the Field: The Real World of Front-Line Public Servants*, and co-editor of *Urban Policy Issues*. He has also written articles in the *Canadian Journal of Political Science*, *Canadian Journal of Regional Science*, *Canadian Journal of Urban Research*, *Canadian Public Administration*, and *Municipal World*. He has a Ph.D. in Political Science from the University of Toronto and an M.A. in Public Administration from Carleton. He is also a Certified General Accountant.

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

Annual General Meeting

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

Opening Ceremonies

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

Where Do We Go From Here? Why Innovators Will Rule in the Post-Recession Economy – And How You Can Join Them!

Sponsored by RBC Canada

Opening Keynote Speaker: Jim Carroll

To view a clip of what Jim will be talking about at the 2010 CAMA Conference visit: www.youtube.com/watch?v=BVmO-MQt73I



Jim Carroll has been providing insight to organizations about trends, the future, innovation and creativity for fifteen years. And since the economic meltdown began last year, he has been keynoting events worldwide, rapidly adjusting the theme to one of “how can you innovate during a recession?” Jim’s clients include such organizations as General Dynamics, the US Army Corps of Engineers, the Walt Disney Organization, the Government Finance Officers Association, and over 4,000 people at the recent National Recreation and Parks Association annual conference in Salt Lake City. To view a clip of Jim’s opening keynote in Salt Lake City visit: www.youtube.com/watch?v=ff5dDE2otzo. One thing they are certainly doing is positioning themselves for innovative solutions to complex problems. When it comes to

municipal government, there is no doubt that were in the era of a lot of fast-paced solutions, whether it is related to the rapid emergence of new technologies impacting wastewater and water treatment; new intelligent road and highway infrastructure; unique workforce management and skills issues; and even the continued rapid evolution of citizen expectations combined with the new online power politics. The message is clear: there are a tremendous number of trends which municipal administrators must carefully manage to steer their community into the future.

In his keynote, Jim will share his insight into the key trends facing municipalities, and the methods by which they are positioning themselves for the rapidly changing economy of the 21st century. Jim Carroll is a futurist, trends and innovation expert, recently named by Business Week as one of four leading sources for insight on innovation and creativity, and was a featured expert on the CNBC prime time show, The Business of Innovation, hosted by Maria Bariatoromo.

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

Trade Show Refreshment Break sponsored by Aon Consulting

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

City of Toronto Panel Session: Action Through Leadership

This informative session will offer practical information on the City of Toronto’s approach to municipal service delivery in our current challenging economic climate. Toronto’s priority neighbourhood model, solid waste user fee system, Transit City and environmental initiatives are just four examples of Toronto programs that illustrate the City’s social, sustainability and economic policies in action. Toronto’s City Manager Joseph P. Pennachetti will chair a panel of the City’s three Deputy City Managers – Sue Corke, Richard Butts and Cam Weldon – and share how the City has met the challenge of global economic competition, our complex urban services, and delivery models within a diverse culture. There will be a Q&A period after the panel discussion concludes.

About the Speakers:



Joseph P. Pennachetti: Mr. Pennachetti has more than 32 years of municipal public service. Mr. Pennachetti 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. 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 reporting that have built a strong municipal public service and enhanced transparency across the organization. Over the past several years, the City has won awards for the City's Long-term Fiscal Plan, Budget and Annual Financial Report which recognized that Toronto's financial planning and reporting presented clear examples of best practices. 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.



Sue Corke: Sue Corke has been with the City of Toronto as a Deputy City Manager since May 2005. For 24 years prior to this, Sue was a member of the Ontario Public Service, joining as a housing policy analyst in 1981 and leaving as Deputy Minister of Consumer and Business Services (MCBS) in 2005. During those 24 years, Sue gradually increased her scope and understanding of public policy and service delivery through such positions as Director, Housing Advocacy Task Force; Director, Strategic Alliance (MCCR - Teranet); Director, Provincial Facilitator's Office (MMAH); Assistant Deputy Minister, Policy & Consumer Protection Services (MCBS); culminating in her leadership role as Deputy Minister (MCBS). Since joining the City of Toronto, Sue has been responsible for implementing 311;

establishing the new Affordable Housing Office with its mandate of 1000 new affordable homes per year; overseeing the "13 priority neighbourhoods" strategy; introduction of the Agenda for Prosperity; and the creation of the Toronto Office of Partnerships (TOP). Sue is also responsible for the oversight of ten operating divisions delivering human services to the public, e.g. Children's Services; Court Services; Economic Development & Culture; Emergency Medical Services; Toronto Long-Term Care Homes and Services; Parks, Forestry & Recreation; Shelter, Support & Housing Administration; Toronto Employment and Social Services; Social Development, Finance & Administration; Toronto Public Health.



Richard Butts: Richard Butts was appointed Deputy City Manager, City of Toronto, in February 2007 and is responsible for corporate oversight, administrative governance and responsibility for coordinating the collective expertise of the City on major city-wide initiatives and projects. His portfolio of services includes: Toronto Water, Transportation, Solid Waste Management Services, Toronto Fire Services, City Planning, Toronto Environment Office, Waterfront Secretariat, Toronto Building, Technical Services (Engineering), Office of Emergency Management, Municipal Licensing & Standards, Policy, Planning, Finance & Administration, Major Capital Infrastructure Coordination Office, Development Application Review Project (DARP) Team.

Previously, Mr. Butts was General Manager, Solid Waste Management Services responsible for collecting, transporting, processing, composting and disposal of municipal and private sector solid waste, organics and recyclables as well as household hazardous waste for the City of Toronto. Mr. Butts started with the City of Toronto in 1999. Over the last 10 years, he has held progressively responsible positions including Director of Solid Waste Management Transfer, Processing and Disposal Operations, Director of Solid Waste Management Collections; and Acting Executive Director, Municipal Licensing and Standards.



Cam Weldon: Cam Weldon is the Deputy City Manager and Chief Financial Officer for the City of Toronto. Mr. Weldon is responsible for a combined \$9.8 billion Operating and Capital Budget. In addition to overseeing the City's financial services of accounting, revenue billing and collection, payroll, pension and benefits, purchasing, financial planning (budgets), risk management, debt financing and investment management, Mr. Weldon is responsible for corporate shared services including facilities management, real estate, fleet management and I&T. Mr. Weldon has extensive municipal experience. Prior to his appointment to Deputy City Manager and Chief Financial Officer in February, 2009, Mr. Weldon held the positions of Treasurer and Director of Accounting at the City. Previous to joining the City of Toronto, Mr. Weldon was with the Regional Municipality of Halton for almost twenty years starting out as Internal Auditor and progressing to the Director of Financial & Purchasing Services and Regional Treasurer. In June 2005, Mr. Weldon was appointed to the Ontario Municipal Employees Retirement System (OMERS) Board. OMERS is one of the largest public pension plans in Canada, with over 350,000 members and assets in excess of \$40 billion. Mr. Weldon is a past chair of the Board's Audit Committee. Mr. Weldon's appointment expired on July 1, 2009. Mr. Weldon has served on a number of Canadian Institute of Chartered Accountants Public Sector Accounting Board (PSAB) task forces to improve public sector accounting and reporting in Canada. He served as a member of the PSAB's first task force for Tangible Capital Assets and for the Reporting Entity. He also served as a member of the PSAB research study group that produced the Accounting for Infrastructure in the Public Sector research study.

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

Workplace Learning Awards Luncheon

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

Dessert/Coffee in the Trade Show Area

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

Breakout Session #1: Using Research to Set Priorities: A Business Case for Knowing

Speaker: Carleen Carroll, APR

Session Description: How well do you know what matters most to your residents? Are they consulted before you set goals? Are they satisfied with your municipality's management performance? Seeking answers to their own questions has led management of The Regional Municipality of Halton to regularly survey its residents to increase understanding of what's important to the people of Halton. Listen as Carleen Carroll, APR, Halton Region's Director of Strategic Communications, shares stories that make the business case for committing to public opinion research to help set your municipality's priorities. This discussion will cover how a spring-time research phase in Halton, where "intelligence" is gathered and analyzed, is followed by budget direction setting and strategic planning. This schedule ensures any gaps are identified and examined and any new initiatives are resourced and supported effectively. Learn how your municipality can apply public opinion research to provide solid public policy, relevant services and trustworthy practices.

Attendees will leave this session with the knowledge that:

- Proactive research identifies stakeholder "intelligence" on changing priorities.
- With this knowledge, the municipality can then anticipate, budget and respond with the policies and services that are most needed.
- Public trust is preserved since you have listened/responded to their needs and desires.



Carleen Carroll is an accredited public relations practitioner whose career in public relations and communications spans nearly 20 years. Carleen has been Director of Strategic Communications for the Regional Municipality of Halton since 2001. She is responsible for communication and customer service functions, internal and external communications, raising brand awareness, and public consultation and communication strategies. Prior to joining Halton Region, Carleen held the positions of Associate Vice-President of Employee Communications and Director of Public Relations with TD Bank Financial Group-Canada Trust. Her experience includes eight years with the Rogers Group of Companies, including Rogers Cantel Inc., AT&T Canada Long Distance Services and Unitel. Carleen served as legislative

assistant to the Honourable Flora MacDonald, Minister of Communications and was selected as a Parliamentary Intern in 1983.

Breakout Session #2: Performance Measurement Best Practices for Small to Medium Sized Cities

Speaker: Patricia L. McCarney, University of Toronto

Session Description: Good comparative data on cities in both domestic and global contexts is scarce. In response, the Global City Indicators Program was created by the World Bank and a standardized set of indicators on cities was developed and tested. The Global City Indicators Facility (GCIF) is now based at the University of Toronto. GCIF provides a credible, internationally recognized city indicator reporting standard to enable city managers, investors, citizens, and stakeholders to measure and compare a city's performance on services, track trends on quality of urban life, and have a basis for sound decision-making. Standardized, consistent and comparable indicators will enable cities to share best practices and to learn from each other. The Global City Indicators Facility provides cities with a standardized web-based relational database that allows cities to enter city data and draw comparability between and among cities globally.

A group of nine pilot cities in the United States, Latin America and Canada have tested the Program with the World Bank and we are now opening the Program to all cities globally. We are expanding rapidly and currently have over 75 cities as new members. This presentation will cover the approach and content of the GCIF and discuss its applications and forthcoming reports.



Professor Patricia McCarney received her Ph.D. in International Development and Planning in the Department of Urban Studies and Planning from M.I.T. in 1987. Most recently, she served as Associate Vice President, International Research and Development at the University of Toronto. She is currently Associate Professor of Political Science at the University of Toronto, and Director of the Global Cities Programme at the University's Munk Centre for International Studies. She is also Director of the Global City Indicators Facility – part of a Program funded by the World Bank to build a body of internationally comparative data on cities. She has more than 20 years experience in the field of international development, specializing in cities, urban management, shelter and services, and urban governance.

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

Trade Show Refreshment Break sponsored by Aon Consulting

3:00 p.m. to 4:00 p.m. Breakout Sessions

Breakout Session #1: Social Media and Effective Local Government

Speakers: Eugene Roman, Chief Technology Officer at Open Text Corporation and Dr. Ken Coates, Professor, University of Waterloo

Session Description: Eugene Roman and Dr. Ken Coates will examine the rapidly evolving world of influential digital content and how local governments can and must stay current in Canada – a digital nation. New forms of digital interaction are shaping how Canadians work, play and are entertained. The role of local government is changing as citizens form new social networks which redefine where and how people shop, spend their leisure dollars and use services. In the emerging experience economy, ‘digitally cool’ communities will evolve and prosper. Eugene and Ken will highlight how this can and will evolve using social media and social networks.



Eugene Roman: holds the position of Chief Technology Officer at Open Text Corporation. Eugene is a seasoned, hi-tech executive with 28 years of global experience in the IT, infocom, network design and R&D sectors. He has a multi-skilled background in advanced technology, computer science, business development and finance which will nicely compliment the skills of the Executive Leadership Team. Eugene is a strong leader who encourages his team members to excel and work together on delivering above and beyond their expectations. In accord with our mission to be recognized as the Content Experts and undisputed ECM market leader, Eugene works closely with all major areas of business, sharing his expertise and experience while working to make Open Text a showcase for our technology and IT business practices.



Dr. Ken Coates: Ken Coates is Dean, Faculty of Arts, at the University of Waterloo. He has an active and long-standing interest in digital media and national innovation. He has co-authored two books on aspects of the Internet revolution and scientific and technological innovation in Japan and is currently working on a book on the unfolding of the digital economy in Asia. He has spoken and written widely about the social and policy implications of digital media and Canada and has been active in the development of the Stratford Institute and the University of Waterloo@ Stratford, a unique academic-government-private sector partnership devoted to the development of Canada’s digital media capabilities.

Breakout Session #2: Budgeting For Your Future Sponsored by SAP Canada Inc.

Speaker: Katherine Williams, Product Manager - Public Finance & Budget Solutions, SAP America, Public Services

Session Description: Local governments are under increasing pressure to align scarce resources with specific service objectives based on program goals and performance based results – while also meeting the need for increased transparency. Key financial challenges city managers face include inefficient processes around budgeting, inability to make quick decisions and monitor performance, effective modeling of budget scenarios and planning for the future to support longer operating and capital budget scenarios. SAP provides a single, integrated public sector budgeting solution that enables local governments to more effectively align scarce resources to performance based budgeting objectives and replace those excel spreadsheets – whether they are using SAP today or not!

Ms. Williams: brings over 14 years of public sector finance and budgeting experience as a public sector professional and as a consultant to public sector organizations. At SAP, she leads the design of the SAP Public Budget Formulation (PBF) solution and has responsibility for the product management of the PBF application. Additionally,

Ms. Williams coordinates the training program for PBF and is the product liaison for all PBF implementation teams. PBF clients include City of Toronto, City of San Diego, City of San Antonio, State of South Carolina, Fairfax County, Fairfax County Schools, Amtrak, and University of Cincinnati. Ms. Williams' public sector experience includes serving at the City of Blue Springs, MO as Budget Director. In this role, she led efforts to reduce the cost and improve the quality of services through performance-based budgeting, activity-based costing, and the redesign of the city-wide budget process.

5:00 p.m. to 7:00 p.m.

Reception hosted by the Ontario Municipal Administrators' Association (OMAA)

Ontario delegates are invited to a special reception in the Library Room immediately preceding the Casual Night Out. Join the OMAA Board and other OMAA members for a celebration of CAMA in Ontario.

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

Casual Night Out: Hockey Night in Toronto's Neighbourhoods Hockey Hall of Fame Stand-up Reception, limited seating

Departure from Fairmont Royal York Hotel at 6:45 p.m.

We've brought two Toronto passions together – our love of hockey and love of our diverse Toronto neighbourhoods! The Hockey Hall of Fame is a museum where participants and builders of the sport are honoured and the history of hockey is preserved. Toronto is proud to be the home to this unique sports museum which will play host to this entertaining evening!


In many countries, hockey is just a game, but to Canadians it's a thread woven into the very fabric of our society. In Toronto, community ice rinks and arenas are bustling with excitement when the colder weather arrives ushering in the start of the hockey season. The energy of neighbourhood leagues, shinny games and even road hockey spreads throughout the city. The thread that hockey weaves across the country is tightly knit in Toronto.

While exploring the treasure of Canadian hockey history and participating in hands-on skills challenges, guests will enjoy a variety of foods that pay tribute to Toronto's diverse and unique neighbourhoods – from Chinatown to Little Italy and from Greektown to Gerrard India Bazaar.

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

Hospitality Suite sponsored by Johnson Inc.



A photograph of ice hockey players in action on an ice rink. The players are wearing white jerseys and dark pants, and are holding hockey sticks. The background shows the arena's ceiling with lights and structural beams. The text is overlaid on a semi-transparent brown box.

Wednesday, June 2, 2010 Conference Day 2

Day at a glance

Breakfast	7:30 a.m. – 8:30 a.m.
Breakout Sessions	8:30 a.m. – 9:30 a.m.
Panel Session	9:30 a.m. – 10:30 a.m.
Trade Show Refreshment Break	10:30 a.m. – 11:00 a.m.
Closing Keynote Speakers	11:00 a.m. – 12:00 noon
CAMA Awards of Excellence Luncheon	12:00 noon – 1:15 p.m.
Closing Ceremonies and Trade Show Draws	1:15 p.m. – 2:00 p.m.
Study Tours	2:30 p.m. – 4:30 p.m.
Inaugural CAMA Shiny Hockey Game (East vs West)	2:30 p.m. – 4:30 p.m.
CAMA Board Meeting (2010-2011 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	10:00 p.m. – 12:00 midnight

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

Breakfast sponsored by Odgers Berndtson

Representatives from the Federation of Canadian Municipalities will provide an update on International Initiatives

8:30 a.m. to 9:30 a.m. Breakout Sessions

Breakout Session #1: Citizen and Community Engagement

Speaker: Janette Loveys, Manager, Visitor Services and Community Development, Capital Regional District (Victoria, BC)

Stop with the Open Houses – Please!

Session Description: As with everything else in Canadian local government; expectations are increasing for better public participation. More and more communities are demanding more meaningful public engagement initiatives around decisions which affect their daily lives. How to successfully shift government organizations towards embracing the opportunity of effective public participation is fast becoming the question of our day.

That opportunity is found in first gaining a stronger awareness of the rapidly changing trends in public participation practices, as well as the growing sophistication and networking among community organizations. Understanding when to apply the right approach and participation techniques can often be a key step in breaking longstanding polarized situations. As well, motivate and support staff who are uncomfortable with the perception of giving up control. No longer should communities and governments watch as the same old public participation methods get applied; as everyone knows they are no longer useful.

Come and better understand how to evolve and strengthen public participation in local government across Canada, and seize the opportunity – which is also fast becoming a growing concern for the world we live in today and, in the future.



Janette Loveys: In 2008, Janette Loveys joined Regional Parks at the Capital Regional District (CRD) on Vancouver Island in British Columbia and holds the Manager of Operations Services position. In addition to her Regional Parks responsibilities, Janette has taken a lead role in the public participation program for the largest CRD project – a wastewater treatment system across multiple municipalities that is a provincially mandated service. In February 2010, Janette presented the CRD's first Public Participation Framework, which provides the strategic direction and a meaningful commitment for all future public participation initiatives from elected officials and staff. In March 2010, Janette completed a volunteer position with the Federation of Canadian Municipalities on the Canada/China Technical Cooperation in

Migrant Labour Rights Project (MLRP) where she was responsible for introducing public participation theories and practices, drafting a Framework and a staff resource book, along with conducting training sessions. Janette is an accomplished civic servant who can demonstrate her commitment to participatory democratic practices; in 2003, she was responsible for developing the first Canadian municipal participatory budgeting experience.

Breakout Session #2: Emergency Planning – Working Together Sponsored by Jardine Lloyd Thompson Canada

Speaker: Ron Barnes, Divisional Manager – Risk Management, Echelon Australia (subsidiary of Jardine Lloyd Thompson Insurers)

Session Description: This presentation will address the various levels of emergency management currently in place in Australia and how they integrate into an effective response. Whether it is the Federal, State or Local Government Officials and its agencies working together or the numerous Departments and Staff of the local business, it is a team

game. Mr. Barnes will also explore the notion that it is a team game and requires teamwork. He will highlight the problems of integrating players from different organizations and cultures and operating under different management systems. Without the members of different agencies working together, effective responses to situations involving serious threats to life as well as damage to property and facilities on a large scale would not be possible.



Ron Barnes has a wealth of experience in all aspects of risk management. His expertise includes Business Continuity Planning, Enterprise Risk Management, Emergency Management, Governance, Occupational Health and Safety, Public Liability, Environmental Risk Management and Risk Profiling. Ron has worked extensively with the coal mining industry, chemical industry, local and State government and recreational industry. He was a member of the Australian Coal Association's Safety Committee, is a member of the NSW Water Safety Task Force, the Department of Sport and Recreation's Sports Safety Committee, Kidsafe Australia, LGSA Climate Change Working Committee, the Department of Health's Injury Prevention Committee. He is a Director of Royal Life Saving Society (NSW) and is a member of the Board of Management of Statewide Liability Mutual (NSW).

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

Panel Session: Wise Advice from Former CAOs

Speakers: Bob Linner, George McLellan, Mike Garrett

Moderator: Paul Stapleton, City Administrator, City of Fredericton

Session Description: A number of retired and distinguished Canadian Chief Administrative Officers will give their advice on various topics and lessons learned from being a CAO over a long period of time. This promises to be an entertaining and interactive session.



Bob Linner retired in May of 2006 after 39 years of municipal public service, the last 30 as a City Manager in Prince Albert (for 11 years) and Regina where he served as City Manager for 19 successive years. Mr. Linner was awarded the Lieutenant Governor's Award for distinctive leadership and contribution to public administration in 2003. Bob was also the President of CAMA in 1990 and a member of the Board for six years. His experience includes service on a whole range of community and professional Boards including Trustee responsibility on pension Boards. Bob has a passionate career commitment to governance and integrity, municipal government and western Canada. A dedicated belief in the role and responsibility of municipal government in contemporary Canadian society, continuous improvement and adherence to the values of quality service, responsiveness and caring in the leadership of a multi-disciplined public service organization. He also has a prevailing belief in autonomous community partnerships and capacity building through interactive leveraging of initiatives with the three levels of government and community stakeholders. A strong advocate of the professional and independent City Manager leading a team of professional administrators to serve the community.



George McLellan: In October 2005, George McLellan joined Emergency Medical Care Inc. (EMC) as the President and Chief Executive Officer. EMC is responsible for management of the ground and air ambulance operations and medical communications centre for the Province of Nova Scotia under contract with Emergency Health Services (EHS), a division of the Nova Scotia Department of Health. Responding to the growth of the business into other markets, Mr. McLellan established the Medavie EMS Group of Companies (MEMS). MEMS currently operate provincial ambulance services in Nova Scotia, Prince Edward Island, New Brunswick – including the Atlantic Paramedic Academy, and in Muskoka, Ontario. Medavie EMS recently commenced its own communications and dispatch operation, Medacom Atlantic. Medavie

EMS is involved in developing other models of health care solutions in the markets it serves, to meet the challenges in today's health care. Mr. George McLellan has held positions within government, both provincial and local, including as Chief Administrative Officer for the Halifax Regional Municipality. Mr. McLellan has also spent many years in Corporate and International Banking with Royal Bank.



Mike Garrett: Mike Garrett currently works part-time on a number of projects and advisory committees, volunteers with the Canadian Executive Services Organization and is the Chair of the Ontario Clean Water Agency. Prior to retiring from 37 years of active public sector senior management in 2007, he held a succession of senior positions in both municipal and provincial governments. For eight years (1989-97), Mr. Garrett was the CAO for the Regional Municipality of Peel, an upper tier municipality (includes Mississauga, Brampton, and Caledon) with a population in excess of one million. Until 2001, Mr. Garrett was the Chief Administrative Office for the new City of Toronto. He led the amalgamation of the seven former municipal governments into one city administration. This has been described as the most complex municipal restructuring in North American history.

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

Trade Show Refreshment Break sponsored by Aon Consulting

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

“Woman Are Always Right! Men Are Never Wrong! – Gender Differences in the Workplace”

Closing Keynote Speakers: James and Kelly Robbins

Canada's only husband-wife speaking team combines their experience for a hilarious and practical session on gender differences in the workplace. This presentation helps organizations increase productivity, build stronger teams and create workplaces that are more fun and less stressed. In a very practical and fun session, James and Kelly delve into the differences between the genders and demonstrate how these differences manifest themselves in the way we communicate, solve problems, and manage stress at work. This session will help increase the bonds of trust in your workplace and will ultimately help every employee to feel valued, respected, and cared for. Some of the key lessons learned are the different motivations for each gender; unique reactions under stress; differing approaches to problem solving; unique ways of using language; why different value systems mean different actions; how to maximize productivity; how to boost team work; how to create a meeting that maximizes the strengths of each gender; and, how to quickly resolve conflict.



Kelly Robbins is a certified Nutrition and Wellness Consultant and founder of Losin' It! Inc. a nutrition and weight loss centre. Also a certified Emotional Fitness Coach, Kelly's passion is helping people make changes in their lives. Her infectious enthusiasm motivates

her clients and audiences to change the way they look at themselves and the world they live in.

James Robbins is a rare mix of management consultant, adventurer and motivational speaker. He has worn many hats over the years from minister, entrepreneur, life coach, speaker, and leadership trainer. For the last 15 years James has been helping people live up to their true potential, working with hundreds



of leaders and individuals, guiding and inspiring them to peak performance. James and his wife Kelly have been married for 15 years and together they have three children. They reside in Calgary, Alberta, Canada.

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

CAMA Awards of Excellence Luncheon

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

Closing Ceremonies and Trade Show Draws

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

The City of Toronto is pleased to offer CAMA delegates a choice of four (4) study tours. All the study tours help illustrate how Toronto is working to achieve its goals of opportunity, prosperity and liveability for all. All tours will provide insight on partnerships, community engagement, economic development, environmental sustainability and quality of life as these are key components of so much of the work being done at the City of Toronto. When registering for the conference, delegates select one of the four study tours which they will participate in.

Note: All tours will depart from the Fairmont Royal York Hotel. Please gather 10 minutes before tour departure in order to ensure your attendance.

The Greening of City Hall

The City of Toronto is committed to showcasing City Hall as a sustainable building to reduce its environmental footprint. City Hall was recently approved to receive the BOMA BEST (Building Environmental Standards) certification which identifies City Hall as “a building that is being operated in such a manner that meets a high standard of environmental performance and management”. Over the years many measures have been implemented to reduce energy use and cost while improving the indoor environment and waste diversion rate. Tour Toronto City Hall and discover its architectural uniqueness and see first hand how the City of Toronto has worked to evolve our municipal seat of government into an example of energy efficiency and sustainability.



Tour will meet at the Fairmont Royal York Hotel and walk to Toronto City Hall.

Waterfront Revitalization

Toronto's vision for waterfront renewal is a clean, green, beautiful waterfront where people can live, work and play. This goal is being reached through thoughtful planning and development and guided by innovative policy objectives. Explore Toronto's waterfront on a bus tour guided by staff who will provide detailed information on the revitalization and development on the waterfront as well as information on various program and service directly linked to the waterfront Blue Flag beach program, Ferry Service delivery, Storm water and waste water programs.



Exhibition Place – A study on Partnerships and Sustainability

Exhibition Place is Canada's largest entertainment venue, attracting over 5.3 million visitors a year. The 192-acre site is an integral component of Toronto and Ontario's economy, particularly with respect to sport, festivals, recreation, culture and tourism. Located at Exhibition Place is the award-winning Direct Energy Centre, Canada's largest exhibition and convention centre, and the new Allstream Centre conference venue which opened in October 2009. Since 2004, Exhibition Place has undertaken an environmental stewardship initiative, entitled GREENSmart; which includes the promotion of sustainable development, environmental initiatives and leading edge green technologies and practices across the site.

Tour Exhibition Place and see first hand how private partners can work with municipalities to help establish innovative sustainable practices, revitalize heritage facilities, and generate economic impact.



311: Toronto at your service ... Transforming customer service one call at a time!

The 311 Toronto Contact Centre provides residents, businesses and visitors with one easy-to-remember phone number to reach non-emergency City services, programs and information 24 hours a day, seven days a week.

Toronto's 311 program is part of a larger customer service transformation at the City of Toronto. The City has launched the largest fully integrated 311 system in North America. What that means is that the City's various work order systems are now able to work together. This is a state-of-the-art technology solution that will drive improvements in service request fulfilment and customer satisfaction. Not only will residents and businesses benefit from the launch of 311, it also provides senior management with the data needed for the City to better plan, forecast and budget for improved service delivery.



Tour will meet at the Fairmont Royal York Hotel and walk to Metro Hall.

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

CAMA East vs. West Shiny Hockey Game – MasterCard Centre for Hockey Excellence

This will be a fun game where only helmets, skates and sticks are required.

**Please note:* Interested players must bring their own helmets, skates and hockey sticks if they wish to play.

COST: \$25 plus GST per participant. Please note that helmets are required on all City of Toronto arenas. Helmets will not be provided or available so please make sure you bring your own if you wish to play.



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

CAMA Board Meeting

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 sponsored by SAP

As dinner concludes enjoy **The Arrogant Worms!** It began as a hobby, making fun of a big dumb world. Luckily, the world is still dumb and The Arrogant Worms (Mike McCormick, Chris Patterson and Trevor Strong) still have plenty to sing about. The shows are fast, furious and family friendly. The wit is quick, the satire is biting and the musicianship is second to none. The Arrogant Worms have sold more than 150,000 copies of their 12 albums and played on three continents to crowds as large as 100,000. They were recognized in 2003 as the Touring Act of the Year by the Canadian Arts Presenters Association. So The Arrogant Worms will continue to provide tuneful and silly escapism for everyone who needs it. And if you think you don't need it, well you're wrong. You do. The Arrogant Worms know what's best for you and what's best for you is The Arrogant Worms.



The Arrogant Worms

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

Hospitality Suite sponsored by Canada Lands Company

Daytime Partner's Program: \$195.00 + GST

Includes the Opening Reception, Casual Night Out, President's Dinner and Daytime Partner's Program.

Tuesday, June 1, 2010

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

TAP into TO! Greeter Tour – Kensington Market and Chinatown

Explore the sights, sounds and vibrancy of Toronto's Kensington Market and Chinatown neighbourhoods on this vibrant walking tour. And how better to do that than by putting you in touch with the people who know and love Toronto the best – the people who live here! TAP into TO! is a volunteer greeter program run by the City of Toronto that matches visitors to the City with a local volunteer greeter.

The cost of lunch is not included but an hour lunch break will be scheduled – your Greeters will be able to suggest some wonderful options.

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

Casa Loma Tour

After lunch continue along the TTC and visit Canada's Majestic Castle, Casa Loma and step back in time to a period of European elegance and splendour. The former home of Canadian financier Sir Henry Pellatt, Canada's foremost castle is complete with decorated suites, secret passages, an 800-foot tunnel, towers, stables, and beautiful 5-acre estate gardens.

The group will not return to the hotel until the end of the day.



Wednesday, June 2, 2010

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

St. Lawrence Market and Market Kitchen Experience – includes lunch

The St. Lawrence Market continues the tradition of delivering good food with great taste with The Market Kitchen, a new space in the south market building that will excite your taste buds and reveal your flair for fare. An expert chef will guide you step-by-step through the cooking process, from food selection to mouth-watering meal. You will learn to prepare a great meal using only the freshest of ingredients, provided by the Market's vendors. The 2,400 sq. ft. space features a soaring ceiling, exposed brick walls and 20 ft. windows – all of which provide the historic backdrop to the fully-equipped kitchen outfitted with state-of-the-art appliances, sponsored by Miele.

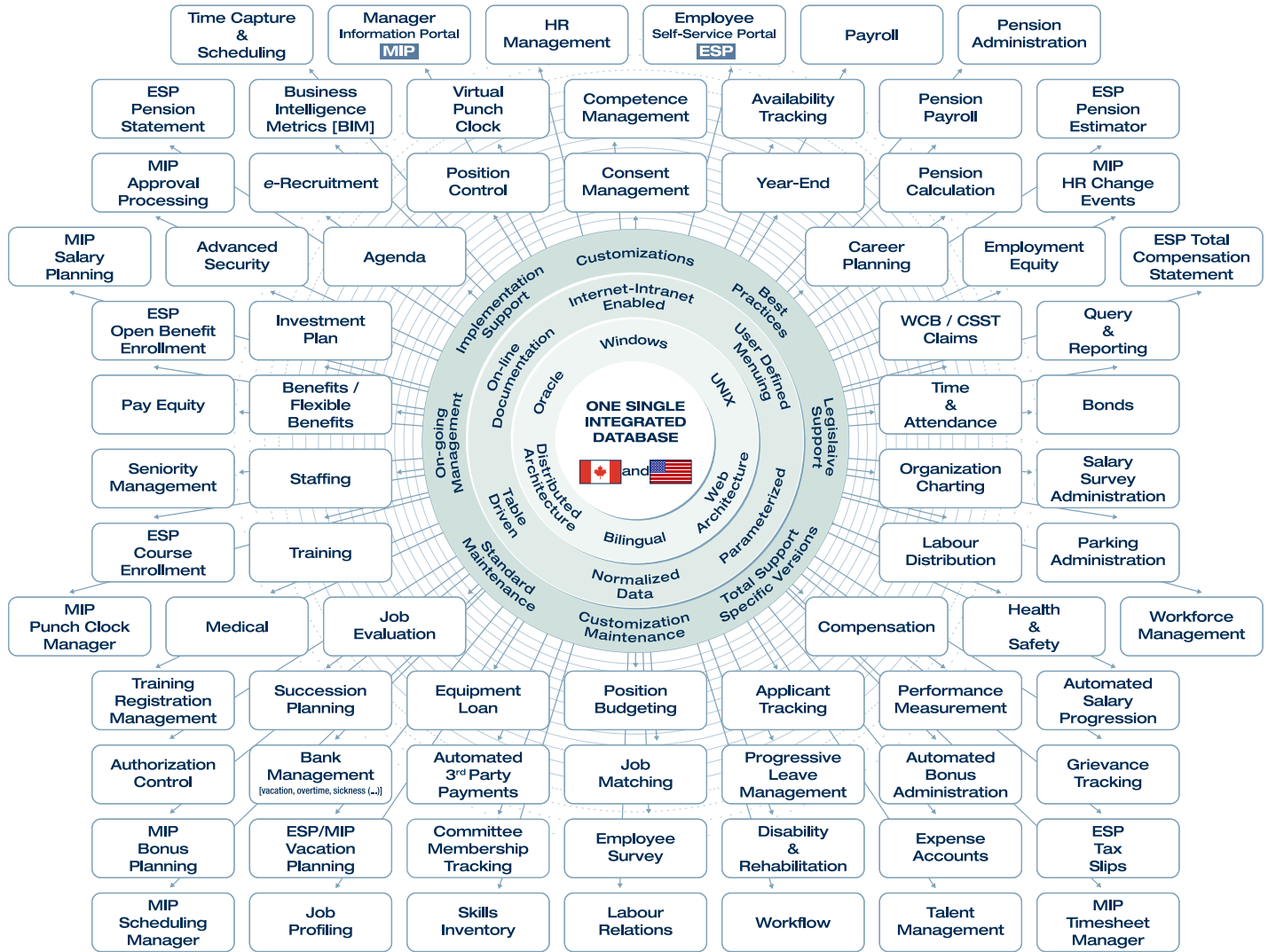


Participants will walk with a guide from the Fairmont Royal York Hotel and learn more about this historic Toronto neighbourhood. The Group will be escorted back to the hotel following the class and their lunch. The Afternoon – free to explore Toronto!



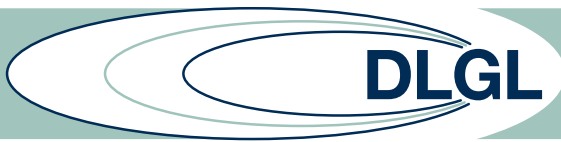
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