

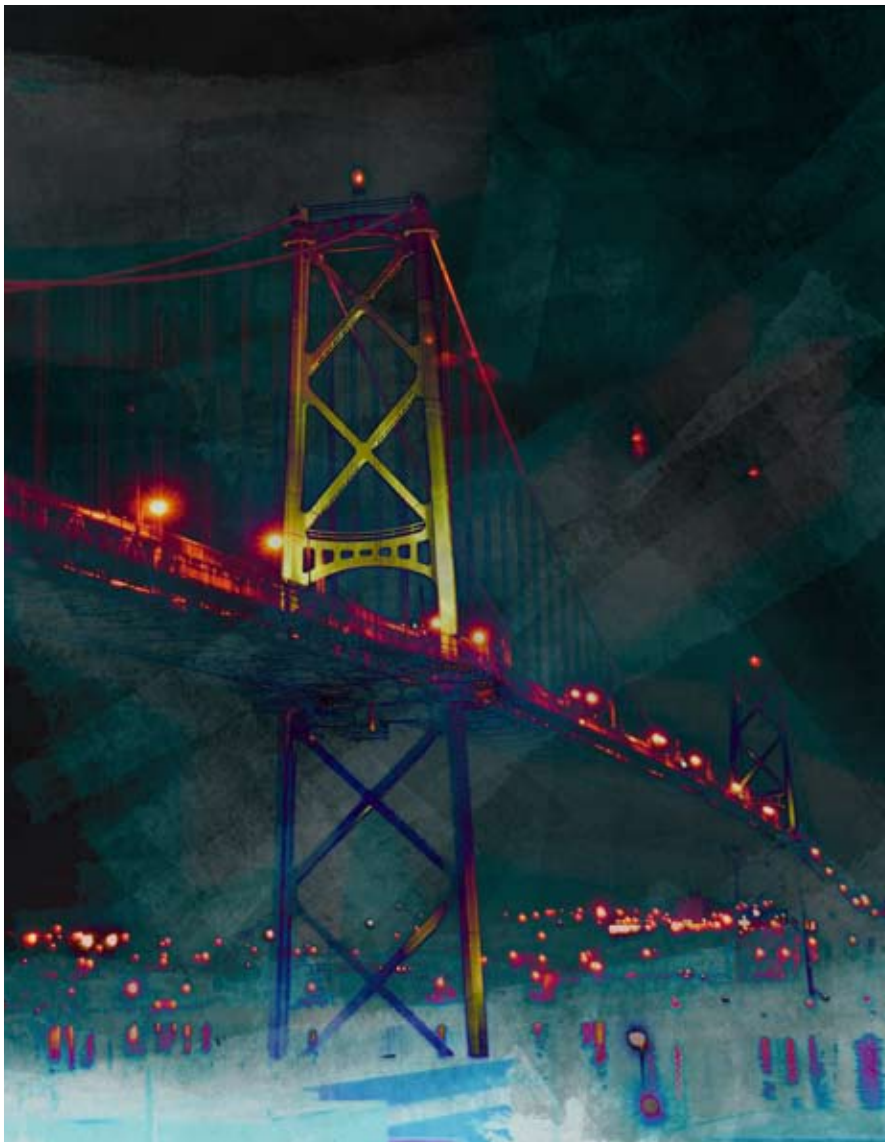


Halifax, Nova Scotia

May 30 - June 1, 2011

2011 CAMA Conference

"Successful CAO'S - How Do We Measure Up?"



Sunday, May 29, 2011

9:00 am - 5:00 pm
CAMA Board of Directors Meeting
 (Level 2 Boardroom, World Trade & Convention Centre)

3:00 pm - 6:00 pm
Early Bird Registration
 (Outside Suite 201, World Trade & Convention Centre)

Platinum Conference Partners

2011 CAMA Conference

May 30 — June 1, 2011 Halifax, Nova Scotia

"Successful CAO's – How Do We Measure Up?"

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CAMA 2011 Conference Registration Information

CAMA Member \$575.00 + \$86.25 HST = \$661.25	Registration fees include all Conference Sessions, a Delegate Gift, Trade Show, Opening Reception, Breakfasts, Breaks, Lunches, Casual Night Out, President's Dinner and the Hospitality Suites.
Future Member \$675.00 + \$101.25 HST = \$776.25	
Retired Member/ Municipal Intern \$150.00 + \$22.50 HST = \$172.50	Registration fee includes all Conference Sessions, a Delegate Gift, Trade Show, Opening Reception, Breakfasts, Breaks, Casual Night Out, and the Hospitality Suites. Tickets can be purchased for an additional cost to the Lunches, Study Tours, and the President's Dinner.
An additional fee of \$10.00 (+ \$1.50 HST) will be charged for the Study Tours.	
Conference Hotels: Delta Halifax and Delta Barrington	Visit the CAMA website for information on booking hotel accommodations www.camacam.ca/en/conference/2011annualconference.asp

Registration Links:

Delegates Registration: <http://www.civicinfo.bc.ca/event/cama2011.asp>

Partners Registration: http://www.civicinfo.bc.ca/event/cama2011_partners.asp

Golf Registration: http://www.civicinfo.bc.ca/event/cama2011_golf.asp

Exhibitors Registration: Please contact Rose Fernandes, Partnership & Exhibitor Coordinator:
rose.fernandes@camacam.ca



Plan to Stay Longer in Halifax!

Visit www.destinationhalifax.com or www.novascotia.com. You'll find information on amazing things to see and do before and after the CAMA conference! Learn more about Halifax Regional Municipality at the Registration Desk and Destination Halifax booth.

Hours are: Sunday, May 29 3:00 pm - 6:00 pm
 Monday, May 30 12:00 pm - 8:00 pm
 Tuesday, May 31 7:00 am - 4:30 pm
 Wednesday, June 1 7:00 am - 2:00 pm

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 Halifax.

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.

This year's theme is "Successful CAO's – How Do We Measure Up?" including leadership sessions in performance, communications and the economy. We will also take time to celebrate the best in Canadian municipal government with the CAMA Awards of Excellence. This year's social program includes the ever-popular golf tournament at the Avon Valley Golf Course or a Wine Tour through the Valley, Casual Night with an "All-You-Can-Eat" Lobster Dinner at the Cunard Centre, and an amazing Partner's Program including a kayak excursion and a tour of Peggy's Cove.

We are extremely grateful to the Halifax team under the direction of Acting Chief Administrative Officer, Mr. Wayne Anstey 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 Halifax!

A handwritten signature in blue ink that reads "Jacques Des Ormeaux". The signature is fluid and cursive.

Jacques Des Ormeaux
CAMA President

Halifax Mayor's Message



On behalf of Halifax Regional Council, it gives me great pleasure to extend warm greetings and a special welcome to all attending the 2011 Canadian Association of Municipal Administrators (CAMA) Conference and Annual General Meeting taking place here in Halifax Regional Municipality, May 30 – June 1, 2011.

The Conference theme 'Successful Chief Administrative Officers: How Do We Measure up?', with sub-themes: Performance, Communication and the Economy, will raise awareness of current issues facing local government as they relate to this area of focus. An educational experience, it will provide delegates with the opportunity to collaborate, network and share perspectives with other municipal leaders from across Canada.

I would like to take this opportunity to acknowledge, with gratitude, the Canadian Association of Municipal Administrators, their partners, and sponsors for hosting the 40th annual conference and general meeting here in our region. As the national voice of senior municipal administrators across Canada you are commended for enhancing excellence in local government management.

While here, I invite you to enjoy all our area has to offer, our region's culture is noted for its unique blend of history and tradition, co-existing comfortably with the contemporary. Enjoy!

Respectfully, I remain

A handwritten signature in blue ink that reads "Peter Kelly". The signature is stylized and cursive.

Peter Kelly
Mayor

Halifax Regional Municipality's Acting CAO's Message



I want to welcome you to the Halifax Regional Municipality for the 40th Annual CAMA Conference. This is the first time in over ten years that HRM has hosted the event and I look forward to profiling our unique attributes and the strides our municipality has made in the fifteen years since amalgamation.

HRM's vision is to be a vibrant, caring and connected community built upon diverse cultures, respect for the environment and our heritage, and celebrating active citizenship. Our Regional Plan, adopted in 2006, is the framework for growth over twenty-five years and is based on the principles of "smart growth," mixed-used development, urban livability, and sustainability. HRM is a national leader in these areas, particularly sustainability and urban development. Our downtown development plan, HRMbyDesign, has won a number of awards for planning and design excellence. Our commitment to the environment is demonstrated through our nationally-recognized solid waste program – the first of its kind in Canada – an award-winning climate change adaptation strategy, the first municipal pesticide bylaw in Canada, the world's first geothermal cold storage system, and now the development of a comprehensive downtown district energy system.

We have a challenging and engaging program before us and I look forward to discussing initiatives underway in all our cities during the conference. Sharing of best practices and experiences will allow us all to benefit and grow stronger, prosperous and sustainable cities.

Welcome to Halifax in 2011,



Wayne Anstey
Acting Chief Administrative Officer

Association Of Municipal Administrators, Nova Scotia - AMANS President's Message

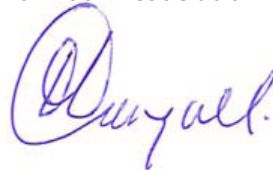


Welcome to Nova Scotia! This fall the Association of Municipal Administrators, Nova Scotia, celebrated its 40th year, so it is only fitting that I congratulate CAMA on its 40th annual convention. We are delighted that delegates will be celebrating this milestone in Nova Scotia and I urge you to

extend your stay and enjoy the many great treasures our coastal province has to offer.

Expectations of the public, staff and the elected body are at an all time high. The CAMA conference theme and program will provide us with the tools to face this challenging environment. While the program hosts an extremely impressive line-up of speakers and topics which I am sure we will all benefit from, the value of the networking and social events of every conference cannot be under-stated and this year's conference will surely provide ample opportunity for you to meet old and new colleagues to share ideas, best practices, great food and entertainment.

From our Association to yours, welcome.



Dan McDougall, CMM
President, AMANS
CAO, Municipality of Colchester County

Monday, May 30, 2011 Pre-Conference Day



Day At A Glance

Golf Tournament

Bus Departs Delta Halifax Hotel for Avon Valley Golf Course
 Golfer's Breakfast
 Shotgun Start at Avon Valley Golf Course
 Buses Depart for the Delta Halifax Hotel

6:30 am
 7:30 am - 8:30 am
 8:30 am
 3:30 pm

Wine Tour Time

Bus Departs Delta Halifax Hotel
 Bus Returns Delta Halifax Hotel

8:00 am
 4:30 pm

Trade Show Exhibitor Set up (Room 200D, WTCC)

11:00 am – 3:00 pm

Conference Registration (Outside Suite 201, WTCC)

12:00 pm – 8:00 pm

Interprovincial Association Meeting (Suite 202 - 203 WTCC)

3:00 pm – 6:00 pm

First-Time Delegates Reception (Suite 204 - 205, WTCC)

6:00 pm – 7:00 pm

Opening Reception at Trade Show (Room 200D, WTCC)

7:00 pm – 10:00 pm

Hospitality Suite

Durty Nelly's (Corner of Argyle and Sackville Streets)

10:00 pm – midnight

6:30 am to 4:30 pm

CAMA Golf Tournament - Avon Valley Golf Course

Cost: \$125.00 + \$18.75 HST = \$143.75 per participant (includes transportation to the course, green fees, the use of a power cart, full breakfast and BBQ lunch).

This course is a challenging Par 71 with beautiful views at every hole! Your day will begin at 6:30 a.m. in Halifax, a full breakfast by 7:30 a.m. in Falmouth, and you will be driving away in your shared power cart at 8:30 a.m. End your day with a BBQ steak dinner and lots of prizes – EVERYONE'S A WINNER!

DON'T FORGET THE \$10,000 HOLE IN ONE GRAND PRIZE sponsored by Portage Mutual Insurance Co. and MacDonald Chisholm Trask Insurance

Sponsor



8:00 am to 4:30 pm

Annapolis Valley Wine Tour

Cost: \$100.00 + \$15.00 HST = \$115.00

Spend a leisurely day experiencing the wineries of Nova Scotia and scenic beauty of the Annapolis Valley. Enjoy a visit to Fox-hill Cheese House, a two-course gourmet meal at the award winning Tempest Restaurant in Wolfville, and tours and tastings at three of Nova Scotia's premiere wineries. Begin the day a Nova Scotia wine enthusiast, end the day a Nova Scotia wine lover!

Duration: 6 hours

12:00 pm to 8:00 pm
Conference Registration

3:00 pm to 6:00 pm
Interprovincial Association Meeting

6:00 p.m. to 7:00 pm
First-Time Delegates Reception

7:00 pm to 10:00 pm
Opening Reception at Trade Show

10:00 pm to midnight
Hospitality Suite sponsored by Insituform Technologies Inc.

The owners of Durty Nelly's found the main problem with 99.9 percent of Irish pubs in Canada - they're not Irish! Durty Nelly's believes that to be truly Irish, you have to be from Ireland. So, with the help of the Irish Pub Company, Durty Nelly's life began right from her Irish roots. Designed and built in Dublin, this authentic Irish pub began its journey across the Atlantic in December 2008 to be reconstructed piece by piece in the heart of Halifax, Nova Scotia. Come out and enjoy an authentic Irish Pub.

Tuesday, May 31, 2011 Conference Day One



Day At A Glance

Morning Run (Meet in Delta Barrington Lobby)	6:00 am - 7:00 am
Conference Registration (Outside Room 201, WTCC)	7:00 am - 4:30 pm
Breakfast (Room 200C, WTCC)	7:30 am – 8:15 am
Annual General Meeting (Room 200E, WTCC)	8:15 am – 9:00 am
Opening Ceremonies (Room 200E, WTCC)	9:00 am – 9:30 am
Opening Keynote Speaker (Room 200E, WTCC) Dr. Nick Bontis	9:30 am – 10:30 am
Trade Show Refreshment Break (Room 200D, WTCC)	10:30 am – 11:00 am
International Panel Session (Room 200E, WTCC)	11:00 am – 12:15 pm
Networking Luncheon: (Room 200C, WTCC) The 2011 Canada Winter Games: A Legacy of Excellence	12:15 pm – 1:00 pm
Dessert/Coffee in the Trade Show Area (Room 200D, WTCC)	1:00 pm – 1:30 pm
Panel Session: (Room 200E, WTCC) Wise Advice from Former CAO'S	1:30 pm – 2:45 pm.
Trade Show Refreshment Break (Room 200D, WTCC)	2:45 pm – 3:15 pm
Plenary Session (Room 200E, WTCC) David Siegel	3:15 pm – 4:30 pm
Casual Night Out Lobster Dinner at the Cunard Centre	6:30 pm - 9:30 pm
Hospitality Suite (1496 Lower Water Street) Red Stag Tavern	10:00 pm - midnight

6:00 am to 7:00 am

Morning Run

There is no better way to learn your way around the City than spending some time in your sneakers. Join your running guides Erin & Dan for a short (3 km) medium or long run (10 km plus). Running routes will feature some of Halifax's finest sites including the waterfront, the steep climb up Citadel Hill, and the meandering trails in Point Pleasant Park. All runs will start from the Delta Barrington lobby level. Please try to arrive 15 minutes early so that the running guides can plan appropriate routes based on the wishes of the group. Don't forget that Halifax has some hills so come ready for a heart thumping experience.

7:00 am to 4:30 pm
Conference Registration

7:30 am to 8:15 am
Breakfast

8:15 am to 9:00 am
Annual General Meeting

9:00 am to 9:30 am
Opening Ceremonies

9:30 am to 10:30 am
Opening Keynote Speaker

Dr. Nick Bontis, Ph.D., 3M National Teaching Fellow; Associate Professor of Strategic Management, McMaster University; Director, Institute for Intellectual Capital Research; and the Author of Information Bombardment

“Leadershift: Transforming Ourselves into a New Level of Performance”

How do we “leadershift” our efforts to a new level of performance? What are the best ways to improve our individual and team level productivity? Can we manage information bombardment and transform this threat into an inimitable and sustainable competitive advantage? During this enlightening and action-packed keynote presentation you will learn how to cope with information bombardment, improve your ability to manage change, lift productivity and efficiency, speed up innovation through collaboration, achieve leading levels of performance, and determine what action you can take tomorrow.

Dr. Nick Bontis, Ph.D



Known as one of Canada’s leading up-and-coming management gurus and author of the new best-selling book *Information Bombardment*, Dr. Nick Bontis is recognized by the former Editor of Harvard Business Review and Fortune Magazine as “a pioneer and one of the world’s real experts in intellectual capital.”

Bontis’ expertise has been tapped by several Fortune 500 companies and even the United Nations who hand picked him for a high profile initiative. His ground-breaking doctoral dissertation is the #1 selling thesis in Canada, in all fields of study. He is an award-winning tenured professor of strategy and *Maclean’s* magazine has identified him as one of McMaster University’s most popular business professors for six years in a row! He has won dozens of teaching and research awards and is a 3M National Teaching Fellow, an exclusive honour only bestowed upon the top university professors in the country!

As a speaker, he delivers dynamic, high-energy presentations for both public and private sectors. His customized programs are a mix of entertaining humour, practical managerial tools, rigorous academic research, strategic consulting, and youthful exuberance. With wit and enthusiasm, Bontis captivates and enlightens audiences with his unique ability to cleverly disguise critical business content with an entertaining delivery. He provides personal, and team recommendations for improving individual, team and organizational effectiveness, leaving audiences with the tools, inspiration and impetus to accelerate their performance.

10:30 am to 11:00 am

Tradeshow Refreshment Break sponsored by Aon Hewitt

11:00 am to 12:15 pm

International Panel Session

Kim Ryley - SOLACE, Robert J. O'Neill Jr. - ICMA, Clare Hadley - SOLGM, and Neil Hartley - LGMA

Representatives from CAMA's affiliate organizations (SOLACE, ICMA, SOLGM and LGMA) will provide information on their best practices in relation to performance, communications, and the economy. This session will be moderated by Mr. Kelly Daniels, CAMA Board Member and Chair of International Relations.

About the Speakers:

Kim Ryley



After pursuing an initial career in Education in London, Kim became Director of Education with a new unitary council in Wales and later, as Chief Executive, went on to lead it to become the highly commended runner-up as the "most improved UK Council of the year" 2004.

Kim then joined Hull City Council in the north-east of England, in November 2004, where, as Chief Executive, he led the transformation of Hull, taking the City Council from being regarded as "the worst local authority in the country" to a highly rated organization, which is "improving well". Hull was judged to be the "most improved UK Council of the year" 2009.

Since October 2009, Kim has been Chief Executive of the newly formed unitary council for Shropshire, an area of outstanding natural beauty. He was elected President of the Society of Local Authority Chief Executives (SOLACE) for the UK in October 2010.

Kim is regularly asked to be a keynote speaker, on topics such as leadership and innovation in public services, at national and international events.

Robert J. O'Neill, Jr.



Robert J. O'Neill, Jr., is Executive Director of ICMA, the International City/County Management Association and the Chair of the Center for the State and Local Excellence, LLC. Prior to joining ICMA in December 2002, O'Neill served as President of the National Academy of Public Administration (NAPA) from January 2000 to November 2002. From May through September of 2001, O'Neill was on temporary assignment at the Office of Management and Budget as Counselor to the Director and Deputy Director on management issues.

O'Neill served as Fairfax County Executive between 1997 and 2000. In that position, he oversaw Virginia's largest general-purpose local government, and he is credited with developing a series of strategies aimed at revitalizing older residential communities and commercial areas within Fairfax County. In 1999, he launched a series of initiatives focused on performance and results management.

O'Neill's "reinvention" of the government of Hampton, Virginia, where he served as city manager between 1984 and 1997 was widely recognized by organizations such as the National League of Cities and Public Technology, Inc. and by writers such as David Osborne and Ted Gaebler, authors of *Reinventing Government*. In the 1997 book *Banishing Bureaucracy*, by Osborne and Peter Plastrik, O'Neill's efforts form the basis of a chapter on "Creating an Entrepreneurial Culture" in government organizations.

In 2001, O'Neill received The Spirit of Public Service award — the highest award presented by The Maxwell School of Syracuse University. In 1996 he was named recipient of the prestigious National Public Service Award presented by the National Academy of Public Administration and the American Society for Public Administration. In 1997 O'Neill was elected as an Academy Fellow.

In the early 80's, O'Neill was the Director of Management Consulting Services for the Virginia offices of Coopers & Lybrand, one of the former "big six" accounting firms. Previously he served as regional manager for the Management Improvement Corporation of America, providing financial analysis and organizational restructuring support for cities and counties throughout Virginia.

O'Neill graduated summa cum laude from Old Dominion University with a bachelor's degree in political science in 1973. He received his Master's in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University in 1974. He is a 1984 graduate of The Executive Program of the Colgate Darden Graduate School of Business at the University of Virginia. In 1999 he was awarded an honorary doctorate of Laws from Old Dominion University.

Clare Hadley



Clare Hadley graduated with a Master of Public Policy from Victoria University in 1999. Since 2007, she has been the Chief Executive of the Rangitikei District Council and was elected President of the Society of Local Government Managers (SOLGM) in July 2010.

Prior to this, Clare served five years at Palmerston North City Council, initially as General Manager City Future, responsible for strategic and district planning, and then as General Manager, Community & Commercial Services, with responsibility for the delivery of services to the community in a range of areas.

During 1997 to mid-2002, Clare was engaged at Hutt City Council as Economic Initiatives Manager which consisted of a relationship management role with business stakeholders. Two lasting pieces of work from this time are the creation of the Wellington Region Gold Awards, and the project management of a regional economic development agency study, leading to the establishment of Positively Wellington Business (now Grow Wellington). She also spent time in administrative roles at Porirua City Council and Dunedin City Council.

Clare is also a Board member for the Employers & Manufacturers' Association Central and the Local Government Industry Training Organization.

Neil Hartley



Neil has enjoyed over thirty years of 'character building experiences' in Western Australian local governments (and he still loves going to work each morning!). Neil's partner Kylie also works in local government, and he has three grown children, and one grandchild. He commenced his career in 1977, as a Junior Clerk/Cashier, and has worked with six different councils over that time. Neil currently holds the position of CEO of the Town of Kwinana (on the southern edge of the Perth metropolitan area and with residential population growth of about 6% pa). He has Accounting, Local Government and Business qualifications.

As well as serving on a number of community groups and government project teams over the years, Neil is also a keen contributor to the ongoing enhancement of the local government industry through his current membership on the National Board of Local Government Managers Australia (LGMA). He has previously held the position of LGMA's Western Australian State President and is presently the 'Immediate Past President' of LGMA National.

12:15 pm to 1:00 pm

Networking Luncheon: The 2011 Canada Winter Games: A Legacy of Excellence

For two weeks in February 2011, Halifax Regional Municipality is playing host to the best and brightest of Canada's young athletes. The 2011 Canada Winter Games is the largest sporting event in Halifax's history and will leave a legacy that will be experienced across all of Atlantic Canada. Just as the Vancouver Olympics created a wave of national pride felt across the country, Halifax's Winter Games draws on the enthusiasm and support of communities across the region to maintain the spirit of excellence our athletes possess. In this luncheon presentation, HRM will describe the success of the Games, discuss lessons learned, and outline the legacy of the Games to Halifax, Nova Scotia and the entire Atlantic Region.

1:00 pm to 1:30 pm

Dessert/Coffee in the Trade Show Area

1:30 pm to 2:45 pm

Wise Advice from Former CAO's

George McLellan, Harry Gaudet, Terry Totten

Moderator: Paul Stapleton, City Administrator, City of Fredericton

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.

George McLellan



George McLellan is the President and CEO of Medavie EMS, a wholly-owned subsidiary of Medavie Blue Cross, located in Dartmouth, Nova Scotia.

George began his business career in local government before joining Royal Bank of Canada. There, in international banking, he weakened corporate communities outside of Canada, while doing absolutely nothing with even a sniff of redeeming social value. In 1990, he returned to Nova Scotia from New York to oversee Corporate Banking, hopeful in the belief memories of his earlier behaviours had largely dimmed. Subsequently, upon being advised of his good fortune in being elevated to Toronto, he fled the Bank fearing certain socialization.

Mr. McLellan became again actively involved in local Government in Nova Scotia, occupying a number of positions with the newly-formed Halifax Regional Authority. For many years prior to his departure in October of 2005, George was Chief Administrative Officer for HRM.

In October 2005, increasingly frustrated in not ever being able to achieve his principle goal at HRM – getting stabbed in the front - George joined Emergency Medical Care Inc. (EMC) in Nova Scotia 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.

An intelligent man would have let it go at that but, responding to the growth of the business into other markets, Mr. McLellan established the Medavie EMS Group of Companies (MEMS). MEMS currently operates provincial ambulance services in Nova Scotia, Prince Edward Island, New Brunswick, and in Muskoka, Ontario. In addition Medavie EMS is involved in Primary Care and Advanced Care Paramedic education as well as other aspects of clinical training through its Paramedic Academies in New Brunswick and in Nova Scotia. Medavie EMS recently commenced its own communications and dispatch operation, Medacom Atlantic and is involved in developing other models of health care solutions in the markets it serves, meeting the challenges in today's health care.

By way of partial explanation, Mr. McLellan is a Cape Bretoner. He holds an MBA as well as being a CMA.

Mr. McLellan has served on a number of Boards, and has been active in fund raising efforts, including the United Way, the initial Capital Campaign for the QEII Hospital, and the Art Gallery of Nova Scotia. He is a past Chair of the Halifax VON, a past Board member of St. Mary's University as well as the Greater Halifax Partnership. Mr. McLellan is presently a member of the Board of Governors of Dalhousie University and the Heart and Stroke Foundation.

He currently resides in Halifax, travels largely by night, often in the company of his wife, Linda Laffin. Two children, Christopher and Aynsley rarely answer his calls.

Harry Gaudet



Harry Gaudet was born and raised in Charlottetown, P.E.I. After receiving his BA from St. Dunstan's University he travelled to the Caribbean to teach for two years with the Canadian University Service Overseas (CUSO). After returning to Canada Harry continued his studies and received his Masters of Social Work (Policy and Planning) from Carlton University in Ottawa.

Harry started his career in municipal government with the City of Charlottetown where he worked in various capacities for 31 years. He was appointed City Administrator in 1988 and held this position until 1995 when he was appointed as the first Chief Administrative Officer (CAO) of the newly amalgamated City of Charlottetown. Harry worked with City officials and staff as well as with the six surrounding area municipalities in spearheading the complex, challenging and ultimately successful amalgamation process. Harry held the position of CAO until his retirement in 2006.

Since his retirement Harry has utilized his experience in a consulting and volunteer capacity with local and international municipal organizations. He is currently a Board Member on the Queen Elizabeth Hospital Foundation, a volunteer advisor with the Canadian Executive Services Organization (CESO) and a member of CAMA's Senior Advisors Program.

During his time as CAO with the City of Charlottetown, Harry was faced with a number challenges, probably not unlike those encountered by most CAMA members at some point in their career. With the advantage of hindsight he looks forward to sharing his personal learning experiences with you – the good and the not so good.

Terry Totten, FCA



Terry holds a BBA from the University of New Brunswick and is a Fellow of the Institute of Chartered Accountants.

Terry's career began in the early seventies when he was employed in the field of public accounting, occupying various positions with local, regional and national accounting firms. Following this he spent time in Fredericton as Secretary Treasurer of one of the Atlantic Province's largest plumbing, electrical and building supply wholesalers of that era.

In 1983 Terry accepted a position as Deputy Commissioner of Finance with The City of Saint John. Initially, he had intended to simply garner some public sector experience for a few years.

Circumstances were such that the Office of the City Manager in Saint John had, for a variety of reasons, a revolving door where seven had come and gone over the previous twenty or so years. In 1983 Council had become frustrated with their national recruitment efforts and chose to approach Terry, who was born and raised in the community, and asked him to consider accepting the responsibilities of City Manager. Terry with some trepidation accepted and again his thought was another short term career opportunity.

Circumstances were such that with the community's and Council's, Terry occupied this position for almost sixteen years; making him the longest serving City Manager in Saint John since the City adopted the City Manager form of government.

In June of 2009, Terry resigned his position after having experienced an unprecedented amount of local and provincial print media coverage in New Brunswick. Currently Terry is providing consulting services to both public and private sector clients.

Terry, after now having time to reflect, will share his story with CAMA members and offer his insights on the "lessons learned when the CAO knows the train is off the track".

2:45 pm to 3:15 pm

Tradeshow Refreshment Break sponsored by Aon Hewitt

3:15 pm to 4:30 pm

Plenary Session: The Leadership Qualities of a Successful Municipal CAO

David Siegel, Professor of Political Science, Brock University

You probably already suspected that being a municipal CAO is a tough job. This presentation will shed some light on why it is so difficult. CAOs must lead in three directions simultaneously--down (dealing with subordinates), out (dealing with residents' groups, media, and other governments), and up (dealing with the Mayor and Council). Leading in each of those directions requires a different skill so that the effective CAO must be able to wear a variety of hats and must be able to switch those hats very quickly. The presentation will also discuss some research being done on the leadership qualities of successful CAOs.

David Siegel



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 held a number of administrative positions at Brock including Dean of the Faculty of Social Sciences; Associate Vice-President, Academic; Acting Dean of Student Affairs; and Chair of the Department of Political Science.

He 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.

6:30 pm to 9:30 pm

Casual Night Out: Lobster Supper at Cunard Centre featuring a performance by "Squid"

Bus departure from the Delta Halifax Hotel at 6:15 pm

Return from Cunard Centre at 9:30 pm

A visit to Halifax would not be the same without a couple of east coast traditions. You will enjoy a wonderful, all you can eat, lobster supper at our Cunard Centre located at Pier 23, part of the Halifax Port Authority's Seaport redevelopment. As a guest of the Cunard Centre, you can go outside on the "Brow", and watch as ships manoeuvre through the busy Halifax port. In season, guests are privileged to view some of the largest cruise ships in the world, which tie up adjacent to Cunard Centre when visiting Halifax. Enjoy a drink from the cash bar and observe the comings and goings in the second-deepest natural harbour in the world.

During your evening, you will enjoy a performance by "Squid". This Halifax born drum corps has riveted audiences throughout North America with their visually stunning choreography since Fall 2000. Ranging in ages from 22 to 30 this young talented group offers a high energy show that can't be matched anywhere else in Canada. Drawing from a wide range of drumming influences, Squid has developed a unique, unconventional show which has earned them comparisons to Stomp and other groundbreaking percussion groups. You will find them both musically and visually stunning.

10:00 pm to midnight Hospitality Suite sponsored by Johnson Inc.

Alexander Keith was born in Scotland in 1795. At the age of seventeen he went to England where he learned the brewing and malting business. Five years later he embarked for Halifax, where in 1820 he purchased a brewing business which was eventually located at its present site. Taste, smell and feel the world of brewing Alexander Keith's finest Ale at the Red Stag Tavern in the Historic Alexander Keith's Brewery - Halifax's neighbourhood pub in the downtown core.

Delegates that would like to attend the hospitality suite after the lobster supper will be dropped off at the Red Stag Tavern enroute to the Delta Halifax hotel.

Wednesday, June 1, 2011 Conference Day Two



Day At A Glance

Morning Run (Meet in Delta Barrington Lobby)	6:00 am - 7:00 am
Conference Registration (Outside Suite 201, WTCC)	7:00 am - 2:00 pm
Breakfast (Room 200C, WTCC)	7:30 am - 8:15 am.
Plenary Speaker (Room 200E, WTCC) Peter MacLeod	8:15 am - 9:30 am
Plenary Speakers (Room 200E, WTCC) Robert Carlyle and Karen Hall	9:30 am - 10:30 am
Trade Show Refreshment Break (Room 200D, WTCC)	10:30 am – 11:00 am
Closing Keynote Speaker (Room 200E, WTCC) Glen Hodgson	11:00 am - 12:00 pm
CAMA Awards of Excellence Luncheon (Room 200C, WTCC)	12:00 noon – 1:15 pm
Closing Ceremonies & Trade Show Draws (Room 200D, WTCC)	1:15 pm – 2:00 pm
Study Tours (Meet in Delta Halifax Lobby)	2:30 pm – 4:30 pm
CAMA Board Meeting (2011-2012 Board) (Level 2 Boardroom)	5:30 pm – 6:00 pm
President's Dinner Reception (Room 200C, WTCC)	6:30 pm – 7:00 pm
President's Dinner (Room 200E, WTCC)	7:00 pm – 10:00 pm
Hospitality Suite Lower Deck Beer Market (1869 Upper Water Street)	10:00 pm – midnight

6:00 am to 7:00 am

Morning Run

There is no better way to learn your way around the City than spending some time in your sneakers. Join your running guides Erin & Dan for a short (3 km) medium or long run (10 k plus). Running routes will feature some of Halifax's finest sites including the waterfront, the steep climb up Citadel Hill, and the meandering trails in Point Pleasant Park. All runs will start from the Delta Barrington lobby level. Please try to arrive 15 minutes early so that the running guides can plan appropriate routes based on the wishes of the group. Don't forget that Halifax has some hills so come ready for a heart thumping experience.

7:00 am to 2:00 pm

Conference Registration

7:30 am to 8:15 am

Breakfast sponsored by CSA Standards

8:15 am to 9:30 am

Plenary Session: Reinventing Public Consulting/Social Media

Peter MacLeod, Principal, MASS LBP

MASS LBP is a new kind of advisory company which works with visionary governments and corporations to deepen and improve their efforts to engage and consult with the public. Given the opportunity to participate in a thorough, fair and inclusive process, ordinary citizens are ready to provide constructive advice, offering officials the intelligence, perspective and sensitivity that difficult public issues require. From conception to execution to evaluation, MASS LBP designs and delivers highly innovative engagement strategies to increase public understanding, legitimacy and support for complex decisions and policy choices (www.masslbp.com). Mr. Peter MacLeod will share some of his experiences about the future of responsible government, public systems design and civic engagement.

Peter MacLeod



Peter MacLeod is the co-founder and principal of MASS LBP, an innovative advisory firm based in Toronto that is reinventing public consultation. Since 2007, MASS has led some of the Canada's most original and ambitious efforts to engage citizens in tackling tough policy options while pioneering the use of Civic Lotteries and Citizen Reference Panels on behalf of a wide array of clients.

Peter has worked with leading organizations in North America and Europe, including Fast Company magazine, Vancouver's Wosk Centre for Dialogue, Britain's Demos think tank and the Kaospilots, a Danish school for business design and social innovation. A fellow at the Centre for the Study of Democracy at Queen's University, he writes and speaks frequently about the citizen's experience of the state, the importance of public imagination and the future of responsible government. A graduate of the University of Toronto and Queen's University, he is also the 2008 recipient of the Public Policy Forum's prestigious Emerging Leaders Award. Peter is a compelling, energetic and accessible speaker, who has addressed senior audiences across Canada.

9:30 am to 10:30 am

Plenary Session: How Will the Aging Workforce Affect Your Municipal Operations?

Robert Carlyle, Ph.D., Vice President, Aon Hewitt and Karen Hall, FSA, FCIA, MA, Vice President, Aon Hewitt

How will the aging workforce impact your municipal operations? What do you need to know to prepare for and mitigate the associated HR risks? What are others doing about this pervasive issue?

This session will examine the implications of the aging workforce for municipalities across Canada. Research by the presenters has identified four principle age distributions of municipal workforces, each requiring a different strategy to ensure that critical knowledge and skills are retained. Our analysis has revealed that 80% of Canadian municipalities risk serious negative operational impact as a result of their aging workforces. The session will take a practical look at how to identify the associated demographic risks and will apply a basic risk management framework to allow participants to formulate concrete and manageable plans for addressing their risks.

Robert Carlyle, Ph.D. Vice President, Aon Hewitt



Robert specializes in strategic and human capital planning and business model development, which includes: business planning within large organizations; workforce forecasting based on operational modeling and simulation; change management; activity selection and prioritization; and effectiveness and performance measurement.

Robert joined Aon Hewitt in 2006. His key projects and accomplishments at Aon Hewitt include, preparing human capital strategies and plans based on business demand, benchmarking performance and leading the development of workforce forecasting and simulation capabilities. He is a voting member of the Society of Human Resources Strategic Workforce Planning Taskforce, and leader of the Data Analysis Sub Team, that is setting industry standards for workforce planning measurement and techniques.

From 1999 to 2005, Robert was president and co-founder of Carreg Solutions Inc.

During this time, he directed more than 70 projects for multi-national clients. This work focused on integrated strategic and project planning and development of management information capabilities to support successful business transformations.

Robert has a Ph.D. in Strategic Theory and Planning from Cranfield University at the Royal Military College of Science. He also has a Masters in International Security and Defense Management from Lancaster University and a Bachelor of Commerce from the University of British Columbia.

Karen Hall Vice-President, Aon Hewitt



Karen Hall is a Vice President with Aon Hewitt. She leads the Retirement practice in Vancouver and provides pension and actuarial consulting services to clients in British Columbia and across the country. Karen has extensive experience consulting to clients in the design, implementation and administration of retirement arrangements for organizations and executives. She is also the author of the book, *Risk Management Strategies for an Aging Workforce*, which hit #1 on the Amazon Labor and Employment bestseller list within weeks of publication.

Prior to joining Aon Hewitt, Karen was Vice President, HR with an international high-tech company with over 700 employees. Karen has a BSc in Applied Mathematics and an MA in Leadership. She is a Fellow of the Canadian Institute of Actuaries (FCIA) and a Fellow of the Society of Actuaries (FSA). She has more than twenty-five years of professional experience in the areas of pension actuarial consulting, flexible benefits consulting, senior management and HR leadership.

10:30 am to 11:00 am

Tradeshow Refreshment Break sponsored by Aon Hewitt

11:00 am to 12:00 pm

Closing Keynote: "Sustainable Economic Performance in Turbulent Times: What Role for Cities?"

**Glen Hodgson, Senior Vice-President and Chief Economist,
The Conference Board of Canada**

Sustainable Economic Performance in Turbulent Times: What Role for Cities?" The global economy has recovered from the financial crisis and the global recession, but the recovery is uneven and tepid in the industrial world. Risk factors abound, from unstable European governments and banks to the U.S. housing market, and it may be years before we return to trend-line growth. Canada was spared the worst of the recession, but we have structural challenges to face: a strong Loonie, the need for the feds and provinces to rebalance their books, and the coming crunch in our labour markets as the boomers get ready to retire. Where do Canadian cities and municipalities fit into this puzzle? What can they do to create the right conditions for sustained economic prosperity in their respective regions? Glen Hodgson, Senior Vice President and Chief Economist at the Conference Board of Canada, will address these issues.

Glen Hodgson



Glen Hodgson brings 28 years of experience and a specialization in international economic and financial issues to the position of Senior Vice-President and Chief Economist of The Conference Board of Canada.

Mr. Hodgson is responsible for overseeing the Board's macro-economic outlook products, tourism, custom research and conferences programs. He is the Board's chief spokesperson on economic issues, has written extensively on Canadian and international economic and financial issues, and is bilingual.

He plays a central role in enhancing the Board's public policy analysis. He published *Getting the Balance Right: The Oil Sands, Exporting and Sustainability*, with Len Coad, in January 2010. He is the editor of the briefing series "Lessons from the Recession and Financial Crisis" and authored two of the briefings. Glen took the lead in launching the

Board's International Trade and Investment Centre, and has published over 100 articles and briefings, including a series on Canadian tax reform for sustainable prosperity.

Mr. Hodgson joined the Board in September 2004, after ten years at Export Development Canada (EDC), where he held several senior positions including Vice President of Policy and Deputy Chief Economist. He also spent ten years with the federal Department of Finance. From 1984 to 1988, Mr. Hodgson served as Advisor/Assistant to the Executive Director for Canada, Ireland and the Caribbean at the International Monetary Fund.

Mr. Hodgson has an M.A. in Economics from McGill University and also pursued Ph.D. studies at McGill. He resides in Ottawa with his wife and younger of two sons, and spends leisure time coaching youth soccer and cycling.

12:00 pm to 1:15 pm

CAMA Awards of Excellence Luncheon

1:15 pm to 2:00 pm

Closing Ceremonies and Trade Show Draws

2:30 pm to 4:30 pm

Study Tours

The Regional Municipality of Halifax is pleased to offer CAMA delegates a choice of three (3) study tours:

The Heart of the Matter – Downtown Development

Recent research has shown that supporting the economic core can strengthen an entire region. Halifax's new, award-winning Downtown Plan focuses on the 'look and feel' of the downtown, the pedestrian experience, and the quality of development and design. This guided walking tour of Halifax's downtown will explore how Halifax's rich built heritage can be conserved and revitalized while, at the same time, using the principles of new urbanism to support new development and increase vibrancy.

Time: 2 hours Capacity: 30 people

Stewardship of Halifax Harbour – through Partnership and Perseverance

Halifax Harbour is one of the largest natural harbours in the world and is integral to our way of life. Little wonder then that collectively we take stewardship of the harbour very seriously. Many successful projects along the Halifax Harbour have been the result of cooperation and collaboration among multiple government agencies as well as private organizations. This tour around Halifax Harbour will highlight recent and planned developments along the Halifax and Dartmouth waterfronts, including: Pier 21, the new Farmers Market, NS Power's new headquarters, Historic Properties, multi-use trails and the Kings Wharf project currently under development.

The tour offers an added site to the Harbour Solutions treatment facility in downtown Halifax. Despite numerous challenges and set-backs, you'll hear how a "can do" attitude led to the completion of HRM's largest-ever capital project - the 33 million Harbour Solutions Project (85% municipally funded.)

Time: 2 to 3 hours (boat tour)

Capacity: 40 people

From Disaster to Opportunity – A Story of two Historic Parks

After Hurricane Juan ripped through Halifax in September 2003, the public was shocked by the devastation to several of their beloved historic parks. On this tour, you'll visit Point Pleasant Park and The Public Gardens to understand how HRM worked with the public and professionals -- seizing an opportunity to redefine and revitalize the parks to increase the natural and cultural experience and recreational opportunities -- garnering national awards for restoration and management of open spaces in the process.

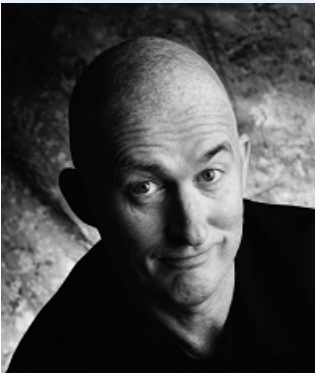
Time: 2.5 hours Capacity: 80 people (two groups of 40 beginning at each park)

5:30 pm to 6:00 pm

CAMA Board Meeting (2011-2012 Board)

6:30 pm to 7:00 pm
President's Dinner Reception

7:00 pm to 10:00 pm
President's Dinner sponsored by SAP Canada Inc.



As dinner concludes enjoy Tony Quinn. Tony can be best described as a renaissance entertainer. He is one of the very few who can accomplish all that he does - alone on stage. Tony has been in the entertainment business for over twenty years. His show is versatile and has been performed for a wide variety of audiences. From feature comedian at the National Radio Awards in Toronto to performing at the 33rd Annual Premiers Conference in Charlottetown, he easily adapts to the mood of the audience. For the last five years Tony has been playing a weekly musical comedy matinee to a packed to capacity crowd on the Halifax Waterfront. He was an MC and feature comedian at the Halifax Comedy Fest, and has been special guest of the Royal Canadian Air Farce. He has written and performed a broad variety of categories, from a witty character on Much Music to co-hosting Atlantic Airwaves on CBC Radio. Tony's innovative and unique style of musical comedy is unforgettable.

10:00 pm to Midnight
Hospitality Suite sponsored by Canada Lands Company

The Beer Market - 2nd level of the Lower Deck, is located in the Historic Properties District. The District dates to a time when merchant ships, privateers and naval ships plied the Harbour waters and it has ten of the city's oldest buildings. The Beer Market is located in one of these, the Privateers Warehouse, which was built to support the activities of the sea captains who plundered enemy ships for the Crown. While at the Beer Market, experience Halifax's sea faring heritage first hand beside one of the world's largest natural harbours.

Day Time Partners Program

Daytime Partner's Program: \$195.00 + \$29.25 HST = \$224.25

Includes the Opening Reception, Casual Night Out, President's Dinner, Hospitality Suites, and a Walking Tour

Additional Activities Open to Partners

Partners are welcome to participate in the delegates' Wine Tour on Monday, May 30th or the Golf Tournament. Sea Kayaking/Mussel Bake will be held on Tuesday, May 31st and a trip to Peggy's Cove will be offered on Wednesday, June 1st. These activities are not part of the official Partner's Program, and additional fees apply. Costs, not including tax, are \$100.00 for the Wine Tour, \$125.00 for Golf, \$52.00 for the Kayaking/Mussel Bake and \$62.00 for Peggy's Cove.



At A Glance	
Monday, May 30th	
Annapolis Valley Wine Tour (Optional Activity) Bus Departs Delta Halifax Hotel Bus Returns Delta Halifax Hotel	8:00 am 4:30 pm
Golf Tournament (Optional Activity) Bus Departs Delta Halifax Hotel for Avon Valley Golf Course Golfer's Breakfast Shotgun Start at Avon Valley Golf Course Buses Depart for the Delta Halifax Hotel	6:30 am 7:30 am – 8:30 am 8:30 am 3:30 pm
Conference Registration (Outside Suite 201, WTCC)	12:00 pm – 8:00 pm
First-Time Delegates Reception (Suite 204-205, WTCC)	6:00 pm – 7:00 pm
Opening Reception at Trade Show (Room 200D, WTCC)	7:00 pm – 10:00 pm
Hospitality Suite Durdy Nelly's (Corner of Argyle and Sackville Street)	10:00 pm – midnight
Tuesday, May 31st	
Morning Run (Meet in Delta Barrington Lobby)	6:00 am – 7:00 am
Conference Registration (Outside Room 201, WTCC)	7:00 am – 4:30 pm
Sea Kayaking and Mussel Bake (Optional Activity)	10:00 am - 2:30 p.m
Self Guided Walking Tour of Downtown Halifax	Anytime
Casual Night Out Lobster Dinner at the Cunard Centre	6:30 pm – 9:30 pm
Hospitality Suite Red Stag Tavern (1496 Lower Water Street)	10:00 pm – 12:00 midnight
Wednesday, June 1st	
Morning Run (Meet in Delta Barrington Lobby)	6:00 am – 7:00 am
Conference Registration (Outside Room 201, WTCC)	7:00 am – 2:00 pm
Tour of Peggy's Cove (Optional Activity)	11:00 am – 3:00 pm
Study Tours (Optional Activity). Meet in Delta Halifax Lobby	2:30 pm – 4:30 pm
President's Dinner Reception (Room 200C, WTCC)	6:30 pm – 7:00 pm
President's Dinner (Room 200E, WTCC)	7:00 pm – 10:00 pm
Hospitality Suite Lower Deck Beer Market (1869 Upper Water Street)	10:00 pm – midnight

Tuesday, May 31st 10:00 am to 2:30 pm

Sea Kayaking and Mussel Bake \$52.00 + \$7.80 HST = \$59.80

Includes a bottle of water, one snack, lesson and safety briefing, guide accompanied tour, kayaks, all kayak and safety equipment (including spray skirts and PFDs), and a mussel bake after the tour (consisting of mussels, bread, garlic butter, non-alcoholic drinks).

Sea Sun Kayak tours (www.paddlenovascotia.com) are designed for all levels of fitness and ages. No previous kayaking or outdoor experience is necessary, although enthusiasm, a sense of humour, and plenty of energy all help to enhance the experience. After a short introductory kayaking lesson and safety briefing, you will be outfitted with quality equipment and begin your on water adventure which will end with a delicious mussel bake. This 2.5 hour tour is a unique way to experience the pristine beauty of St. Margaret's Bay. The professional guides will lead you in exploring the bay's hidden coves and beaches while encountering marine life of all shapes and sizes. This is sure to be a highlight of your visit to Halifax.

Please dress for the weather; wear teva-style sandals, aqua socks or diving botties, a sun hat, a warm jacket, sunglasses and a change of clothes. Waterproof binoculars and waterproof or disposal cameras only are recommended.

Self Guided Walking Tour of Downtown Halifax – Free

If kayaking is not your cup of tea, why not take a self guided tour of the many historic sites, parks and shops of Downtown Halifax. Information on what to see and maps to get you there will be provided at the Tourism Halifax booth at the Registration Desk at the Conference. Do as much or as little of the tour as you like.

Wednesday, June 1st 11:00 am to 3:00 pm

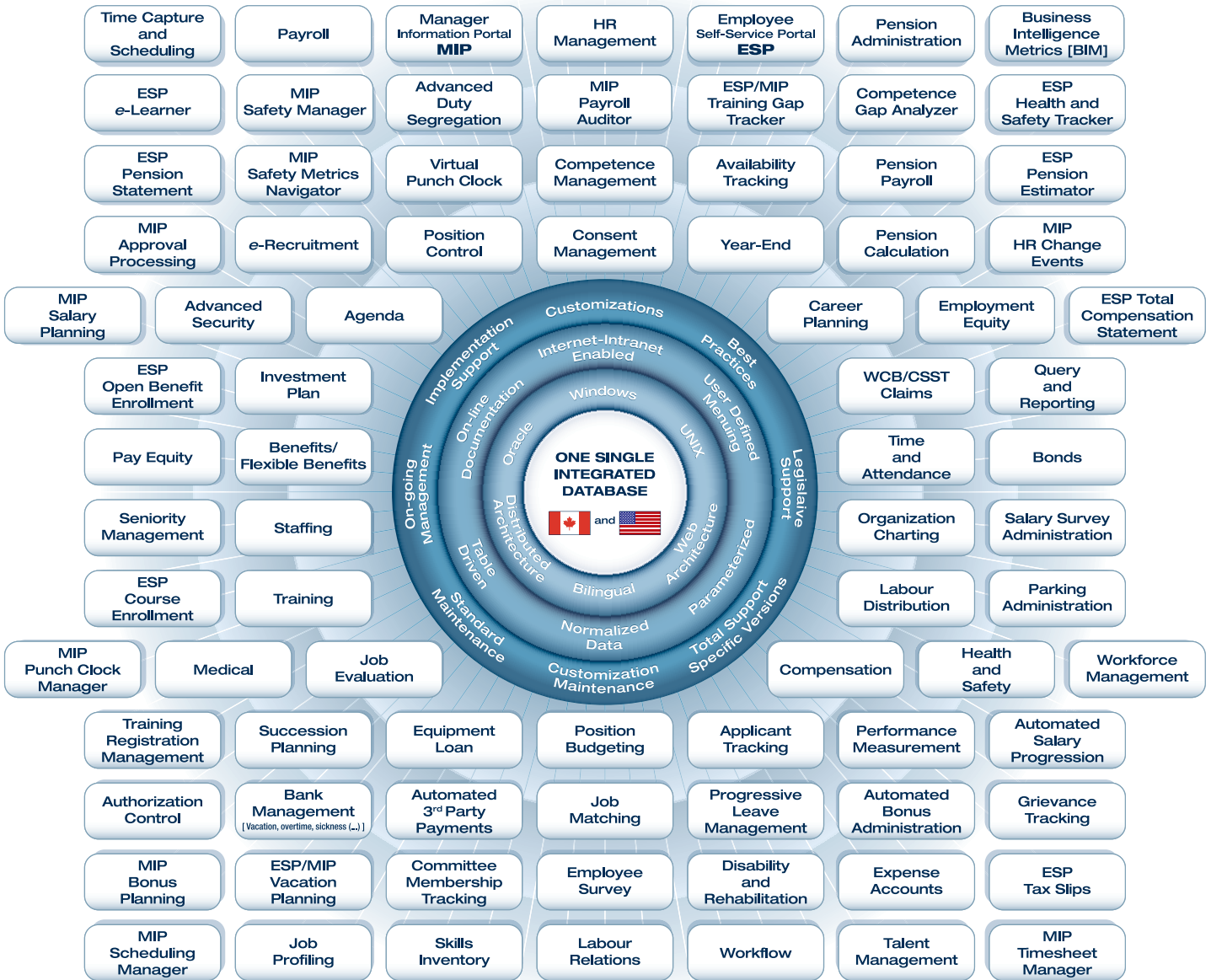
Tour of Peggy's Cove \$62.00 + \$9.30 HST = \$71.30/per person

A visit to Nova Scotia isn't complete without a trip to the breathtaking Peggy's Cove. You will be transported on a deluxe motor coach to this picturesque village on the south shore of Nova Scotia. Your kilted guide will introduce you to the delights of Halifax as you travel from the commercial downtown area, through the residential districts before leaving town via the Northwest Arm. You will then travel along the Lighthouse Route, to take in the picture-perfect scenery of the South Shore. You will arrive approximately 45 minutes later at Peggy's Cove, which has been an artists' and explorers' paradise for well over 150 years. This village is located right on the rugged Atlantic shoreline, standing on solid rock above the crashing surf. The coastline is famous for pirates, shipwrecks, rum running and sunsets. Enjoy an included lunch overlooking the Atlantic Ocean. Afterwards you'll have time to wander the rocks and browse through the souvenir shops, before boarding your coach for the return trip to Halifax. This trip offers a truly unique East Coast experience.



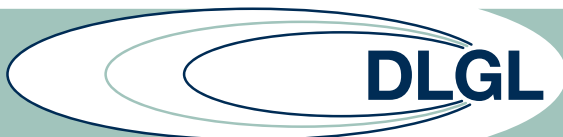
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