



2019 CAMA

CONFERENCE

RESILIENCY

Leading In Today's Complex Environment

QUÉBEC CITY | MAY 27-29, 2019



2019 CAMA Conference & Annual General Meeting

MAY 27-29, 2019 | QUÉBEC CITY, QUÉBEC | CONVENTION CENTRE & HILTON QUÉBEC

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Thanks to our Gold Partner



General Conference Information

The 48th Annual CAMA Conference will be held in Québec City from Monday, May 27th, 2019 to Wednesday, May 29th, 2019 at the Québec City Convention Centre and the Hilton Québec. The host hotel will be the Hilton Québec (connected to the Convention Centre). The Golf Tournament and other Pre-Conference activities will begin on Monday morning with the Conference Program ending after the President's Dinner on Wednesday evening.

This year CAMA is pleased to partner with the [Canadian Network of Asset Managers](#) (CNAM) and the [Federation of Canadian Municipalities](#) (FCM) to provide you with the opportunity to attend a 1-Day Workshop after the Conference on Thursday, May 30th, 2019. This session will give CAOs and municipal staff a solid overview of asset management and how it benefits communities, municipalities, and local governments. This workshop is relevant for all members regardless of your size and

location, or whether or not you have made any progress with asset management to date. This face-to-face session will enable participants to explore the link between community services and infrastructure and see how better data and information on assets leads to sustainable decision-making. Please keep this additional professional development opportunity in mind when booking your hotel accommodations.

Why Attend?

This annual event offers an array of opportunities for all Chief Administrative Officers, municipal senior managers, and staff members from various other functions in your organization that are serious about enhancing their skill sets. This Conference is designed to prepare you and your community with information and best practices to help you succeed and prosper. This year we're planning a wide assortment of events and activities, to make your Conference experience an unforgettable one:

- Inspiring and invigorating keynote speakers.
- Exceptional networking and social events.
- An interactive tradeshow featuring companies in the municipal industry showcasing their new products and services.
- A Knowledge Café on the Wednesday afternoon to provide you with an opportunity to have an open dialogue with your colleagues about survival amongst political changes.
- A coaching session for everyone to learn from your colleagues about topics that are of interest to you.
- Activities to see and learn about Québec City.

The 2019 CAMA Conference has something for you!

This Conference provides eight hours of training and instruction that may be used to fulfill professional development or individual certification requirements for those delegates that are eligible.

EventMobi App

The 2019 mobile application for iPhone, Android, Blackberry and tablet puts all venue and Conference information you need in the palm of your hand. Powered by EventMobi, the application gives CAMA 2019 delegates real-time access to schedules, speakers, venues, exhibitor information and the ability for delegates to connect with one another within the app. The app is available in English and French and is available for download prior to the Conference.



Accommodations

CAMA has secured a block of rooms at the Hilton Québec and the Delta Québec (both connected to the Convention Centre) however both are SOLD OUT. Delegates are welcome to check these hotels for cancellations and be put on a wait list (see contact details below).

Host Conference Hotel – Hilton Québec

CAMA has secured a block of rooms at the Hilton Québec. Reservations can be made by calling 1-800-447-2411 or 418-647-6500 or using this customized [link](#) specially for the CAMA Conference.

A credit card will be required to guarantee the room upon reservation. After April 20th, 2019, for any reservation cancelled, the first night's stay will be charged on the credit card. (This room block is SOLD OUT.)

Type of Room	Price
Downtown City View & Parliament View	<ul style="list-style-type: none"> \$225.00/night (single or double occupancy, plus 5% GST, 9.975% QST, and 3.5% City tax).
Old-Quebec River View	<ul style="list-style-type: none"> \$239.00/night (single or double occupancy, plus 5% GST, 9.975% QST, and 3.5% City tax.)
Executive Floor Room (includes the access to the Executive Lounge, breakfast, snacks and beverages and cash bar services).	<ul style="list-style-type: none"> \$289.00/night for single occupancy, plus 5% GST, 9.975% QST, and 3.5% City tax). \$309.00/night for double occupancy, plus 5% GST, 9.975% QST, and 3.5% City tax).

Overflow Hotel – Delta Québec

A block of rooms is available at the Delta Hotel also linked to the Convention Centre. Reservations can be made by calling Global Reservations at 1-844-860-3756 or the hotel directly at 418-647-1717. This customized [link](#) is also available. The cost of each room is \$185.00 (single/double occupancy), plus 5% GST, 9.95% QST, and 3.5% City tax. All reservations must be guaranteed with a major credit card at the time of booking and the first night deposit will be taken 72 hours prior to arrival. **This room block is SOLD OUT.**

Other hotel recommendations located close to the Convention Centre are as follows:

- Marriott Downtown Québec (850 Rue D'Youville) – 418-694-4004
- Palace Royale (775 Boulevard Honoré-Mercier) – 418-694-2000
- Chateau Laurier (1220 Place George V O) – 418-522-8108



Transportation

With its convenient road, air and rail connections getting to Québec City couldn't be easier.



By Plane:

Québec City Jean Lesage International Airport, 16 km (10 miles) away from downtown Québec City, can be reached via boulevard Wilfrid-Hamel (138) or autoroute Duplessis (540).

Phone: 418-640-3300 or 1-877-769-2700. Direct flights from many major cities in Canada and US are provided to Québec City such as Montreal, Ottawa, Toronto, New York and Chicago. For all flight options from and to Québec City, please refer to the list of [destinations served](#) by Québec City Jean Lesage International Airport.



By Train:

VIA Rail Canada Daily VIA Rail Canada service between Toronto, Ottawa, Montréal and Québec City.

Phone: 1-888-842-7245. Visitors travelling by train from the USA come into Montréal via Amtrak, then transfer to VIA Rail Canada trains for Québec City.



Amtrak

Phone: 1-800-USA-RAIL (1-800-872-7245)

For further information on all transportation options visit the [website](#).





Tourism Information

With a historic city centre, tons of cultural events and nature at its doorstep, Québec City is the perfect destination for anyone who loves culture, history, food, and the great outdoors. It's easy to plan a visit that's tailor-made for your interests. Visit this [website](#) for more information.

Come early and stay late! We look forward to welcoming you! Please take some time and watch this [video](#) to show you all that Québec City has to offer!

Learn more about Québec City at the CAMA Registration Desk located at the Convention Centre. The hours of operation are as follows:

Sunday, May 26 th	2:00 p.m. to 6:00 p.m.
Monday, May 27 th	11:00 a.m. to 8:00 p.m.
Tuesday, May 28 th	7:00 a.m. to 4:30 p.m.
Wednesday, May 29 th	7:00 a.m. to 3:00 p.m.



Conference Registration Information

Register for the Conference by April 1st, 2019 and you will receive the Early Bird Rate.

Please note that **regular CAMA members who are attending their first CAMA Conference** are eligible for a \$150.00 discount off the registration fee.

Delegate Type	Early Bird Registration Fee by April 1, 2019 (+5% GST + 9.975% QST)	Registration Fee after April 1, 2019 (+5% GST + 9.975% QST)
*CAMA Member (Municipal)	\$675.00 + \$33.75 GST + \$67.33 QST= \$776.08	\$725.00 + \$36.25 GST + \$72.32 QST= \$833.57
*First Time Attendee Members (Municipal) & Municipal Interns	\$525.00 + \$26.25 GST + \$52.37 QST= \$603.62	\$575.00 + \$28.75 GST + \$57.36 QST = \$661.11
*Non-Member (Municipal)	\$875.00 + \$43.75 GST + \$87.28 QST= \$1006.03	\$925.00 + \$46.25 GST + \$92.27 QST= \$1063.52
**Affiliate CAMA Member (Non-Municipal)	\$1000.00 + \$50.00 GST + \$99.75 QST= \$1149.75	\$1050.00 + \$52.50 GST + \$104.94 QST = \$1207.24
**Non-Member (Non-Municipal)	\$1350.00 + \$67.50 GST + \$134.66 QST= \$1552.16	\$1400.00 + \$70.00 GST + \$139.65 QST = \$1609.65
Retired Member/ Honourary Member	\$375.00 + \$18.75 GST + \$37.40 QST= \$431.15	\$425.00 + \$21.25 GST + \$42.39 QST = \$488.64

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

**"Non-Municipal" refers to all other individuals.

The registration fee for members, non-members, and municipal interns includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, lunches, Casual Night Out, the President's Dinner and the hospitality suites. Additional tickets to the Casual Night Out (\$115.00) and the President's Dinner (\$125.00) can be purchased for companions not participating in the full Companion Program.

An additional fee will be charged for the Study Tour on Wednesday afternoon.



The registration fee for retired/honourary members includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, Casual Night Out, and the hospitality suites. At an additional cost, tickets can be purchased to the lunches (\$35.00), the Study Tour (\$25.00), and the President's Dinner (\$125.00).

Conference Registration for Members in Transition

Going in to "transition" is a very difficult situation that all too many members face at some point in their local government careers. Any job change is difficult, but when its forced on someone for reasons that often have nothing to do with their job performance it can be traumatic.

If you are a "Member in Transition" and have been fired or forced to resign your position in local government and are now "in transition", CAMA will provide a complimentary registration for you. Hotel and travel expenses are at your cost. Register under the "Members In Transition" category on-line, but CAMA's membership department must have been notified of your status for you to use this option.

Links to Registration

Delegates Registration:

www.civicinfo.bc.ca/event/2019/CAMA?regtype=Delegate

Partners Registration:

www.civicinfo.bc.ca/event/2019/CAMA?regtype=Companion

Golf Registration:

www.civicinfo.bc.ca/event/2019/CAMA?regtype=Golf

Important Registration Information

- If you are paying by cheque, you are not considered registered until payment is received.
- If you are attending the full Conference, the tickets to social functions are included in the delegate registration price. Add tickets only if you wish to purchase additional tickets for another individual. Tickets to social events are non-refundable.
- A cancellation fee of \$200.00 for each cancelled registration applies until April 15th, 2019. No refunds will be issued after April 15th, 2019. Substitutions are permitted. Please request substitutions in writing to: admin@camacam.ca
- CAMA will take photographs and some video at the 2019 Conference and may use them in CAMA news or promotional materials whether in print, electronic or other media, including the CAMA website. By participating in the CAMA Conference, you grant CAMA the right to use your name and photograph for such purposes.

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



FCM Conference and Tradeshow

CAMA delegates (who are regular members/municipal employees) will be provided complimentary access to the Federation of Canadian Municipalities Trade Show being held on Thursday, May 30, 2019 from 5:00 p.m. to 7:00 p.m. during the official Trade Show Opening and Cocktail Reception and on Friday, May 31, 2019 from 10:00 a.m. to 12:00 Noon at the Québec City Convention Centre.

This opportunity is not available to companions, private sector delegates, sponsors or exhibitors. CAMA delegates who wish to attend the FCM Tradeshow, will need to go directly to the FCM Exhibitors Registration Desk and present their CAMA Conference name badge, and a photo ID to obtain an FCM Tradeshow Guest pass.

The FCM Conference will be held from May 30-June 3, 2019 with over 1,500 municipal leaders coming together to discuss key issues and challenges their communities are facing. For more information visit www.fcm.ca.

CAMA is also pleased to have a booth at the FCM Tradeshow this year to promote our organization to the elected officials including the CAO [Performance Evaluation Toolkit](#), the [Making Life Happen Campaign](#), and our [Awards of Excellence Program](#). If you are staying for the FCM Conference and would like to join your colleagues at the CAMA booth please contact the CAMA National Office at admin@camacam.ca.

"The CAMA Conference is a must attend for municipal leaders who want to be informed of current issues that should be on your municipalities' radar. This Conference is very well organized offering a unique friendly atmosphere from the moment you register, and carries forward through the informative learning sessions and networking activities."

- MARK LOCKING, DIRECTOR OF COMMUNITY SAFETY AND CORPORATE PROPERTIES, CITY OF AIRDRIE, AB

"Regardless of the populations of our municipalities, as Chief Administrative Officers, we all have the same purpose - to work with Council to offer programs and services to residents in the most efficient and effective manner. Attending the annual CAMA Conference has provided me the opportunity to network, share ideas and learn from my colleagues across the country. This Conference undoubtedly challenges and motivates me to become a better leader."

**- DAWN CHAPLIN, MMC, CHIEF ADMINISTRATIVE OFFICER, TOWN OF TORBAY, NL
CAMA BOARD REPRESENTATIVE, NEWFOUNDLAND & LABRADOR**



Welcome Message from the CAMA President

On behalf of the CAMA Board of Directors, I would like to take this opportunity to welcome you to our 48th Annual Conference in "la belle ville de Québec".

The Conference is CAMA's premiere professional development event that allows our members to hear from great speakers in a relaxed and enjoyable atmosphere.

This year's theme, "**Resiliency - Leading in Today's Complex Environment**" will resonate strongly with everyone in attendance. We hope you will enjoy the many sessions that will allow you to stay ahead of the trends that our communities will be facing in the future. The speakers will focus on topics like Building a Resilient-Ready Organization, Political Acuity, Populism in Canada, Crisis Management, Positive Psychology, Building and Supporting a More Positive and Respectful Workplace, Creating a Positive Environment for Employees with Mental Health Issues, and of course the launch of our two toolkits (Political Acumen and Members in Transition).

We look forward to celebrating our member's important milestones with the Long Service Awards Luncheon and the best practices in Canadian municipal government with the CAMA Awards of Excellence. This year's Pre-Conference program includes the ever-popular golf tournament at the Cap Rouge Golf Club, an opportunity to sample the delicious food that Old Québec has to offer, or a guided hike at the spectacular Parc de la Chute-Montmorency. On the Wednesday afternoon, delegates will have the opportunity to attend a Knowledge Café on the CAO and Council Interpersonal Working Relationship where an open dialogue will take place. We will also offer a Coaching Session for the all delegates and a tour of the

new Videotron Centre. Enjoy Casual Night Out featuring a Québec evening at the [Érablière du Cap Sugar Shack](#) with a traditional French-Canadian meal and musical entertainment. The Conference will end with the President's Dinner at Le Capitole Theatre with entertainment and a dance by the ever popular award-winning [Painchaud Family](#).

Plan to stay a day later and participate in the CNAM/FCM Workshop on Thursday to learn more about asset management.

This year's conference will be a great opportunity to learn and network with colleagues from across the country - I invite you to use our on-line registration system to reserve your spot now. See you in Québec / À bientôt!



Marc Landry
CAMA President



A Message from the Mayor of Québec City

The cradle of French-speaking civilization in the Americas, a world heritage treasure and a vibrant and prosperous capital, Québec City is above all a great place to live together.

A share of the credit is certainly due to the women and men who have chosen to pursue a career in the municipal world and to advance their careers in this sector. In an era when cities are being called upon to take on continually increasing responsibilities, the challenges are as diversified as they are complex. To face them, today's administrators must show boldness and vision as well as efficiency and integrity.

In this spirit, I am pleased to welcome you to the 48th Annual Conference of the Canadian Association of Municipal Administrators (CAMA), a rallying event where excellence is front and centre.

Whether the talks turn to resiliency, the workplace environment or innovative practices, this annual gathering promises to provide days filled with worthwhile discussion and sharing.

While the agenda provides for important discussions, this meeting also gives you the chance to discover or rediscover our beautiful city. An attractive and festive city known for its fine dining, Québec City is resplendent in the mid-spring season. I encourage you to take full advantage of its warm welcome and to enjoy the richness of its unique and distinctive accent.

I wish you all an excellent conference and a wonderful stay!

Régis Labeaume
Mayor of Québec City



Welcome Message from the Host City Manager – Luc Monty

It is with great pleasure that I welcome you to Québec City to this Annual Conference which brings together the members of the Canadian Association of Municipal Administrators.

Providing citizens with an exceptional quality of life through friendly and safe living environments, exemplary services and a strong sense of belonging are key to the mission of municipal governments. In addition, cities face significant challenges, including labor scarcity, land use planning, mobility and environmental issues. The Municipal Administrators' Convention is a great time to share our expertise and showcase innovative practices from coast to coast to coast.

Under the theme "Resiliency: Leading in Today's Complex Environment", this Conference will keep us abreast of the latest trends in management. This event will focus on resilience and crisis management. It will also reflect on human resource management specifically addressing mental health issues. These conversations will better equip us to face the municipal challenges of today and tomorrow.

In closing, I invite you to enjoy the many attractions of Québec City. Festive, active and creative, Québec is the most European of North American capitals. You will find a happy marriage of culture, nature and flavors that will inspire you in your work.

Have a great Conference and excellent stay!

Luc Monty
City Manager



Pre-Conference Day

Sunday, May 26th, 2019

2:00 p.m. to 6:00 p.m.

Conference Registration

2:00 p.m. to 6:00 p.m.

Conference Registration

Monday, May 27th, 2019

7:00 a.m. – 3:00 p.m.

Golf Tournament at the Cap Rouge Golf Club

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

Trip to Parc de la Chute-Montmorency

11:00 a.m. to 2:00 p.m./
11:30 a.m. to 2:30 p.m.

Old Québec Food Tour

11:00 a.m. – 8:00 p.m.

Conference Registration

1:00 p.m. – 5:00 p.m.

Provincial/Territorial Association Meeting

5:00 p.m. – 6:00 p.m.

Big City Networking Reception (for delegates from municipalities with 50,000+ population).

5:30 p.m. – 6:00 p.m.

President's Reception for Sponsors and Exhibitors

6:00 p.m. – 7:00 p.m.

First Time Delegates Reception

6:00 p.m. – 9:30 p.m.

Opening Reception at Tradeshow

9:30 p.m. – 11:30 p.m.

Hospitality Suite at Pub Ozone



7:00 a.m. to 3:00 p.m.

CAMA Golf Tournament – Cap Rouge Golf Club

Cost: \$140.00 + GST + QST (for CAMA Members). Please see other rates below.

Only 20 minutes from downtown Québec, the Cap-Rouge Golf Club is located in an urban setting in the heart of one of the most beautiful tourist spots in the Province. This course offers nature in the city with a normal 72 (slope 124) over a distance of 6,576 yards. This championship course is among the best of its kind in the greater region of the Old Capital.

Start your day by departing the Hilton Québec at 7:00 a.m., enjoy a hot breakfast buffet, and drive away in your shared power cart at 8:30 a.m. with a shot-gun start. End your day with a BBQ lunch at the clubhouse.

Golfers will be arriving back at the Convention Centre by 3:00 p.m.

The cost per participant includes transportation to the course, use of the driving range, green fees, the use of a shared power cart, a hot breakfast buffet and a BBQ lunch. Buses will depart the golf course at 2:30 p.m.

CAMA Members (Municipal)/Retired Members/Municipal Interns/Members in Transition	\$140.00 + GST + QST
Non-Members (Municipal)	\$150.00 + GST + QST
Affiliate CAMA Members (Non-Municipal)	\$165.00 + GST + QST
Non-Members (Non-Municipal)	\$175.00 + GST + QST

Golf club rentals will be available for \$50.00 (plus GST + QST) and can be reserved and paid for on the on-line registration form.



10:00 a.m. to 2:00 p.m.**Trip to Parc de la Chute-Montmorency & Lunch****Cost: \$70.00 + GST + QST: Cable Car Ride, Guided Tour/Hike, Transportation and Three-Course Meal**

Detailed Itinerary:

- 10:00 a.m.** Depart the Hilton Québec and travel to the Parc de la Chute-Montmorency.
- 10:15 a.m.** Arrive at Parc de la Chute-Montmorency.
- 10:30 a.m.** Cable Car Ride to the Falls followed by a guided hike.
- 12:00 Noon** Three Course Lunch (Soup, Roasted Chicken breast OR Grilled Beef Tenderloin, and Dessert)
- 1:30 p.m.** Depart the Parc de la Chute-Montmorency.
- 1:45 p.m.** Arrive at the Hilton Québec.

Open year-round, the beautiful Montmorency Falls Park is just a few minutes from downtown Québec City. The waterfall is an awe-inspiring 83 m (272') tall, a full one and a half times higher than Niagara Falls. Take the cable car up the cliff to start the guided panoramic walking tour and admire the stunning views with many lookout points throughout the site. At the top of the cliff sits the elegant Manoir Montmorency which includes a gift shop and a fine-dining restaurant that will have a three-course gourmet lunch waiting for you.



11:00 a.m. to 2:00 p.m. or 11:30 a.m. to 2:30 p.m.

Old Québec Food Tour

(One tour will depart at 11:00 a.m. and one at 11:30 a.m. -maximum 16 participants per tour)

Cost: \$70.00/person + GST + QST

*Wear comfortable footwear as this is a walking tour.

*Participants will depart the Hilton Québec 30 minutes before the tour begins and walk to the first stop of the tour, Chic Shack Restaurant (a 15-minute walk). The tour will end at the BEClub Bistro (17 Saint-Stanislas Street), a 10-minute walk from the starting location.

The Old Québec City Food Tour is a three-hour guided walking tour, with five tasting locations showcasing the passionate food community residing in Old Québec. Each stop is its own unique foodie universe: from a rustic sugar-shack style experience to a hip snack bar, historic monastery and traditional French bakery! The food tastings you'll enjoy are enough to fill you up like a hearty, satisfying lunch so be sure to bring your appetite!

This tour is much more than just a food tour! In between delicious bites, your tour guide will share their own tips, secrets, and anecdotes about the areas and will stop at a variety of historical landmarks and unique Old Québec sights. You will see Québec City's famous Swiss clock, Dufferin Terrace by the St. Lawrence River, as well as what just might be the tiniest house in North America, and much more! The result is an immersive experience of Old Québec, both delicious and informative!

Following are the restaurants that are included in this tour:

- Chic Shack: The tour will start off with a Poutine 2.0. Discover a next-generation poutine with hearty local ingredients.
- La Bûche: Enjoy a 4-course tasting here with a Québécois pea soup, pâté chinois, fresh salmon and maple taffy on snow.
- Chez Paillard: Discover the true french-style bakery and taste the best croissant in town.
- Chez Boulay: Comptoir Boréal: Enjoy a traditional Québécois holiday dessert: sucre à la crème.
- BEClub Bistro: Step into a 200-year-old house for a unique experience and find out if you've got enough room for their Québécois mac and cheese with maple bacon, paired with a local wine selected by the sommelier.





11:00 a.m. to 8:00 p.m.

Conference Registration

1:00 p.m. to 5:00 p.m.

Provincial/Territorial Association Meeting

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

Big City Networking Reception (for delegates from municipalities with 50,000+ population)

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

President's Reception for Sponsors and Exhibitors

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

First-Time Delegates Reception

6:00 p.m. to 9:30 p.m.

Opening Reception at Tradeshow

Sponsored by The [Ravenhill Group Inc.](#)

Canada's Municipal search specialists meeting the growing demand for excellent municipal senior staff through ethical head-hunting™. Ravenhill does this by bringing the very best men and women face to face with the opportunity in your municipality...an opportunity that they were unaware of because - simply put - they weren't thinking of a job change. The very best people are not looking and need to be found.

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

Hospitality Suite at the [Pub Ozone](#) (570 Grande-Allée Est)

Sponsored by [Insituform Technologies](#)

Insituform Technologies® rehabilitates deteriorated sewer and water pipes using Insituform® processes, non-disruptive methods of creating a structurally sound pipe-within-a-pipe. The Insituform® processes are an affordable way to solve a full range of everyday sewer and water problems with no digging or disruption.



Day One

Tuesday, May 28, 2019

6:00 a.m. to 7:00 a.m.	Morning Run
7:00 a.m. to 4:30 p.m.	Conference Registration
7:15 a.m. to 8:00 a.m.	Breakfast
8:00 a.m. to 8:45 a.m.	Annual General Meeting
8:45 a.m. to 9:00 a.m.	Opening Ceremonies
9:00 a.m. to 10:00 a.m.	Opening Keynote – The Wisdom of Change: Positivity and Resilience While Under Stress (Maria Sirois)
10:00 a.m. to 10:30 a.m.	Tradeshow Refreshment Break
10:30 a.m. to 11:15 a.m.	Plenary Session – Populism in Canada (Justin Ling)
11:15 a.m. to 12:00 Noon	Plenary Session – Launch of CAMA's Member in Transition Toolkit
12:00 Noon to 1:00 p.m.	Long Service Awards Luncheon
1:00 p.m. to 1:30 p.m.	Dessert and Coffee in the Tradeshow Area
1:30 p.m. to 2:30 p.m.	Concurrent Sessions <ul style="list-style-type: none"> • The Lac Mégantic Rail Disaster: The Then and Now (Marie Claude Arguin) • Build and Support a More Positive and Respectful Workplace (Lauren Bernardi)
2:30 p.m. to 3:00 p.m.	Tradeshow Refreshment Break
3:00 p.m. to 4:00 p.m.	Concurrent Sessions <ul style="list-style-type: none"> • Creating a Positive Environment for Employees with Mental Health Issues (Drew Sousa and Mireille Cyr) • Political Acuity: What is Black & White...and Grey All Over! (Dr. Gordon A. McIntosh)
4:00 p.m. to 5:00 p.m.	Young Professionals Reception (for delegates under the age of forty)
6:00 p.m. to 9:30 p.m.	Casual Night Out – A Québec Evening at the Sugar Shack
9:30 p.m. to 11:30 p.m.	Hospitality Suite at the 3 Brasseur Grande Allée (650 Grande Allée Est)



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

Morning Runs

(Meet in the lobby of The Hilton Québec)

5 km and 10 km routes

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

Conference Registration

7:15 a.m. to 8:00 a.m.

Breakfast

Sponsored by [The Partnership Group – Sponsorship Specialists™](#)

Partnership Group – Sponsorship Specialists® is Canada’s leading sponsorship marketing agency assisting municipalities in generating incremental revenue outside of user fees and taxes. The team works with the municipality to determine what is saleable in a sponsorship program, assigns real market value to those assets and properties and then assists to build the internal capacity for long term renewable revenue through corporate sponsorship. Municipalities as small as Marwayne Alberta to as large as the City of Toronto, from Nanaimo BC on one coast to Summerside PEI on the other, the Partnership Group – Sponsorship Specialists® delivers results.

8:00 a.m. to 8:45 a.m.

Annual General Meeting

8:45 a.m. to 9:00 a.m.

Opening Ceremonies

9:00 a.m. to 10:00 a.m.

Opening Keynote – “The Wisdom of Change: Positivity and Resilience While Under Stress”

Speaker: Maria Sirois

“...Wisdom comes with age and life and pain. And knowing what matters.” Louise Penny, [A Fatal Grace](#)

In this keynote conversation we will explore perspectives and practices from the field of positive psychology which elevate resilience, positivity and wisdom. We’ll examine the role of optimism in creating a greater capacity to enjoy what we do, even on the dull or difficult days. We’ll consider how resilience is built as we reduce our negative habits of thinking and behaving. And we shall address wisdom: knowing how and when to care for ourselves, learning to focus with discernment on what matters. Each of these perspectives will be linked to a pragmatic tool, easily applied at work. With such perspectives and tools, stress becomes not the burden of our days but the actual catalyst for growth.

ABOUT THE SPEAKER

Maria Sirois is a master teacher, facilitator and author. As a positive psychologist (Psy.D.) and international consultant, she focuses on the resilience of the human spirit when under pressure and/or during significant transition. Known for her wisdom, authenticity and rampant humor, Maria brings a depth of experience in leadership development and stress management for corporate and non-profit professionals alike. Her work builds capacity and engagement around stressors such as conflicting goals, difficult conversations, unrealistic expectations and moments of failure – using such moments to leverage sustained positive shifts in perspective and ability. She consults with the Cooperrider Center for Appreciative Inquiry at Champlain College, develops curriculum for the Wholebeing Institute, is on the faculty at Kripalu Center for Yoga and Health and is the author of two books: *A Short Course in Happiness After Loss* and *Every Day Counts*. www.mariasirois.com



Maria Sirois



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

Tradeshow Refreshment Break

10:30 a.m. to 11:15 a.m.

Plenary Session – “Populism in Canada”

Speaker: Justin Ling

From the White House to Westminster to Queen's Park, a new type of political populism has taken root across the Western world. Trade deals are being ripped up. The consensus on immigration is being attacked. Ideological divisions are getting deeper and more pronounced. We've seen nationalism and xenophobia reach high offices in America and Europe, but what happens if, or when, this undercurrent of populism makes its way to Canadian cities?

ABOUT THE SPEAKER

Justin Ling is a freelance journalist who specializes in covering stories untold, oversimplified, misunderstood, and often missed by the media. He got his start in community journalism in Nova Scotia, before working for an online news start-up in Montreal. He then moved to Ottawa, joining the Parliamentary Press Gallery and joined VICE News as their Canadian political reporter, where he uncovered a massive surveillance effort by Canadian intelligence agencies on Indigenous protesters, revealed the existence of an ill-fated infiltration of a university communist group by Canadian spies, reported on major constitutional issues with federal legislation, and turned the government's treatment of the press into a national issue.

Today, Ling is writing a book profiling how eight men disappeared from Toronto's Gay Village, and how police, for eight years, failed to catch the man they believe responsible for those deaths. He is also investigating Russian meddling in Canadian politics, a project that has taken him from inside the headquarters of the Department of National Defence to a NATO training base in Latvia. His work has appeared in the Globe & Mail, National Post, Ottawa Citizen, Maclean's, The Walrus, The Guardian, Foreign Policy, VICE News, BuzzFeed News, and he has appeared on CBC, CTV, Global, CNN, BBC, among others.



Justin Ling

11:15 a.m. to 12:00 Noon

Plenary Session – “Launch of CAMA's Member in Transition Toolkit”

Speakers: **Tony Kulbisky**, Chair of the CAMA Member in Transition Toolkit Committee/Board Representative for Alberta/Chief Administrative Officer for the Town of Devon, AB; **Susan Shannon**, Founder & Principal, muniSERV.ca & muniJOBS.ca, Consultant, CAMA Member in Transition Toolkit; **Rodney Cumby**, City Manager, City of Corner Brook, NL; and **Jerry Berry**, Retired Chief Administrative Officer/President & Principal Advisor of Jerry Berry Consultants Inc.

CAMA recognizes the landscape of transitioned CAOs throughout Canada continues to grow. While we currently support our members in transition in a number of different ways, one of the identified work plan items in our Strategic Plan was to explore additional ways to assist members in transition. CAMA is pleased to announce the launch of its Members in Transition Toolkit, which will be unveiled during this session at the Conference.

When a CAO is experiencing the turmoil and flow of emotions that immediately follows transition, it is often difficult to think of the resources you need and/or where to locate them quickly when you need them. This Toolkit is intended to be a support tool for our members to provide guidance as you navigate your way through the various stages of transition, and links to the resources and professionals you may need to assist you along the way, in any Province/Territory.

CAMA struck a Committee of CAOs who have all experienced transition, and this Toolkit has been developed based on their personal experiences. It is intended to offer our support and let you know you're not alone should you ever find yourself in this unfortunate position. Everyone experiences transition in their own way and throughout the project we learned that often just hearing the experiences of others can be helpful.

The consultant, Susan Shannon, who assisted the Members in Transition Committee with this project, will provide a virtual tour of the on-line Toolkit. You'll also hear from some of your colleagues who will share their own very personal stories about their transition journey and how this Toolkit would have helped them.



ABOUT THE MODERATOR

**Tony Kulbisky, Chair of the CAMA Member in Transition Toolkit Committee, Board Representative for Alberta, Chief Administrative Officer
Town of Devon, AB**

Tony Kulbisky, CLGM has been Chief Administrative Officer (CAO) for the Town of Devon for ten years and brings with him over thirty years of provincial, regional and municipal experience to the Board including twenty plus years in senior management.

Tony holds a BA from the University of Alberta (U of A) and a number of certificates including a Municipal Management and Leadership Certificate from the School of Business and a National Advanced Certificate in Local Authority Administration with Distinction both from the University of Alberta.

Tony won the 2018 Dedicated Senior Management Team Award co-sponsored by the Society of Local Government Managers of Alberta and the Alberta Urban Municipalities Association, and the prestigious 2016 Award of Excellence provided by the Society of Local Government Managers of Alberta. He was also selected for the Queen Elizabeth II Diamond Jubilee Medal in 2012.

Tony has also served his community as a professional 1001 volunteer firefighter for over 15 years. Tony has served provincially on the Local Government Administrative Association (LGAA) Board as Director, Vice President, three-term President from 2013 – 2016 and currently sits as an active Past President. Tony is currently the CAMA Board representative for Alberta.

Tony is an avid runner, having completed several charity runs as well as thirteen half marathons (21 km) and one full marathon (42 km) with another active 2019 running season in swing.

ABOUT THE SPEAKERS:

**Susan Shannon, Founder & Principal
muniSERV.ca & muniJOBS.ca
Consultant for Toolkit**

Susan is a dedicated and experienced municipal specialist with an experienced-based understanding of municipal affairs. She has over twenty-five years' experience in both municipal and provincial environments.

Earlier in her career she was a municipal Chief Administrative Officer (CAO) and then in 2004 she took on the role of Issues Management for the Assistant Deputy Fire Marshal in Ontario's Office of the Fire Marshal.

In 2007, Susan started her consultancy, *Shaping Organizational Solutions (SOS)*. She has held long term contracts with Ontario's large urban municipalities and the Ontario Municipal Human Resources Association.

Most recently, she has been working with CAMA on the Members in Transition Toolkit project and, as an associate of Municipal Strategic Planning Associates, she assists municipalities with their strategic planning initiatives.

In 2013 she created and launched muniSERV.ca – an online platform to "Connect Municipalities and the Businesses that Serve Them!", and most recently, in the Fall of 2018, launched muniJOBS.ca, Canada's only online municipal recruitment and career platform with Candidate/Employer matching, that *Brings Municipalities and Talented People Together*.

Her experiences put her in the unique position of understanding how to bring an innovative business perspective to municipalities, while at the same time helping the private sector better understand municipal operations.

Susan Shannon



Tony Kulbisky



**Rodney Cumby, City Manager
City of Corner Brook, NL**

Rodney Cumby is the City Manager for the City of Corner Brook, NL. He has enjoyed a lengthy career in municipal government, starting in 1998, as the Town Clerk and Manager, in his native Pouch Cove. Rodney has also held the Chief Administrative Officer roles in the Town of Paradise, the Town of Torbay and the Town of Portugal Cove-St. Phillips. He was also the Executive Manager of Operations for the City of Lloydminster, AB.

Rodney served on the CAMA Board of Directors as the Newfoundland and Labrador representative from 2015 to 2018. For fifteen years Rodney was an Executive Member of Newfoundland's Association of Municipal Administrators (Professional Municipal Administrators), which include four years as President. He was also a member of the TRIO Pension and Benefit Board, which provides pension and benefit options to Municipal Employees in Newfoundland and Labrador. He is also a past board member of the Municipal Assessment Agency.

Rodney holds a Bachelor of Commerce degree from Memorial University and resides in Newfoundland with his wife Leslie and two sons, David and Michael. Rodney's eldest son Aaron lives in Halifax.



Rodney Cumby

**Jerry Berry, B.Sc., MPA
Retired Chief Administrative Officer
President/Principal Advisor
Jerry Berry Consultants Inc.**

Jerry Berry is a management consultant, facilitator and educator specializing in local government issues, with almost 40 years of experience in the field in Canada. For the past ten years he has been President and Principal Advisor at Jerry Berry Consultants Inc.

He was formerly the City Manager for the City of Nanaimo for 22 years, having worked for that City for 28 years. During Jerry's tenure as manager, the City of Nanaimo received significant recognition and won numerous awards; particularly in strategic planning, environmental protection, community participation and innovative use of technology.

Jerry holds a Bachelor's Degree in Science; and a Master's Degree in Public Administration; as well as both a Senior Certificate in Municipal Administration and an Advanced Certificate in Municipal Management from the Province of British Columbia.

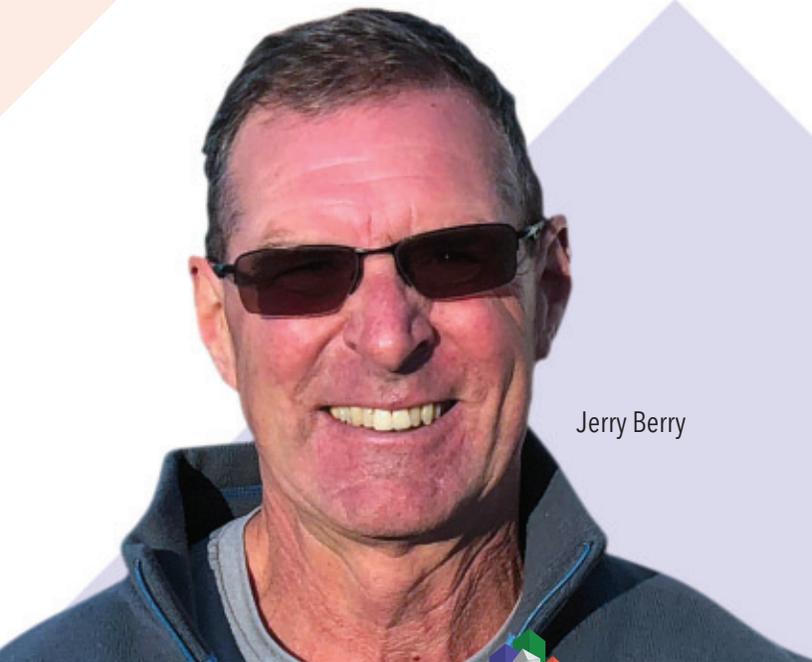
He has a particular interest in local government education and professional development. He was awarded the President's Millennium Award from the Local Government Management Association of BC (LGMA) for his many contributions to the field.

Jerry was also awarded the Distinguished Membership Award from the LGMA of BC *"For outstanding contributions to Local Government in British Columbia, and for promoting and upholding the LGMA ideals of professional management and leadership excellence."*

Jerry has been a lead player in the development and delivery of the LGMA's Municipal Administration Training Institutes; as well as the BC Local Government Leadership Academy's various offerings over the past 35 years. He was the inaugural Chair of the BC Municipal Finance Authority's Len Traboulay Education Fund which supports local government training and development in BC.

He has been a guest lecturer for Northwest Community College, the University of Victoria, the University of Alberta, University of British Columbia, Vancouver Island University and the Banff School of Management. He is currently a senior faculty member in Capilano University's School of Public Administration.

Jerry is an avid outdoorsman and is particularly involved in mountain biking, ocean kayaking/paddling, sailboat racing, trekking and scuba diving. For the past ten years Jerry has acted as a Fast Response Vessel Coxswain and Rescue Crew volunteer for the Royal Canadian Marine Search and Rescue and is the Past President of the Nanaimo Marine Rescue Society. He has been married to Jody for 37 years and has two grown children.



Jerry Berry



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

Long Service Awards Luncheon

CAMA's Long Service Recognition Program recognizes and celebrates CAMA members' dedication to public service and municipal management. These awards are based on the number of years of full-time, paid employment in municipal government in a management capacity (a Chief Administrative Officer or reporting directly to a Chief Administrative Officer). They are granted at ten years and given in five-year increments.

CAMA's Special Long Standing CAO Service Award recognizes any CAMA member that has been in the position of Chief Administrative Officer or City Manager for twenty-five years or more and who has been a member of CAMA for at least ten years (as of January 1st of the nomination year).

Recipients with twenty years of service or more will be presented with their awards at this ceremony.

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

Dessert & Coffee in the Tradeshow Area

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

Concurrent Session – "The Lac-Mégantic Rail Disaster – The Then and Now"

Speaker: Marie Claude Arguin, CAO of Lac-Mégantic

The Lac-Mégantic Rail Disaster occurred in the Town of Lac-Mégantic located in the Eastern Townships of Québec at approximately 1:15 a.m. EST on July 6th, 2013. An unattended 74-car freight train carrying crude oil rolled downhill and derailed resulting in a fire and explosion of multiple tank cars. The destination was the Irving Oil Refinery in Saint John, New Brunswick. Around 150 firefighters were deployed to the scene described as looking like a "war zone". Some were called in from as far away as the City of Sherbrooke, Québec and as many as eight trucks carrying 30 firefighters were dispatched from Franklin County Maine, US. The fire was finally extinguished after burning for nearly two days. Forty-two people were confirmed dead with five more missing and presumed dead. More than thirty buildings were destroyed in the town centre and all but three of the thirty-nine remaining downtown buildings had to be demolished due to petroleum contamination of the townsite. Also, 115 businesses were destroyed, displaced, and or rendered inaccessible. The municipal water supply for Lac-Mégantic was shut down on the evening of the explosion and a boil-water advisory was issued.

The death toll of 47 makes it the fourth-deadliest rail accident in Canadian history, and the deadliest involving a non-passenger train. One should never underestimate the long-term impacts of a tragedy especially on mental health and psychological well-being. During this session you will hear how the Town of Lac-Mégantic responded to this tragedy, its strategies on crisis management, and the different components of its recovery operations for those affected. Hear how this community is doing six years later.



ABOUT THE SPEAKER

Marie Claude Arguin
Chief Administrative Officer
Town of Lac-Mégantic, QC

Marie-Claude is from Lac-Mégantic but since graduating from University in 1991, she lived or worked in eight of the Canadian provinces and territories in addition to the United-States, Europe and South-Asia. By the age of 35, she had already travelled, both for personal and business purposes to all Continents with the exception of South-America. Marie-Claude has therefore already in her young adult life experienced several different cultures and economy systems. She has seen her share of destruction and she has seen complete recoveries.

Marie-Claude has 25 years of professional experience in management. Although she focused extensively in project management considering all facets of human, material and financial resources, Marie-Claude has always worked under the umbrella of crisis management. It is a specialty and a passion that she developed over the past two decades and hope will be beneficial to her latest mission: contributing positively to the recovery and revitalization of Lac-Mégantic.

A graduate from the Military College of Canada in Kingston Ontario with a Bachelor Degree in Mathematics and Physics, Marie-Claude later obtained a Master Degree in Defense Studies, with a specialty in Strategic Leadership. It is therefore the marriage of her professional experience with her love for her youth community that brought her back to Lac-Mégantic. Supported by her husband and two boys, Marie-Claude decided shortly after the events of 6 July 2013 to go back to her roots and home to give a hand with the recovery efforts.

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

Concurrent Session – “Build and Support a More Positive and Respectful Workplace”

Speaker: Lauren Bernardi, Lawyer and Human Resources Advisor

Respective workplaces just don't happen – they are built. Creating a safe place of employment and building a culture where everybody is respected is not easy and requires consistent implementation at the individual level. It is easier to maintain a respectful workplace then to move from a dysfunctional workplace to one of respect and cohesion.

If everyone treats each other with respect and courtesy, you will create a workplace that your staff are excited to come to every morning. They will want to do their best for you and make you proud. Fostering a respectful workplace will help boost your productivity and is the key to the growth of any successful organization. A key component of a respectful workplace includes the intolerance of disrespectful, hostile or bully behaviour. A formal conflict resolution process is another key among many respectful workplaces.

One of the most common reasons for an employee to decide to initiate the formal resolution process of a harassment complaint is due to poorly managed or unmanaged conflict. A harassment complaint rarely comes out of the blue. When a harassment complaint is filed under the policy, the complainant and respondent are the people who are most obviously affected by the formal resolution process. However, in most cases the situation is likely to have a negative impact on the people in the team including the manager. This is why it is so important that preventive activities are in place to foster a harassment-free workplace.

Marie Claude Arguin



This engaging session will provide managers and supervisors:

- With tools and techniques to reduce the potential for harassment, or perceptions of harassment, in the workplace.
- Learn how to create a respectful workplace, ensure you are meeting not only the legal requirements for respectful workplace, but also ensuring your staff have an environment where they are successful by focusing on providing care.
- Learn everyone's role in supporting the Respectful Workplace Policy if disrespectful behaviour is encountered.
- Smooth the way and promote the restoration of a healthy workplace for the entire team if a formal process and allegations of harassment have been submitted in writing.

ABOUT THE SPEAKER:

Lauren Bernardi Lawyer & Human Resource Advisor

Lauren works extensively in the field of workplace mental health, respect, harassment and violence, including conducting manager and employee training sessions, preparing harassment and code of conduct policies and investigating and resolving complaints.

Lauren's on-the-ground experience with workplace challenges, combined with her keen interest and degree in psychology, have led her to her current mission: creating psychologically healthy workplaces where employees can thrive, and organizations can excel. On her initiative, Bernardi Human Resource Law was one of 40 organizations that were part of a case study project of the Mental Health Commission of Canada to pilot the implementation of the *National Standard for Psychological Health and Safety in the Workplace*.

A recognized leader in this emerging and important area of HR law, Lauren co-developed and chairs the *Osgoode Certificate in Workplace Mental Health Law*. In furtherance of her commitment to workplace mental health, she is also a board member of the Canadian Mental Health Association (CMHA) Peel Dufferin, and Mindful Employer Canada.

Lauren is the author of "*Powerful Employment Policies*", published by Canada Law Book. She has been quoted in national newspapers and has been a guest expert on CBC Radio.



Lauren Bernardi

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

Tradeshow Refreshment Break

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

Concurrent Session: "Creating a Positive Environment for Employees with Mental Health Issues"

Speakers: **Drew Sousa**, Executive Director, Ontario Occupational Health Nurses Association; **Mireille Cyr**, Manager of Business Development for Mental Health First Aid and Opening Minds

Many employees lead a productive life while experiencing mental health issues, such as depression or anxiety. In today's society the goal is to provide an organizational culture which is respectful and inclusive of all employees equipping leaders with the tools to interact in a manner which focuses on solutions and employee success.

How can a manager support an employee experiencing mental health issues to continue to be productive? Learn how the Working Mind (TWM) helps organizations to address and promote mental health and reduce stigma of mental illness in the workplace. Discover how to take full advantage of your resources to ensure an employee is maximizing their performance while dealing with a mental health issue. Learning how to communicate with employees who are in crisis, helping them to focus on their strengths, is a critical skill essential to all successful leaders and organizations.



ABOUT THE SPEAKERS:

Drew Sousa, Executive Director, Ontario Occupational Health Nurses Association

Drew Sousa has been an Occupational Health Nurse for over twenty-five years. Most recently she accepted the position of Executive Director for the Ontario Occupational Health Nurses Association (OOHNA). Before this she retired from being the Manager of the Employee Health Unit at the City of Mississauga where she led a multidisciplinary team of claims and health care professionals in managing the disability and wellness programs for City staff for over seventeen years.

Drew has a special interest in mental health resulting from having the honour of representing OOHNA at the technical committee which created the National Standard of Canada for Psychological Health and Safety in the Workplace. She has a certificate in Workplace Mental Health from Queens University and is a facilitator for the Mental Health Commission of Canada for both their Working Mind and the Road to Mental Readiness training programs. She has been a speaker for numerous conferences including Ontario Municipal Human Resources Association, Osgoode Certificate in Workplace Mental Health Law and other industry specific conferences.

Drew Sousa



Mireille Cyr, Manager of Business Development for Mental Health First Aid and Opening Minds

Mireille Cyr is the Manager, Business Development for the Mental Health Commission of Canada's two training programs, Mental Health First Aid (MHFA) and Opening Minds. She joined the Commission in 2015 and has since led the development of the MHFA adaptation for the Veteran community and has been involved in the adaptations for Seniors, First Nations and Inuit communities.

She brings over twenty years experience in the healthcare field, both as a frontline healthcare provider and in management. Her experience in private physiotherapy practice and in homecare have shown her the inter-relation of mental wellness on physical recovery.

She is a Board Member of the Centre Psychosocial in Ottawa which is a French-speaking organization whose mission is to provide quality mental health services to children aged 0-18 and important people in their lives.

Mireille holds a Master of Health Administration and a Bachelor of Physiotherapy from the University of Ottawa.

Mireille Cyr



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

Concurrent Session: "Political Acuity: What is Black & White... and Grey All Over!"

Speaker: Dr. Gordon A. McIntosh

The amount of CAO turnover has never been more prevalent reflecting an increasing misalignment between Councils and CAO's concerning expectations and strategic directions. CAMA has put a lot of effort into developing the CAO Evaluation Toolkit and the Political Acumen Toolkit which will be launched at the Conference. This session will provide a quick CAO/Council check-in approach to complement these efforts to enhance the political/administrative interface.

Success in local government is not so much about dealing with the 'black and white' but dealing with the 'grey' aspects of Council/staff relations. Dr. Gordon McIntosh will share national insights to the shifting landscape for local government leadership based on interviews with over 150 CAO's. A 'rapid' CAO/Council Check-In approach will be used by participants to discuss preventive and remedial strategies for enhanced Council/CAO relations.

This session will help you gain insights to the factors changing the CAO role and leave you with some practical techniques and tools to immediately use in your workplace.

ABOUT THE SPEAKER:

Dr. Gordon McIntosh

Dr. Gordon McIntosh is passionate about local government leadership and is constantly learning as he facilitates learning programs and strategic or governance sessions throughout Canada and overseas. He has conducted over 1,200 sessions, received professional recognition as a Chief Administrative Officer and his doctoral and current research focus on CAO leadership. He looks forward to sharing a practical CAO/Council check-in tool in an interactive session.

Dr. Gordon McIntosh



4:00 p.m. to 5:00 p.m.

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

6:00 p.m. to 9:30 p.m.

Casual Night Out: A Québec Evening at the Sugar Shack

***Buses will begin leaving the Hilton Quebec at 5:45 p.m. until 6:00 p.m. The Sugar Shack is a thirty-minute drive from downtown Québec.**

The [Érablière du Cap](#) will provide you with the full sugar shack experience and a fun-filled evening that you will never forget! Begin with the traditional all you can eat French Canadian meal served at your table (including pea soup, meat pie, omelette, maple sausage, maple beans, grilled pork strips, country style potatoes, crispies pancakes, coffee, tea, and maple syrup) while enjoying some traditional music entertainment.

You will then have the opportunity to participate in a guided tour of the sugar shack to learn how they collect maple sap and transform it into maple syrup. The gift shop will also be open. Finish off the evening with maple taffy on the snow.

The shuttle service will begin again at 8:45 p.m. to the Hilton Québec.

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

Hospitality Suite at the 3 Brasseur Grande Allée (650 Grande Allée Est)



Day Two

Wednesday, May 29, 2019

6:00 a.m. to 7:00 a.m.	Morning Run
7:00 a.m. to 3:00 p.m.	Conference Registration
7:30 a.m. to 8:15 a.m.	Breakfast
8:15 a.m. to 9:15 a.m.	Plenary Session: "Building A Resilient-Ready Organization – Why It Matters (To You)" (Brady Wilson)
9:15 a.m. to 10:15 a.m.	Plenary Session: "Political Acumen Toolkit Launch"
10:15 a.m. to 10:45 a.m.	Tradeshow Refreshment Break
10:45 a.m. to 12:00 Noon	Closing Keynote: "Four Conversations For Success" (Stuart Knight)
12:00 Noon to 1:00 p.m.	CAMA Awards of Excellence Luncheon
1:00 p.m. to 1:30 p.m.	Closing Ceremonies and Tradeshow Draws
2:00 p.m. to 3:00 p.m.	Knowledge Café: CAO and Council Interpersonal Working Relationships Coaching Session
2:00 p.m. to 3:30 p.m.	Study Tour: Videotron Centre
6:30 p.m. to 7:00 p.m.	President's Reception at Le Capitole
7:00 p.m. to 11:00 p.m.	President's Dinner, Entertainment and Dance at Le Capitole

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

Morning Runs

(Meet in the lobby of Hilton Québec)

5 km and 10 km routes.

7:00 a.m. to 3:00 p.m.

Conference Registration

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

Breakfast

Sponsored by The [Federation of Canadian Municipalities](#)

The Federation of Canadian Municipalities is the national voice of municipal government representing 90 per cent of Canada's municipal populations. United they tell their story, partner constructively with the federal government, influence policy and program, and get results! FCM has been the national voice of municipal government since 1901. Members include Canada's largest cities, small urban and rural communities, and twenty Provincial and Territorial Municipal Associations.



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

Plenary Session – “Building A Resilient-Ready Organization – Why It Matters (To You)”

Speaker: Brady Wilson, Co-founder of Juice Inc, Author, Speaker and Thought Leader

Sponsored by [Juice Inc.](#)

Juice Inc. has a preposterous belief. They believe every person deserves to have energy left over at the end of the day - energy for what matters most - their partners, families and communities. And that's good for work too - they've found that people who go home with energy, come back to work with energy the next day. They are on a mission to energize people at work and at home. Join the energy movement!

During this session, Brady Wilson will tell stories of resilience and what we learn from them (High River, Fort MacMurray, Lac Mégantic)

- For one person, it's belonging that unlocked resilience.
- For another it's someone believing in them.
- For another it's contribution.

What's the key point? There's no resilience recipe. It's always about what matters most to each individual - belonging, belief, and contribution.

If you want to burn-out proof your people and make them disruption-ready - become skillful at getting to what matters most.

Resilience is fueled by energy. Without it - none of the resilience skills can operate. Let's understand the vital role of your executive function in powering up resilience skills.

The energy we're talking about is not ethereal - you can map it in the brain. Following are three hi-performance hormones that power up resilience. Here is a conversational operating system to release those hormones:

- Connect on what matters most.
- Understand what's possible.
- Partner for progress.

Brady will look at how this operating system makes you (and your organization) disruption-ready:

Create Connection

- Research: how connection fuels resilience.

Build Belief

- First born research.
- Michelangelo Part 1: "I saw the angel in the marble..."
- Research: Our brains don't supply resources until belief is present.
- How to build your beliefs.

Seek Contribution

- Practice: Chunking down the challenge.
- Release your brilliance - Michelangelo Part 2: "...and carved until I set him free".
- Practicing healthy stress.

In closing, Brady will talk about the power of moving from Declared Support to Felt Support.

ABOUT THE SPEAKER:

Brady Wilson

Co-founder of Juice Inc, Author, Speaker and Thought Leader

Brady Wilson has been speaking to audiences for over twenty-five years. In 1999, Brady launched his own business which soon became Juice. Juice has a preposterous belief: that every employee deserves to have energy left over at the end of the day; energy for their partner, for their kids and for their communities. This has driven two things for Brady: decades of research and a shocking amount of money spent at Amazon.

Brady is the author of four books and can often be seen handing them out on street corners to anybody who will take one (The Power of Conversation, The Sticking Point, Love at Work, and Beyond Engagement).

Brady functions as an energy architect, working with leaders to build the conditions in which employee engagement, innovation and unforgettable customer experiences can flourish.

He has had the privilege of partnering with great companies like American Express, CMO, Cooperators, Region of Peel, City of Brampton and of course... CAMA!



Brady Wilson



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

Plenary Session – “Political Acumen Toolkit Launch”

Moderator: Beverly Hendry, Chair of the Political Acumen Toolkit Committee/CAMA Board Member-At-Large/CAO, Township of West Lincoln, ON

Speakers: Doug Lagore, Municipal Management Consultant, Transitional Solutions Inc.; **Gordon Howie**, CAO, District of Stewart, BC/Member of the Political Acumen Toolkit Committee; **Duncan Campbell**, Honourary CAMA Member/Retired CAO for the City of Westmount, QC; and **Sheila Bassi-Kellett**, City Administrator, City of Yellowknife, NWT/Member of the Political Acumen Toolkit Committee

The role of the elected municipal official in the political domain versus that of the hired bureaucrat in the administrative domain are sometimes blurred. Some might argue that one needs to be a chameleon to survive.

CAMA is excited to launch its Political Acumen Toolkit during this session at the Conference. Political acumen is the most important competency of a CAO or senior administrator to achieve success within the organization and with elected officials and stakeholders. The Committee, working with consultant Transitional Solutions Inc., spent the past year gathering research including case studies and best practices from members coast to coast.

This online toolkit will be a resource to support CAOs, direct reports and the next generation of leaders that are already in local government jobs and will provide advice on the following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial, Federal, and Media.

There is also a new Mentorship Program featuring an interactive online component that will foster mentorship among CAMA membership in different ways and different modes of communication. This Program will allow members to find mentors/mentees to network, request advice, along with providing a discussion forum.

We hope this valuable toolkit will assist you and your staff with a higher level of understanding of this grey topic and take you to a higher level of professionalism. This

initiative gave CAMA the opportunity to reflect on the challenges administrators wrestle with on a daily basis. It also provided an appreciation for the collective wisdom of our membership and for the unique working relationships members have to maintain with their Mayors and Council members. This resource, along with the CAO Performance Evaluation Toolkit, will build upon and improve all relationships to help create stronger cities and communities.

Doug Lagore will provide you with an overview of the on-line toolkit and Mentorship Program while some of your colleagues will tell you about the lessons they have learned over the years that have helped them succeed and survive the challenges presented by elected officials.

ABOUT THE MODERATOR:

Beverly Hendry
Chair of the Political Acumen Toolkit Committee
CAMA Board Member-At-Large
CAO, Township of West Lincoln, ON

Bev Hendry is currently the Chief Administrative Officer for the Township of West Lincoln. She was employed with the City of Oshawa from 2014 to March 2018 as the Interim City Manager and the Commissioner of Corporate Services. From 2005 to 2014, she was the Chief Administrative Officer for the Corporation of the Township of Scugog.

Before joining municipal government, Ms. Hendry worked for the Province of Ontario with the ministries of Consumer and Commercial Relations, Natural Resources and Municipal Affairs and Housing, where her last post was Regional Director for Central Ontario. She has a BAsC and MSc in Management and Economics from the University of Guelph.

In addition to her being a Member-At-Large on the CAMA Board of Directors, her volunteer experience also includes a member of the Community Advisory Committee for the Durham Trent University; Co-Chair of the Baldwin Award Sub-Committee for the Ontario Municipal Administrators Association; an instructor at the Central Toronto YMCA; and, a director for the Durham Standard Condominium Corporation. She is also a Past President of the Ontario Municipal Administrators Association.



Beverly Hendry



ABOUT THE SPEAKERS:**Doug Lagore
Municipal Management Consultant
Transitional Solutions Inc.**

Doug Lagore has over thirty years of experience in municipal government as a highly respected senior leader. Throughout his career, he has been the City Manager/Chief Administrative Officer for municipalities in Alberta, British Columbia and the Northwest Territories.

His high level of service to various municipal associations has earned Doug an Honourary Member for Life Award and Distinguished Service Award from CAMA and the Dedicated Chief Administrative Officer Award from the Alberta Urban Municipalities Association and the Society of Local Government Managers.

Doug holds a Certificate in Public Administration from the University of Western Ontario, a Certificate in Economic Development from McMaster University, and a Local Government Certificate from the University of Alberta SLGM-CLGM.

Doug has been consulting with Transitional Solutions Inc. for over two years and has both led and participated in numerous municipal and municipal service projects including CAMA's recent Political Acumen Toolkit project.

Doug Lagore

**Gordon Howie
Chief Administrative Officer
District of Stewart
Member of the Political Acumen Toolkit Committee**

Gordon Howie is currently the Chief Administrative Officer for the District of Stewart, British Columbia. He has spent forty-two years in senior leadership positions in local government throughout British Columbia.

In 1998 Gord received the Municipal Officer's Association of BC (now LGMA) Professional Award for his innovation, leadership and contributions to the advancement of local government. In 2000, Gord was the first recipient of the LGMA Distinguished Member Award. In addition, Mr. Howie has been awarded:

- Distinguished Member, Canadian Association of Municipal Administrators (CAMA)
- Life Member, Local Government Management Association
- Queen Elizabeth II Diamond Jubilee Medal

In 2002 Gord was a key member of the Local Government Leadership Institute/Canadian International Development Agency (CIDA) contingent which assisted with training in the Philippines by showing over 600 local government people, through an intensive, interactive program, another way of making decisions in their communities.

Gord holds a Diploma in Public Sector Management from the University of Victoria and has a Senior Certificate in Municipal Administration from the BC Board of Examiners.

Gord has contributed to his profession by serving as a mentor to the following programs for local government professionals:

- Municipal Administration Training Institute (MATI), Levels I and II
- Local Government Leadership – the Banff Centre
- Local Government Leadership – Royal Roads University

Gord has also served on a number of government-related organizations and is currently a Director on the CivicInfo BC Board and a member of the CAMA Political Acumen Toolkit Committee.

Gordon Howie



Duncan Campbell
Honourary CAMA Member
Retired CAO for the City of Westmount, QC

Duncan retired as Director General of the City of Westmount in 2015 after serving it and three other Montreal-area communities in a similar capacity for almost thirty years.

A proponent of innovation and the importance of associations to advance personal and professional development, he remains a member of the Association des directeurs généraux des municipalités du Québec (ADGMQ) and the International City/County Management Association (ICMA), where in 2009, he was Chair of the Host Committee for its Montreal Conference and was Conference Planning Chair in 2014 for its 100th anniversary in Charlotte, NC.

With CAMA, he served as the Association's President in 1995-96 and was honoured with Queen's Diamond Jubilee Medal in 2012 and the Honourary Membership for Life in 2017.

He remains involved in municipal governance as a consultant and conference speaker at the national and international level. A professional engineer, he also holds an MBA from the Ivey School of Business of Western University and is a Level III ski instructor at Mont-Tremblant. Active in many charitable, educational and sports organizations, he currently serves as the President of the Weredale Foundation that operates a summer camp for children from Montreal's English community who fall under the province's Youth Protection Act.

Duncan Campbell



Sheila Bassi-Kellett
City Administrator
City of Yellowknife, NWT
Member of the Political Acumen Toolkit Committee

Born and raised in Toronto, Sheila moved to Yellowknife in 1986 after completing her undergraduate degree. In her thirty plus years in the Northwest Territories, Sheila has worked extensively in governance development and individual/organizational capacity building.

Sheila started working for the Government of the Northwest Territories (GNWT) in 1988 for Municipal and Community Affairs (MACA) first as a researcher and then with the Community Transfer Initiative which was the GNWT's flagship initiative to transfer more power and authority to local governments. In 1994, Sheila moved to Tulita, Northwest Territories, to become the Senior Administrative Officer (SAO) for the Hamlet of Tulita. In 1997, Sheila returned to work for the GNWT as an Indigenous Self Government Negotiator for five years before becoming the Director of Corporate Affairs for MACA in 2002 and subsequently Assistant Deputy Minister in 2005. She was appointed Deputy Minister of Human Resources in 2011 and held that position until 2014 when she left the GNWT.

After running her own management consultancy for three years, Sheila returned to public service when she joined the City of Yellowknife in March 2017 as City Administrator.

Sheila has an Honours Bachelor of Arts Degree from Queen's University in Kingston and a Masters of Arts from Royal Roads University.

Sheila Bassi-Kellett



10:15 a.m. to 10:45 a.m.
Tradeshow Refreshment Break



10:45 a.m. to 12:00 Noon

Closing Keynote – “Four Conversations For Success”

Speaker: Stuart Knight

How do you feel when a business associate you rarely see remembers your name? Why do people work harder for some managers than others? Do your clients look forward to seeing you? What do you know about your customers that your competition doesn't? Do you see them? They're everywhere. That's right, they are called human beings and when you connect with them personally, you and your organization will thrive! Did you know that employees who see their co-workers as friends are twelve times more productive at their jobs? Were you aware that manufacturers who promote healthy human relationships in the workplace experience 50% less defects on the production line? And have you heard that research recently proved that social isolation decreases life expectancy more than smoking, obesity and alcohol abuse combined? The evidence is undeniable. The strength of our human connections dramatically influences the success we experience in both our professional and personal lives. No one understands this better than Stuart Knight, and whether you are outgoing or introverted, he will teach you what it takes to raise your game one powerful conversation at a time.

ABOUT THE SPEAKER:

Stuart Knight

Stuart Knight is a multi-talent. He has written, produced and starred in shows that have been seen around the world and has helped some of the world's biggest companies to reach new levels of success. Also, a welcomed guest on some of Canada's biggest TV and Radio stations, Stuart Knight is often asked for his expert opinion on high level communication.

Stuart Knight's business and leadership skills have been awarded several times and was honoured with Canada's National Entrepreneurs Award for Community Leadership. His two critically-acclaimed books “You Should Have Asked – The Art of Powerful Conversation” and “The Madness of My Mind” have been read by thousands and his weekly blog has over ten thousand followers.

As a renegade visionary, the sought-after speaker Stuart Knight has taken gut wrenching risks and came out on top. Today, with hilarious stories and thought-provoking insights, he shares the lessons he has learned helping people reach goals they never imagined they could attain. Stuart Knight is a world traveler, international blogger and renegade visionary who lives by the credo: “Boycott what you thought”. Some talk it. Stuart Knight walks it.



Stuart Knight



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

CAMA Awards of Excellence Luncheon

Each year CAMA recognizes its membership through the Excellence in Municipal Administration Awards Program.

Experience has demonstrated that CAMA members have every right to hold their heads high when it comes to excellence in municipal management. Year-after-year we see countless examples of outstanding projects and programs designed, developed and implemented in Canadian municipalities who are recognized world leaders in municipal governance and service delivery.

This Luncheon will celebrate the achievements and successes of your colleagues and recognize the work of your profession in the environment, innovation and professional development fields.

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

Closing Ceremonies and Tradeshow Draws

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

Knowledge Café: CAO and Council Interpersonal Working Relationships

Facilitator: Dr. Gordon McIntosh

Our members told us that the interpersonal working relationships between staff and the elected officials are important. Join colleagues in a relaxed atmosphere to share 'real time' preventive and remedial strategies that foster positive political/administrative relations. Let's chat about the CAO behaviours and skills that would guide our personal development and the coaching of others.

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

Knowledge Café: The Creative Roundtable: A Coaching Session For Everyone

Take advantage of learning from your colleagues about topics that are of interest to you. If you aspire to succeed as a new or future CAO or are already in the position, and would like to learn from other colleagues, bring your ideas and suggestions and interact with other experienced CAOs. The Creative Roundtable provides collaborative coaching and problem-solving targeted to help overcome your obstacles. Come and share your knowledge and lessons learned with your colleagues.

How does it work?

When you register for the Conference you can suggest a topic that you are interested in learning more about.

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

- GORDON MACFARLANE - DEPUTY CAO, CITY OF SUMMERSIDE, PEI



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

Study Tour: Videotron Centre

Cost: \$25.00 + HST/per person

A groundbreaking ceremony for the new Vidéotron Centre was held on September 3, 2012. The arena was expected to cost \$400 million, but cost \$370 million instead with the City and the Province covering the entirety of the cost (50% each).

As part of the tour of this multifunctional facility you will discover how this project came in under budget.

Schedule

- 2:00 p.m. Depart the Hilton Québec for the Vidéotron Centre (approximately ten minutes).
- 2:15 p.m. Arrive at the Vidéotron Centre and the tour begins.
- 3:15 p.m. Depart the Vidéotron Centre for the Hilton Québec.
- 3:30 p.m. Arrive at the Hilton Québec.

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

President's Reception at Le Capitole

Sponsored by Odgers Berndtson

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

7:00 p.m. to 11:00 p.m.

President's Dinner, Entertainment and Dance

Wine Sponsored by Odgers Berndtson

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

CAMA President, Marc Landry, will end the Conference with a wonderful dinner at Le Capitole. This Beaux Arts-style theatre was constructed in 1903 and was renovated in 1927. It was closed and abandoned in the late 1980s and underwent a complete restoration in 1992. Le Capitole was classified as a historic monument on May 3, 1984 and was designed as a National Historic Site of Canada on November 14, 1986.

After a three course meal, the award-winning [Painchaud Family](#) will provide you with an internationally renowned show and then get ready to dance the night away with another hour of fantastic live music.



Swing Day Optional Workshop

Thursday, May 30th, 2019

8:30 a.m. to 3:30 p.m.

Optional Workshop: Community Service and Infrastructure: How Asset Management Brings It Together

Presented by CNAM and FCM

Location: Hilton Québec Hotel

Cost: \$199.00 + GST + QST (includes printed learning material, lunch and refreshments and access to CNAM's Asset Management Awareness Online Workshop entitled Session B - How To Get Started (dates to be determined))

This one-day workshop will give CAOs and municipal staff a solid overview of asset management and how it benefits communities, municipalities, and local governments. Explore the link between community services and infrastructure and see how better data and information on assets leads to sustainable decision-making.

Through hands on exercises, participants will start developing an AM policy and leave with resources to help guide them through establishing an AM governance process. CAO AM leaders will be there to share concrete examples and discuss what AM has meant for their communities and how they got started. The workshop is relevant for all communities, municipalities and local governments, regardless of your size and location, or whether or not you have made any progress with asset management to date.

Participants will also have the opportunity to take it a step further through an extra half-day session delivered online at a later date.

The session will cover:

- a better understanding of what asset management is,
- why it should be undertaken and the benefits to your community, and
- what it entails and how to begin implementation with some tangible steps with a focus on AM Policy & Governance and Data & Information.



Companion Program

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

Cost

Delegate Type	Early Bird Registration Fee by April 1, 2019 (+ GST + QST)	Registration Fee after April 1, 2019 (+ GST + QST)
*Companion of a CAMA Member/ Retired Member/Honourary Member (Municipal)	\$275.00 + \$13.75 GST + \$27.43 QST = \$316.18	\$325.00 + \$16.25 GST + \$32.42 QST = \$373.67
*Companion of a Non-Member (Municipal)	\$300.00 + \$15.00 GST + \$29.93 QST = \$344.93	\$350.00 + \$17.50 GST + \$34.91 QST = \$402.41
**Companion of an Affiliate CAMA Member (Non-Municipal)	\$325.00 + \$16.25 GST + \$32.42 QST = \$373.67	\$375.00 + \$18.75 GST + \$37.40 QST = \$431.15
**Companion of a Non-Member (Non-Municipal)	\$375.00 + \$18.75 GST + \$37.40 QST = \$431.15	\$425.00 + \$21.25 GST + \$42.39 QST = \$488.64

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

**"Non-Municipal" refers to all other individuals.

Companions have the option of joining the delegates for the Pre-Conference Events (Golf Tournament, Old Quebec Food Tour, the Trip to Le Parc de la Chute-Montmorency) along with the Study Tour to the Videotron Centre on Wednesday for an additional cost.



Who we are

Advocacy Services

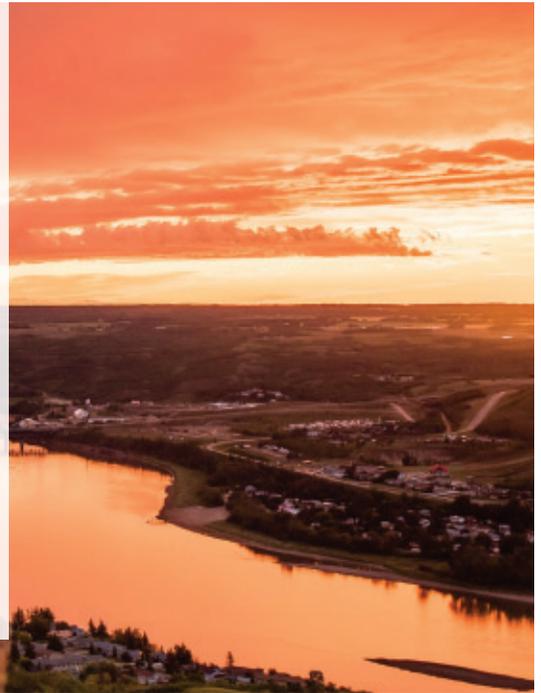
Your AUMA membership allows us to develop innovative and practical municipal solutions and policies, and build consensus on municipal matters. We speak on your behalf as your advocate to provincial and federal orders of government, and the business community.

Some recent examples include:

- Advocating for a new provincial-municipal relationship as a collaborative, government to government partnership
- Advancing options for overall funding for a new long-term municipal funding model
- Advocating for increased investment in infrastructure
- Identifying changes to emergency services
- Providing input on Municipal Government Act and Local Authorities Election Act amendments
- Advocating for brownfield redevelopment
- Identifying changes to the viability review process
- Advocating on member resolutions
- Advocating on cannabis legalization

auma.ca/advocacy-services

Photo generously provided by the Town of Peace River



Business Services

At AMSC, we value the voices of our members. Over the years, we have created business services specifically to meet the unique needs of municipalities and municipally-related organizations.

Our solutions-based services provide outstanding value to members through aggregation, superior customer service, and value-added benefits.

Our broad range of service solutions include:

Human Resource Services

- Employee Benefits
- Retirement Services

Insurance & Risk Services

- General Insurance Program
- Risk Management
- Claims Support

Energy Retail Program

Short-term Investment Services

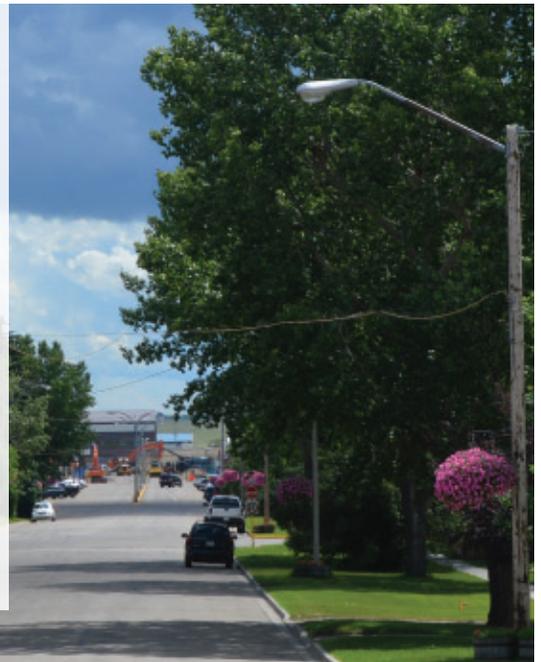
- MuniFunds: Money Market
- High Interest Savings Account

Purchasing Program

- Access to professional purchasing advice
- Access to standing offers
- Procurement card program

auma.ca/business-services

Photo generously provided by the Town of Provost



310-AUMA | main@auma.ca

auma.ca

See you next year in Huntsville!

June 1-3, 2020 | Deerhurst Resort

1-866-771-2262 or 1-866-771-CAMA
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