

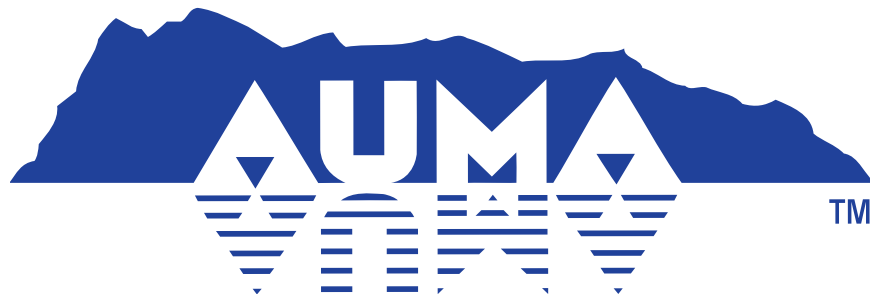


2020 CAMA

Conference & Annual General Meeting

DEERHURST RESORT | JUNE 1-3, 2020

Thanks to our Program Sponsor



The [Alberta Urban Municipalities Association \(AUMA\)](#) is proud to support Alberta's communities. The AUMA represents urban municipalities which represent more than 85% of Albertans. It is a dynamic and evolving association, driven to enhance the stability and capacity of its members.



The [Alberta Municipal Services Corporation \(AMSC\)](#) has developed a range of solutions-based services designed to meet the needs of Alberta's communities including: property and casualty insurance, pension plans and savings plans, employee benefit services, utilities including electricity and natural gas, short-term investment options, and a purchasing program.

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General Conference Information

The 49th Annual CAMA Conference will be held from Monday, June 1, 2020 to Wednesday, June 3, 2020 at the Deerhurst Resort in Huntsville, Ontario. The Golf Tournament and other Pre-Conference activities will begin on Monday morning and a half-day workshop will take place from 1:00 p.m. to 4:30 p.m.. The Conference Program will end after the President's Dinner on Wednesday evening.

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.
- Knowledge Cafés on Wednesday afternoon to provide you with an opportunity to have an open dialogue with your colleagues on interesting topics.
- Learn about the Muskoka Region through exciting activities

The 2020 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 CAMA 2020

The 2020 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 2020 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.



Why join CAMA?
Building Better Communities Together

The **CAMA Annual Conference** in Huntsville (Deerhurst Resort) from June 1-3, 2020 is a networking and learning opportunity not to be missed! This event will provide time to re-energize so that we can continue to move our organizations forward, while implementing the priorities of our Councils and serving our great communities.

DENISE CORRY, CAO
TOWN OF HUNTSVILLE, ON

50% off first year!
camacam.ca/membership

Accommodations

The 2020 CAMA Annual Conference and Annual General Meeting will be held at the Deerhurst Resort, in Huntsville Ontario from June 1-3, 2020.

CAMA has negotiated a Conference rate at the Deerhurst Resort. In order to ensure the booking process goes smoothly please read the details in full and make note of all deposit and cancellation policies for this property. We hope that this process will encourage municipalities to book only those guest rooms that are needed so that more delegates will have the opportunity to stay at the official Conference hotel. If rooms are cancelled right before the Conference it puts the Association at risk of attrition charges.

What you need to know

- Name changes on a reservation can be made up to the date of arrival.
- All reservations can be made by calling the Reservations Department at **1-800-461-4393** and identify yourself as being with the "2020 CAMA Conference".
- Room blocks are from Sunday to Wednesday. Hotels will honor the rate for up to three days prior to Sunday and three days post Wednesday if space is available.
- **Cut Off Date:** Thursday, April 30th, 2020.
- **Deposit and Cancellation Policy:** The hotel will charge a one-night deposit at the time of your reservation. **The balance of your stay is due on April 30th, 2020 and will be charged to the credit card provided at the time of your booking. Should you need to cancel or shorten your stay, this can be done up to April 30th, 2020 without penalty. No refunds or credits will be given for nights cancelled after April 30th, 2020.**



Room Rates

All room rates are subject to 13% HST, an 8% Resort Fee, and a 4% MAT (Municipal Accommodation Tax).

Type of Room	Price*
Pavilion Guestroom	\$191.39
Bayshore Guestroom	\$191.39
Pavilion Junior Suite	\$211.02
One Bedroom Suites	\$211.02
One Bedroom Condo	\$215.00
Two Bedroom Condo	\$299.35
Three Bedroom Condo	\$379.00

* +13% HST + 8% Resort Fee + 4% Municipal Accommodation Tax

Beware of Hotel Booking Scams



Neither CAMA staff nor our legitimate hotel partners are authorized to solicit attendees about room bookings and accommodation.

In the past few years several delegates, exhibitors and sponsors have been approached by companies saying they have access to rooms at CAMA's blocked hotels. For peace of mind and the guarantee of receiving a hotel room at CAMA rates and with a hotel approved cancellation policy we encourage all Conference participants to book your guest rooms using the links provided.

Should you choose to use alternate sites such as Expedia, Hotels.com or National Travel Associates we cannot guarantee your reservation or assist with troubleshooting your booking.

Other Hotel Accomodations

The [Hidden Valley Resort](#) (1755 Valley Road / 705-789-2301) is the closest hotel to the Deerhurst Resort and is a fifteen minute walk. There is not a CAMA room block reserved at this hotel and transportation will not be provided to Deerhurst Resort.



Transportation

Transportation from the Toronto Pearson Airport to Deerhurst Resort is your responsibility. There are several shuttle services to and from the Toronto Pearson Airport to downtown Huntsville at scheduled departure times.



Shuttles

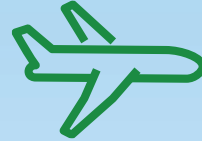
[Northern Airport Passenger Service](#)

Phone: (705) 474-7942

Cost: Round Trip from Toronto Pearson Airport to Huntsville is \$153.00 or \$85.00 for one way (adult fares). The drop off is at the Holiday Inn Express in Huntsville just off Highway 60. A taxi or uber to Deerhurst Resort is approximately \$20.00.

Independent Taxi

Phone: (705) 789-8294



Flights to Muskoka with FLYGTA.

[Search for schedule flights to Muskoka.](#)

[Request a quote for a private charter.](#)



Tourism Information

Muskoka, Ontario – two hours north of Toronto has been named one of the best places to visit in Canada time and time again. Our quaint and charming region affectionately known as Canada's cottage country, has received some tremendous recognition over the years as one of Canada's top vacation spots, and one of the top vacation spots in the world!

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 the Muskoka Region has to offer!

Learn more about the Muskoka Area at the CAMA Registration Desk located at the Deerhurst Resort. The hours of operation are as follows:

Sunday, May 31st	2:00 p.m. to 6:00 p.m.
Monday, June 1st	11:00 a.m. to 8:00 p.m.
Tuesday, June 2nd	7:00 a.m. to 4:30 p.m.
Wednesday, June 3rd	7:00 a.m. to 3:00 p.m.

Conference Registration Information

Register for the Conference by April 1st, 2020 and you will receive the Early Bird Rate. **All CAMA members must enter their e-mail address in order to receive the member 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. If you would like some of your senior managers to attend the Conference and they are not CAMA members they can [sign up](#) for \$142.50 (50% off the first year) and also attend the Conference for \$550.00 as a First Time Delegate.

Delegate Type	Early Bird Registration Fee by April 1, 2020 (+13% HST)	Registration Fee after April 1, 2020 (+13% HST)
*CAMA Member (Municipal)	\$700.00 + \$91.00 HST = \$791.00	\$750.00 + \$97.50 HST = \$847.50
*First Time Attendee Members (Municipal) & Municipal Interns	\$550.00 + \$71.50 HST = \$621.50	\$600.00 + \$78.00 HST = \$678.00
*Non-Member (Municipal)	\$1100.00 + \$143.00 HST = \$1243.00	\$1150.00 + \$149.50 HST = \$1299.50
**Affiliate CAMA Member (Non-Municipal)	\$1050.00 + \$136.50 HST = \$1186.50	\$1100.00 + \$143.00 HST = \$1243.00
**Non-Member (Non-Municipal)	\$1400.00 + \$182.00 HST = \$1582.00	\$1450.00 + \$188.50 HST = \$1638.50
Retired Member/ Honourary Member	\$400.00 + \$52.00 HST = \$452.00	\$450.00 + \$58.50 HST = \$508.50

**"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.

Additional fees will be charged for the Pre-Conference activities and workshop on Monday and for the Study Tours and Knowledge Cafes 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 President's Dinner (\$125.00) and the Monday and Wednesday additional activities.

Conference Registration for Members in Transition

Going through a "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.

Link to Registration for Delegates, Partners and Golf:
www.civicinfo.bc.ca/event/2020/CAMA-Delegate.

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, 2020. No refunds will be issued after April 15th, 2020. Substitutions are permitted. Please request substitutions in writing to: admin@camacam.ca
- CAMA will take photographs and some video at the 2020 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, June 4, 2020 from 5:00 p.m. to 7:00 p.m. during the official Trade Show Opening and Cocktail Reception and on Friday, June 5, 2020 from 10:00 a.m. to 12:00 Noon at the Toronto 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 Exhibitor 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 June 4 -8, 2020 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 and our many services offered including the CAO Performance Evaluation Toolkit, the Making Life Happen Campaign, the Political Acumen Toolkit, and our Awards of Excellence Program.



Why join CAMA?
Building Better Communities Together

Every year I bring a senior member of our team to **CAMA's Annual Conference**. It provides an excellent opportunity for professional development, honing skills and relationships that will ensure our community's strength into the future.

BRENDA ORCHARD, CAO
LENNOX & ADDINGTON ON

50% off first year!
camacam.ca/membership



Why join CAMA?
Building Better Communities Together

As a Director I had the opportunity to attend a **CAMA Conference** with my CAO, Brenda Orchard. I learned innovative best practices and developed relationships with Canada's top municipal leaders. What a great experience.

STEPHEN PAUL
DIRECTOR, COMMUNITY & DEVELOPMENT SERVICES
LENNOX & ADDINGTON ON

50% off first year!
camacam.ca/membership

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 49th Annual Conference being held in beautiful Muskoka!

This year's entire Conference will be "Muskoka Casual" including the President's Dinner, due to the beautiful, casual setting at the Deerhurst Resort. So leave your suits and dress attire at home and come and relax with your colleagues!

The theme of the Conference is "Teambuilding: Make Every Connection Matter!" with a focus on sessions that will highlight the skills required to help us grow and develop into the best leaders possible. This, in turn will help us to create a positive culture for our employees and instill excellence inside and outside our organizations. We will also celebrate our own personal achievements with the Long Service Awards Luncheon and the best practices in Canadian municipal government with the CAMA Awards of Excellence.

This year's Pre-Conference program includes the ever-popular golf tournament at the beautiful Highlands Golf Course at the Deerhurst Resort, a brewery tour at some of the best craft breweries in Canada, treetop trekking and a nature tour and of course everybody has to fish when they come to Muskoka. Enjoy Casual Night overlooking the beautiful lake at BBQ Point and music by Paul Lagendyk. We are also pleased to offer the ever popular Knowledge Cafés on Wednesday afternoon to provide you with a safe place to talk about many issues of interest with your colleagues.

The Conference will end with the President's Dinner and a dance with music by the ABBA Band. We are extremely grateful to the Muskoka team (Denise Corry, CAO – Town of Huntsville; Glen Davies, CAO – Town of Gravenhurst; and Michael Duben – CAO, Regional District of Muskoka) and their staff for their dedication and support to our Conference. This year's event is already very popular – I invite you to use our on-line registration system to reserve your spot now.

See you in Muskoka and mark your calendars for our 50th Anniversary celebration in Mont Tremblant in 2021!

Jeff Renaud
CAMA President



A Word from the Mayors

On behalf of Town Council and Administration, I would like to extend a warm welcome to the beautiful Town of Huntsville, Ontario to the delegates attending the 49th Annual CAMA Conference being held in our community from June 1st to June 3rd, 2020.

In keeping with the Conference themes, "Muskoka Casual" and "Teambuilding", bring along your golf shoes and hiking boots. I encourage you to participate in the golf tournament at the world-renowned Deerhurst Highlands Golf Course or challenge your colleagues to tree top trekking and hiking the nature trails.

I invite you to take some time to explore the many shops, services and natural beauty Muskoka has to offer making it a favourite four season destination.

Best wishes to all attendees and we hope that you will come back to visit us here in Huntsville soon!

Karin Terziano, Mayor
Town of Huntsville

The District is pleased to welcome municipal administrators from across Canada to the 2020 CAMA Conference.

This is the 49th CAMA Conference and we are so pleased to host you all in here in Muskoka. As an elected official who has served as a Councillor, Mayor and now District Chair, I understand very well the important role that CAOs and senior managers play in the betterment of our communities. I am pleased to see so many municipal administrators coming together to learn, share and network, and I encourage you to make as many new connections over the next few days. Engaging with your peers at this conference will no doubt lead to many new ideas for partnerships and collaborative approaches that will help better serve both taxpayers and the community.

I also hope you will take time during your stay with us to experience some of the many beautiful Muskoka moments available and spend time exploring our treasured natural environment. May it help you recharge, and leave refreshed to lead your municipalities into the future.

John W. Klinck – District Chair
The District Municipality of Muskoka

Karin Terziano

John W. Klinck

Teambuilding
MAKE EVERY CONNECTION MATTER!

Welcome Message from Host Chief Administrative Officers

On behalf of the District of Muskoka and the Town of Huntsville, it is our absolute pleasure to welcome you to the 49th Annual CAMA Conference being held in beautiful Huntsville, Muskoka.

The Conference theme this year “Teambuilding – Make Every Connection Matter” is very relevant as municipal governments continue to face perpetual change and the need to be innovative in a constant changing sector. Those leading municipal administration must embrace opportunities, collaborate with municipal networks and remain energized in order to keep the organization and community thriving.

There is no doubt that the CAMA Conference in Huntsville this year will provide all delegates with the opportunity to make those connections, strengthen networks and have some Muskoka fun!

We encourage you to participate in the activities provided in order to truly experience what our area has to offer. Whether you are treetop trekking, participating in a brewery tour or casting a line, it won't take long for you to understand that once you have discovered Muskoka you will never forget it!

So remember to leave your suits at home, pack your running shoes and be prepared to unwind because Muskoka is waiting for you!

Michael Duben, CAO
District of Muskoka

Denise Corry, CAO
Town of Huntsville



Michael Duben



Denise Corry

Pre-Conference Day

Sunday, May 31, 2020

2:00 p.m. to 6:00 p.m.	Conference Registration
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Monday, June 1, 2020

7:30 a.m. to 2:30 p.m.	Golf Tournament at the Highlands Golf Course (Deerhurst Resort)
10:00 a.m. to 4:30 p.m.	Pre-Conference Activity: Brewery Tour (Maximum 25 People)
9:00 a.m. to 1:00 p.m.	Pre-Conference Activity: Muskoka Fishing Trip
10:00 a.m. to 11:00 a.m.	Pre-Conference Activity: Nature Tour
11:00 a.m. to 8:00 p.m.	Conference Registration
1:00 p.m. to 4:00 p.m.	Pre-Conference Activity: Treetop Trekking
1:00 p.m. to 4:30 p.m.	Pre-Conference Workshop: How do you facilitate practical team building in your own organization (Dr. Gord McIntosh)
1:00 p.m. to 5:00 p.m.	Provincial/Territorial Association Meeting
5:30 p.m. to 6:30 p.m.	Big City Networking Reception (for delegates from municipalities with 50,000+ population)
5:30 p.m. to 6:30 p.m.	Young Professionals Reception (for delegates under the age of forty)
6:00 p.m. to 7:00 p.m.	First Time Delegates Reception
6:00 p.m. to 8:30 p.m.	Opening Reception at Tradeshow
9:00 p.m. to 11:00 p.m.	Hospitality Suite at Deerhurst Resort

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

CAMA Golf Tournament – Highlands Golf Course (Deerhurst Resort)

Cost includes golf, cart, tournament gift, a hot breakfast buffet and a hot lunch. Please see rates below.

Deerhurst Resort is renowned for many reasons, but Deerhurst Highlands Golf Course is what separates the resort from others in the golfing world. In 1990, Robert Cupp and Thomas McBroom co-designed this par 72 championship golf course taking full advantage of the dramatic landscape while capitalizing on elevation changes, rugged granite outcroppings and dense forests. This design is a genuine representation of the region, while maintaining a highly playable, well-balanced course that has stood the test of time. Bold granite outcroppings and dramatic terrain shifts are epitomized on the tenth signature hole with a sheer granite rock face in play along the length of the fairway.

Ranked as one of [Canada's top 59 public golf courses again in 2019](#) by SCOREGolf, Deerhurst Highlands continues to remain one of the top golfing destinations in Muskoka.

Start your day early at 7:30 a.m. by stepping outside your room at the Deerhurst Resort with a shuttle awaiting as the course is 1.5 km away from the hotel. You will enjoy a hot breakfast buffet at the clubhouse, followed by a visit to the driving range (if you wish) which will be open from 7:30 a.m. to 8:15 a.m. Drive away in your shared power cart at 8:30 a.m. with a shot-gun start. End your day with a hot lunch back at the clubhouse at 1:30 p.m.

The cost per participant includes green fees, the use of the driving range, the use of a shared power cart, a hot breakfast buffet and a hot lunch.

CAMA Members (Municipal)/Retired Members /Municipal Interns/Members in Transition	\$ 145.00 + HST
Non-Members (Municipal)	\$ 160.00 + HST
Affiliate CAMA Members (Non-Municipal)	\$ 175.00 + HST
Non-Members (Non-Municipal)	\$ 185.00 + HST

Golf club rentals will be available for \$40.00 (plus HST) and can be reserved and paid for on the on-line registration form.





10:00 a.m. to 4:30 p.m.

Muskoka Brewery Tour

Cost:

CAMA Members (Municipal)/ Retired Members/Municipal Interns/ Members in Transition	\$85.00 + HST
Non-Members / Affiliate Members	\$100.00 + HST

Tour Includes transportation to and from the breweries from the Deerhurst Resort, a three course sit down lunch, behind the scenes tours, and several samples.

Maximum Capacity: 25 People. If you are unable to attend this tour there will be another opportunity on Wednesday afternoon at the Knowledge Café taking place at the Lake of Bays Brewery and The Huntsville Brewhouse.

This event is your ticket to the wonderful world of local craft beers while you enjoy the scenic travel routes that will show you the communities and faces that put these breweries on the Canadian industry map. Get exclusive tastings, specialized brewery tours, and highly trained tour leaders teaching you the ins and outs of the craft beer industry. The following three craft breweries within the Muskoka region will be featured on this tour: Lake of Bays Brewery, Muskoka Brewery, and Sawdust City Brewing Company. Get ready to enjoy a three-course lunch at the Bracebridge Barrelhouse.

From a distance these breweries may seem similar, however, all have very unique histories of how they came to light and made their mark within the Canadian craft industry.

For those that like great craft beer, this is a can't miss tour!

Detailed Itinerary:

10:00 a.m.	Depart the Deerhurst Resort and travel to Lake of Bays Brewery.
10:30 a.m.	Arrive at Lake of Bays Brewery for a tour/tastings.
11:30 a.m.	Depart Lake of Bays Brewery for the Muskoka Brewery.
12:00 Noon	Arrive at Muskoka Brewery for tour/tastings.
12:45 p.m.	Depart Muskoka Brewery for Bracebridge Barrelhouse for lunch.
1:00 p.m.	Three Course Lunch at Bracebridge Barrelhouse.
2:15 p.m.	Depart Bracebridge Barrelhouse for Sawdust City Brewing Pub.
2:35 p.m.	Arrive at Sawdust City Brewing Pub for tour/tastings.
3:45 p.m.	Depart Sawdust City Brewing Pub for Deerhurst Resort.
4:30 p.m.	Arrive at Deerhurst Resort.

9:00 a.m. to 1:00 p.m.

Muskoka Fishing Trip

Cost:

CAMA Members (Municipal)/
Retired Members/Municipal Interns/
Members in Transition\$250.00 + HST
Non-Members /
Affiliate Members\$265.00 + HST

**Cost includes boats, guides and fishing equipment.
You are required to purchase an Ontario government
fishing license.**

There's no such thing as a bad day's fishing... especially when you're fishing in Muskoka! Whether your preference is lake or river fishing you'll find nothing but great angling experiences throughout cottage country. Whether you are a beginner or a veteran, with Muskoka's clean and clear blue lakes, you will be quick to realize why Muskoka has long been considered to have some of the best fishing in Ontario. Muskoka's waterways contain a tremendous variety of fish, and during this season you will be fishing for northern pike. You will meet the guides at the dock at the Deerhurst Resort and fish along the picturesque tri-lakes in the Huntsville area for a four-hour excursion.

You will be required to purchase an Ontario government fishing license before you arrive and can do this [online](#).

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

Nature Tour (Approximately 4 km)

Cost:

CAMA Members (Municipal)/
Retired Members/Municipal Interns/
Members in Transition\$25.00 + HST
Non-Members /
Affiliate Members\$40.00 + HST

Enjoy the peacefulness of nature on a leisurely guided tour and experience the beautiful wooded trails at the Deerhurst Resort to explore the mixed forest with many species of coniferous and deciduous trees - White pine, Eastern Hemlock, Cedar, White Spruce, Yellow and White Birch, Sugar Maple, Basswood, Red Oak and Aspen. Enjoy the stunning view from the lookout, which overlooks Deerhurst Resort and Peninsula Lake and keep an eye out for Muskoka wildlife.



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

Conference Registration

1:00 p.m. to 4:00 p.m.

Treetop Trekking (with seven stations)

Cost:

CAMA Members (Municipal)/
Retired Members/Municipal Interns/
Members in Transition\$70.00 + HST
Non-Members /
Affiliate Members\$85.00 + HST

Cost includes all equipment, training and facilitators

Zip, climb, swing and stride on an unforgettable journey through the forest. Deerhurst Resort's treetop challenges courses are made of innovative games where you will stride along the top of the trees with the use of rope, bridges, zip lines, tarzan ropes, climbing nets, foot bridges and swings. Whatever your level of agility, experience or age, progress is at your own pace so the experience is safe, friendly and accessible to everyone. This is a great opportunity to network with your colleagues.

1:00 p.m. to 4:30 p.m.

Pre-Conference Workshop: TEAMS, TEAMS,
EVERYWHERE TEAMS! Building a Collaborative
Culture (Dr. Gordon McIntosh)

Cost:

CAMA Members (Municipal)/
Retired Members/Municipal Interns/
Members in Transition\$100.00 + HST
Non-Members /
Affiliate Members\$115.00 + HST

This will be an additional cost to your Conference registration.

Capsule

Your leadership success is dependent on political, advisory and administrative team effectiveness. Complex challenges, performance effectiveness and strategy implementation require collaborative efforts. You are head of a management group, advisor to Council, liaison to committees and responsible for all operational units. Join colleagues to enhance your role in mentoring others (& *your capacity too!*) for effective team building. This hands-on session will focus on techniques and ideas from peers to help you and your staff initiate group processes, conduct check-ins, handle diversity and address team dilemmas.

Your 'team' leader is Dr. Gordon McIntosh. His blend of CAO experience and civic leadership session facilitation throughout Canada assures you of a highly interactive and practical workshop to help *you make a leadership difference in your organization.*

Concepts

Some key aspects of team building to help you coach others will include:

- **Team Development** – leading the formation to performance stages.
- **Team Alignment** – clarifying purpose & shared expectations.
- **Team Assessment** – conducting rapid & comprehensive approaches.
- **Team Excellence** – developing preventive & remedial strategies.
- **Team Leadership** – understanding transformational & transactional competencies.

Competencies

Some skills for you to foster an effective collaborative culture will involve:

- **Coaching Others** – mentoring leaders to maximize group effectiveness.
- **Facilitating Others** – starting and sustaining effective processes.
- **Enabling Collaboration** – creating a culture of team accountability.
- **Addressing Dilemmas** – helping others deal with group dynamics.

Approach

The greatest learning comes from peers through:

- 'Hands on' application of contemporary concepts.
- Practice of techniques and tools.
- 'Real time' team challenges facing participants.

Deliverables

'Take aways' from this interactive session will include:

- **Practical ideas** for 'real time' team challenges in your organization.
- **Templates** to share with others.
- A **tool kit** to help you coach your leaders.

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.



Gordon McIntosh

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

Provincial/Territorial Association Meeting

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

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

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

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

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

First-Time Delegates Reception

6:00 p.m. to 8:30 p.m.

Opening Reception at Tradeshow

Sponsored by [Ravenhill Smith Search Inc.](#)

Canada's Municipal search specialists meeting the growing demand for excellent municipal senior staff through ethical head-hunting™. Ravenhill Smith Search Inc. does this by bringing the very best leadership talent face to face with the opportunity in your municipality...an opportunity that they hadn't considered, because – simply put – they weren't thinking of a job change. The very best people are not looking and need to be found. Ravenhill Smith finds great people.

Combine the opportunity to meet old friends and make new ones with the chance to conduct a bit of business in a casual atmosphere. The Opening Reception and Trade Show will provide good food and a chance to win some valuable prizes, while exploring great new resources and services to make your job easier!

9:00 p.m. to 11:00 p.m.

Hospitality Suite at the Compass Grill and Lounge (Deerhurst Resort)

Sponsored by [PSD](#)

PSD provides solutions for sustainable and resilient communities. We empower local governments with industry leading asset management, climate adaptation and financial consulting services. Our suite of enterprise software solutions – CityWide – enables municipal leaders to make strategic, data-driven decisions using asset management, budgeting and GIS tools designed for local government. PSD publishes a bi-monthly digital publication, Public Sector Digest, and is the official media sponsor of the CAMA Conference.

Day One

Tuesday, June 2, 2020

6:00 a.m. to 7:00 a.m.	Morning Runs
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: Susan Stewart
10:00 a.m. to 10:30 a.m.	Tradeshow Refreshment Break
10:30 a.m. to 11:30 a.m.	Plenary Session: Partnerships with Provincial and Federal Governments Across Canada (John Matheson)
11:30 a.m. to 12:15 p.m.	Plenary Session: Responding to Complex Social Issues: Municipal Roles and Promising Solutions to Homelessness, Addictions, and Social Disorder (Dr. Alina Turner)
12:30 p.m. to 1:30 p.m.	Long Service Awards Luncheon
1:30 p.m. to 2:00 p.m.	Dessert and Coffee in the Tradeshow Area
2:00 p.m. to 3:00 p.m.	Concurrent Sessions <ul style="list-style-type: none">• Political Acumen Toolkit & Storytelling (Beverly Hendry, Janice Baker and Murray Clarke)• Are We There Yet? Is the Work Ever Done on Improving Organization Culture? (Zoran Postic)
3:00 p.m. to 3:30 p.m.	Tradeshow Refreshment Break
3:30 p.m. to 4:30 p.m.	Concurrent Sessions <ul style="list-style-type: none">• 3:30 p.m. to 4:00 p.m.: The Power Wheel: Building Alliances Inside and Outside Your Organization (Chris MacPherson)• 4:00 p.m. to 4:30 p.m.: Launch of CAMA's Council Orientation Toolkit: Setting Up Every Councillor for Success (Brenda Orchard)• 3:30 p.m. to 4:30 p.m.: Making The Case for Innovation: The Green Municipal Fund Helps You Justify Your Environmental Solutions (Rachel Deslauriers)
5:00 p.m. to 6:00 p.m.	Reception for Ontario Delegates hosted by OMAA
6:30 p.m. to 9:00 p.m.	Casual Night Out at BBQ Point with entertainment by Paul Lagendyk
9:00 p.m. to 11:00 p.m.	Hospitality Suite at Deerhurst Resort

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

Morning Runs

(Meet in the lobby of The Deerhurst Resort)

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 – "YOU GOTTA LAUGH: Healing Stress with Humour"

Speaker: Susan Stewart, Motivational Humourist

Of course, you don't gotta laugh, it's just that you can – it's always an option – that's the freedom of choice we were born with – we are always free to choose how we want to respond to our circumstances. In this entertaining hour, Susan will remind you of how important it is to not take things too seriously and share some ways to see the lighter side of life.

ABOUT THE SPEAKER:

Susan Stewart

Motivational Humourist Susan Stewart blends the wit and wisdom she's known for with powerful messages about not taking life too seriously – especially in times of adversity and uncertainty. In her stand-up comedy style, Stewart shares ways to see the lighter side of life leaving everyone more uplifted and inspired to meet their challenges with a positive outlook, and of course, a sense of humour.

Professionally, Stewart has taken a winding road. After earning a degree in Theatre Arts from the University of Waterloo, she began performing stand-up comedy in Toronto. Three years into her comedy career, Stewart began battling depression and anxiety, which eventually led her to quit performing. When she got back on her feet, she wanted to know "how the other half lived" and transitioned into the world of human resources as an organizational learning and development consultant with the Ontario government.

A year into her new HR career, Stewart was asked to create and deliver a comical presentation about wellness for an upcoming staff professional development conference. Her presentation was a smash-hit and she eventually left her HR career to return to the stage full-time and use her comedic powers for good. For the past decade, Stewart has been entertaining and inspiring people to not take things too seriously, lower stress, and nurture strong mental health.

Stewart is the author of *Reaching The Laugh Resort: Why The Journey To Remembering Who You (Really) Are Is Worth The Jet Lag*, *Your New Lenses Are Ready For Pick Up: A Guide To Seeing The Lighter Side Of Life*, and *You Gotta Laugh: Wit And Wisdom About Not Taking Life (Or Yourself) Too Seriously*.

Susan Stewart



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

Tradeshow Refreshment Break

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

Plenary Session – “Partnerships with Provincial and Federal Governments Across Canada”

Speaker: John Matheson, Principal, StrategyCorp Inc.

Sponsored by [StrategyCorp Inc.](#)

Canada's trusted public affairs, communications, and management consulting advisory firm. StrategyCorp's team of political, public relations, and business strategists is the trusted strategic counsel for many of Canada's best-known brands. Their integrated service approach enables them to bring unconventional problem-solving capabilities to achieve success. Strategy leads all their work. StrategyCorp's rigorous approach, and deep experience in business, communications, and politics enables them to understand and anticipate issues and roadblocks that others may miss.

Provincial/territorial and federal governments are both important touch points for any municipality. Provincial and territorial governments fund and administer municipalities, and therefore it is critical for CAOs and their Councils to build strong relationships with their local representatives and the Ministers/Deputy Ministers overseeing the departments that govern, impact, and benefit their community. While the federal government has less oversight as municipalities are not their jurisdiction, it too creates policy that directly impacts municipalities and provides grant funding for municipal initiatives. This session will provide you with advice on the connections between municipal, provincial and federal governments, how to build relationships provincially and federally, meeting with Ministers, government versus opposition, and advocating and influences with the changes in government. It will also refer to advocacy in relation to an election cycle.

ABOUT THE SPEAKER:

John Matheson | Principal | StrategyCorp Inc.

Since 1998, John has been a Principal at StrategyCorp, which now has roughly 70 employees in Toronto and Ottawa.

He is the founder of StrategyCorp's Municipal Affairs Practice Group, which has served well over a hundred municipalities across Canada on a variety of strategic projects, relating to:

- Intergovernmental Affairs (Federal and Provincial)
- Strategic Planning and Staff-Council Relations
- Operational, Organizational and Ward Boundary Reviews
- Special Policy Projects and Issue Management

He is currently strategic advisor to Ontario's Large Urban Mayors Caucus on provincial relations. A well-known commentator on the municipal world, he has also been an advisor to AMO, AMCTO, and OMAA.

Since 2016, he has been the lead author of StrategyCorp's influential Annual CAO Survey, which gives voice to Ontario and Canadian Chief Administrators.

John served as Chief of Staff to Ontario's Minister of Municipal Affairs and Housing. In that capacity, he was deeply involved in the creation of Ontario's municipal taxation and assessment regime, key reforms to Ontario's Municipal Act and Planning Act, as well as the amalgamation of the City of Toronto.

Since 2007, John has been an instructor in UOIT's Municipal Management Program. John also teaches provincial-municipal relations through AMCTO. John's policy expertise is grounded in his legal background. He was called to the Bar of Ontario in 1993 and practiced law in Toronto with a major Bay Street firm.



John Matheson

11:30 a.m. to 12:15 p.m.

Plenary Session – Responding to Complex Social Issues: Municipal Roles and Promising Solutions to Homelessness, Addictions, and Social Disorder

Speakers: Dr. Alina Turner, HelpSeeker/Turner Strategic

Municipalities of varying sizes across Canada are struggling to respond to the increasing visibility and velocity of complex social challenges. The visibility of the drug crisis, compounded by housing affordability challenges, and convoluted health and social response systems have highlighted the need for new ways of approaching these issues.

What are promising approaches within the municipal purview and sphere of influences? This session will provide a practical overview of the national landscape to ground emerging promising approaches and learnings from diverse communities. Rather than a silver bullet, the focus will be on untangling the current complexity involved in social challenges into actionable, systems responses that balance diverse community needs.

ABOUT THE SPEAKERS:

Dr. Alina Turner, HelpSeeker/Turner Strategies

Dr. Alina Turner leads the HelpSeeker social enterprise and B-Corp, which focuses on the development and rollout of systems planning and integration solutions to enhance the impact of the social safety net. HelpSeeker partners with a variety of government, non-profit, and private organizations engaged in social impact and innovation work across Canada. To date, HelpSeeker is present in more than 100 communities across Canada, including Lethbridge, Medicine Hat, Abbotsford, Nanaimo, Hastings County and Peel Region. Alina is recognized as a leading researcher and thinker on social issues and is a Fellow at [The School of Public Policy](#), University of Calgary. She also serves on the Board of Directors of A Way Home Canada and the [Alberta Rural Development Rural Advisory Board](#) on housing and homelessness.

12:30 p.m. to 1:30 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.

1:30 p.m. to 2:00 p.m.

Dessert & Coffee in the Tradeshow Area



Dr. Alina Turner

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

Concurrent Session – "CAMA's Political Acumen Toolkit – Storytelling"

Speakers: Beverly Hendry, Chair of CAMA Political Acumen Committee/CAMA Board Member-At-Large/CAO of Township of West Lincoln, ON; Janice Baker, CAO/City Manager, City of Mississauga, ON; Murray Clarke, Retired CAMA Member

CAMA was pleased to launch its [Political Acumen Toolkit](#) at the 2019 Conference. During the research, several case studies were compiled from CAOs across Canada on a variety of political acumen topics. These stories reflect key learnings from the Political Acumen Toolkit and provide further insight into the role political acumen plays in the day-to-day dealings of local government as well as how to use your acuity to deal with unexpected situations. 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 session will provide some practical applications of the toolkit 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.

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

ABOUT THE SPEAKERS:

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

Bev Hendry is an experienced Chief Administrative Officer who is passionate about developing, empowering and believing in people to drive community success.

Bev is currently the Chief Administrative Officer for the Township of West Lincoln, the largest municipality geographically speaking, in Niagara Region. It's a community with a good balance of rural and urban values and challenges.

Prior to joining municipal government, Bev began her career with 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 gained valuable experience in policy development; program administration; strategic planning; stakeholder and government relations; communications; and issues management. She has a Bachelor's of Applied Science and a Master's of Science in Management and Economics from the University of Guelph and Masters Certificate in Municipal Leadership from the Schulich School of Business, York University.

Bev is a strong people leader and community builder and is proud of the progress and strength of teams developed under her leadership at the City of Oshawa as the Interim City Manager and the Commissioner of Corporate Services, as the Chief Administrative Officer for the Corporation of the Township of Scugog and in West Lincoln.

Bev continues to combine her passion for municipal leadership and continuous learning by volunteering on community-based boards, agencies and numerous regional and provincial committees. She is currently a Member at Large on the Board of Directors for the Canadian Association of Municipal Administrators and is also a past President of the Ontario Municipal Administrators Association.



Beverly Hendry

**Janice Baker, City Manager/CAO
City of Mississauga, ON**

Janice Baker joined the City of Mississauga in May 1999 as Commissioner of Corporate Services and Treasurer and was promoted to City Manager and Chief Administrative Officer in 2005. She is retiring from that role in May 2020.

After several years in the private sector, Janice discovered local government in 1987 and found her passion. Since then, she has spent her career helping to build communities, having previously held senior roles at both the City of St. John's, Newfoundland and the City of Oshawa, Ontario. Believing that leaders need to give back, she served on a number of Association Boards, including a term as President of the Canadian Association of Municipal Administrators (CAMA) in 2017-18.

Janice has received a number of awards including:

- three time WXN Top 100 Award winner in the Public Sector Leaders category
- Induction into the WXN Canada's Top 100 Most Powerful Women's Hall of Fame in 2010;
- the FCPA designation from the Institute of Chartered Accountants of Ontario (ICAO) in 2011;
- the Excellence in Municipal Finance Award from the Municipal Finance Officers Association of Ontario (MFOA) in 2011.
- the Vanier Medal from the Institute of Public Administration of Canada (IPAC) in 2019, becoming the first local government leader to be recognized with this award.

Janice has a Bachelor of Commerce (Honours) degree from Memorial University of Newfoundland. She has a long history of community and professional volunteer service and currently serves on a number of Boards and Committees in Mississauga and Ontario.



**Murray Clarke
Retired CAMA Member**

Murray enjoyed a long career as a municipal Chief Administrative Officer, with service in Georgian Bay, Erin, Bracebridge and Kincardine, and in Sidney British Columbia. Following retirement in 2017, Murray launched Erebus Municipal Services Inc. to provide a broad range of support services to the small and mid-size municipal sector. He has taken on several acting CAO and senior manager assignments, most recently a ten-month posting as Acting CAO at Bruce County.

Murray provides ongoing consulting services to a prominent national law firm and a major Canadian utility company. In 2019, he contracted to develop and deliver the land use planning module of AMO's Councillor Orientation Program. Murray has joined former CAOs Bill Winegard and Susan Shannon as Municipal Strategic Planning Associates, which has successfully competed to provide strategic planning support services for several municipal clients.

Murray is married to Joan Eaglesham, former Regional Clerk and Director of Administration at the Region of Halton. He is a very proud dad to three married daughters and loves to hang out with his grandsons Ben and twins Clarke and Jackson.

Following retirement, Murray and Joanie moved to Guelph to their castle on Windsor Street, their "never-ending renovation project."



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

Concurrent Session: "Are We There Yet? Is the Work Ever Done on Improving Organization Culture?"

Speaker: Zoran Postic, Deputy City Manager of Public Works, City of Vaughan, ON

A 2013 employee engagement survey showed the organizational culture in the City of Vaughan, Ontario's Public Works (PW) department was dominated by a lack of trust and a general feeling that staff were not respected or valued. The PW portfolio designed a multi-year program to improve the culture, beginning with two years (2014-15) of activities led by the Commissioner and Directors, including all-staff meetings to discuss the culture issues, and establishment of a Culture Change Committee made up of unionized and management staff to recommend and implement staff ideas to improve culture. At that time, managers and supervisors were enrolled in the PW

Leadership Journey which provided training in people management and leadership. The most impactful changes are now taking place as front-line staff begin to lead and model the improved culture, for example through the award-winning Vaughan Innovators staff innovation competition.

The City of Vaughan has since developed a corporate wide Masters' Leadership training program which focuses on communication, innovation and change management. This program is mandatory for all leaders at the City. The success of the Vaughan Innovators program has also inspired a corporate roll out encouraging all staff to submit ideas to improve work processes and programs.

This session will help you to

- Develop a culture change program with realistic multi-year targets.
- Make in-course adjustments as the organization matures.
- Create a common language around culture to overcome the visibility gap between management and front-line staff.

CAMA was also pleased to present the City of Vaughan with the 2019 Awards of Excellence in the Professional Development category for this program.

ABOUT THE SPEAKER:

Zoran Postic, Deputy City Manager of Public Works City of Vaughan

Zoran Postic has dedicated his career to improving people's lives through municipal service. He brings more than 20 years of experience working for local and regional municipal agencies as well as multinational consulting firms serving municipal government.



Mr. Postic joined the City of Vaughan in 2014 in the role of director of Transportation Services, Parks and Forestry Operations (TSPFO). In this role, he led a team of more than 250 public works professionals to keep the City's streets, boulevards, parks and open spaces safe, clean and beautiful, and to keep citizens moving safely and efficiently through Vaughan's growing multi-modal transportation network. He was promoted in 2019 to bring his high-energy, forward-thinking leadership to the role of Deputy City Manager of Public Works, where he inspires the operations-focused portfolio to continually strive for better performance, higher efficiency and unparalleled responsiveness to citizens.

Since joining the City, Mr. Postic has been the driving force behind several award-winning initiatives, including establishing a long-term performance-based contract for winter road maintenance. This innovative approach to contracted services received the 2018 Peter J. Marshall Innovation Award from the Association of Municipalities of Ontario and a 2017 Management Innovation Award from the Ontario Public Works Association (OPWA).

In addition, under Mr. Postic's direction, TSPFO pioneered the City's Vaughan Inventors program to elicit process improvement ideas from the experts in the field – front-line operations staff. This staff engagement program received a 2017 John Niedra Better Practices Award from the Ontario Good Roads Association (OGRA), and, after being adopted and expanded to Community Services under the title Vaughan Innovators, the program received the Canadian Association of Municipal Administrators' 2019 Professional Development Award.

Mr. Postic has contributed tirelessly to the broader public works community by serving as program director of the OGRA Municipal Traffic Operations course, as a member of the Canadian Institute of Transportation Engineers Municipal Liaison Committee and as co-chair of the City of Vaughan's National Public Works Week (NPWW) program. Under Mr. Postic's leadership, the City's 2018 NPWW program was recognized by awards from both the OPWA and Canadian Public Works Association.

Mr. Postic holds a master of business administration from Queen's University, a master's certificate in municipal management from York University and a graduate diploma in transportation engineering from Mohawk College. He also volunteers his time to community groups, including the Big Brothers Big Sisters of York.

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

Tradeshow Refreshment Break

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

Concurrent Session: "The Power Wheel: Building Alliances Inside and Outside Your Organization"

Speaker: Chris MacPherson, CAO, City of Fredericton, NB

Local governments need the capacity to build relationships, collaborate on challenges and opportunities and resolve problems thru cooperation.

Listen to a CAO's experience about building alliances inside and outside the organization. His organization has a strategy to improve communications, employee engagement and organizational performance while creating important strategic alliances.

Using Harvard's JFK School of Government Power Wheel concept, you will see how this very simple technique will help you learn more about local issues and needs – and when you know more about the problems facing your municipality, you can encourage your staff and community to make a difference. Using the Power Wheel you will build better relationships with important key stakeholders like your City Council, community organizations, Unions, and employees.

This technique can be adapted to any size municipality.

ABOUT THE SPEAKER:

Chris MacPherson
Chief Administrative Officer
City of Fredericton

Chris MacPherson is the Chief Administrative Officer (CAO) for the City of Fredericton, NB, a position he has held since 2011. He is currently in his 44th year working for the City of Fredericton. His first position with the City was as a laborer and he has moved up through the ranks until he became the CAO.

As part his work for the City of Fredericton, he has served as the President of Newmarket Properties (Fredericton Boyce Farmers Market), Chairman of the Fredericton Convention Centre, and Chair of both the Fredericton Lands Commission and eNovations, Inc.; all of which are municipally-owned corporations.

He is a Past-President and Honorary Life Member of the Canadian Association of Municipal Administrators (CAMA). He is also a Past-President of the Institute of Public Administration of Canada (IPAC), Fredericton Regional Group from 2000-2004.

From a community perspective, Mr. MacPherson has been involved with the Fredericton Community Foundation, Fredericton Sports Investment (FSI), the Chalmers Hospital Foundation, numerous sport and recreation activities, as well as various other community organizations involving health, school, economic development, youth, the NB Association for Community Living, and United Way.

He earned an ICD.D designation (Institute of Corporate Directors) from the Rotman School of Business at the University of Toronto in 2017. He received his Lean Six Sigma Black Belt in 2015 after having earned his Green Belt in 2012. In 2011, he attended Harvard University, completing the Certificate Program in State and Local Government. He has undergraduate degrees in Physical Education and Business Administration, as well as a Master of Arts degree from the University of New Brunswick.

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

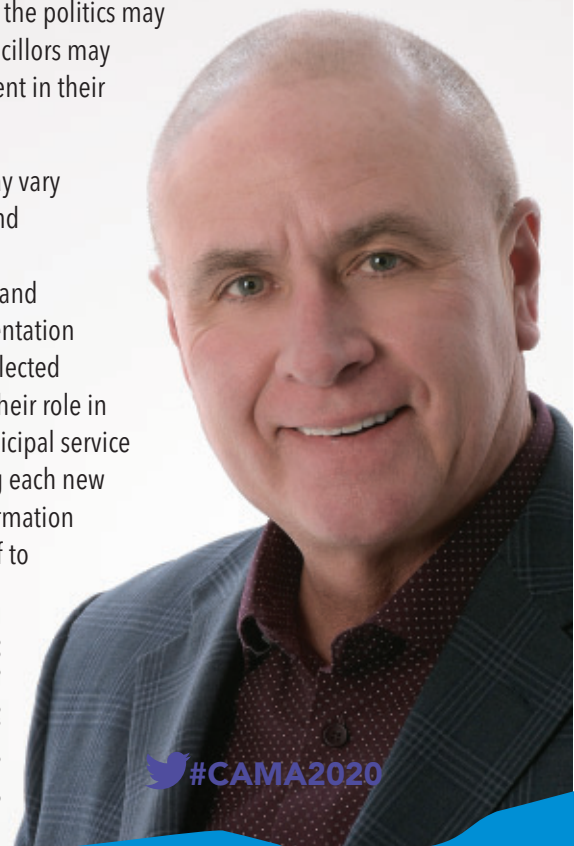
Concurrent Session: "Council Orientation Toolkit Launch"

Speaker: Brenda Orchard, CAMA Board Representative for Ontario/CAO, Lennox and Addington County, ON

Council changeover happens any time there is an election or by-election. Municipal elections in Canada fall within the jurisdiction of the various Provinces and Territories. With municipal elections mostly occurring every four years, the probability of change is high. Even if all the same individuals are voted in, each term brings a new Council. With each election, the culture of Council may differ, the politics may vary, and return Councillors may become more confident in their role.

While the agenda may vary across jurisdictions and municipalities, the overarching purpose and importance of an orientation session is to ensure elected officials understand their role in governance and municipal service delivery. By providing each new Council with the information they require to get off to

Chris MacPherson



a good start and govern successfully, a CAO can build trust from the get-go, establish a strong Council-CAO working relationship and ensure Council has confidence in the CAO's abilities.

CAMA is excited to launch its Council Orientation Toolkit during this session at the Conference. Brenda Orchard will provide you with an overview of the toolkit which includes some recommendations and best practices to provide you and your staff with some resources to ensure that your Councils are trained properly after a municipal election.

Some of the topics that are included are the Swearing-In Ceremony, checklists for staff for incoming and outgoing elected officials, ideas for teambuilding, suggestions on how to explain the different roles of staff and Council including the mechanics of governance of a municipality and committee systems, the decision making process, how to chair a meeting, administrative reports, the life of a Capital Project, and media relations – just to name a few. This resource will also provide some tips on setting the priorities for your community and a staff orientation on working with Council.

ABOUT THE SPEAKER:

Brenda Orchard
CAMA Board Representative for Ontario
Chief Administrative Officer
Lennox and Addington County, ON

Brenda Orchard is the Chief Administrative Officer (CAO) of Lennox and Addington County, ON. She has 20 years of experience in senior municipal administration and more than a decade as a CAO. She has worked with Municipal Councils in three different provinces (New Brunswick, Nova Scotia and Ontario) and in both urban and rural settings. She has served as a CAO in both Western and Eastern Ontario (Huron County and currently Lennox and Addington County), and in both single-tier and upper-tier structures.

Brenda has an Honours Degree from the University of Toronto in Quantitative Methods and a municipal background in Economic Development, having been a member of the Economic Developers Association of Canada (EDAC) for over 20 years. Her passion now lies in employee engagement and staff development. She is dedicated to the growth and development of staff; believing that the success of municipal leaders is predicated on the support of others.

She has been a member of the Canadian Association of Municipal Administrators for more than a decade and is a proud member of the CAMA Board.

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

Concurrent Session – “Making The Case for Innovation: The Green Municipal Fund Helps You Justify Your Environmental Solutions.”

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.

Higher costs and perceived risk are a few reasons innovative solutions can be more challenging to justify in the municipal context. A business case can help you demonstrate the added value of potential solutions. By including the operational cost during the life span of the assets, along with the acquisition cost, you can provide more accurate data and make more informed decisions.

FCM's Green Municipal Fund (GMF) can help you demonstrate the added value of your

out-of-the-box solutions for your environmental projects. Join this session to learn more!

Brenda Orchard



Rachel Deslauriers
Manager, FCM Programs
Outreach

Rachel is the manager of Program Outreach at the Federation of Canadian Municipalities (FCM). She actively promotes FCM's Green Municipal Fund (GMF), a close to 2 billion dollars endowment from the Government of Canada created to drive sustainable innovation in the municipal sector by providing significant support to Canadian municipalities. Her skills in sustainable development and policy analysis have helped many Canadian municipalities receive project funding to improve their air, water and soil quality; reinforce their decision-making process for infrastructure investments; and reduce their greenhouse gas emissions. Rachel holds a Bachelor of Environmental Studies, a Bachelor of Geography and a Masters in Geography from the University of Ottawa. She has worked for the municipality of Chelsea in Quebec, the Canada Revenue Agency and the Association des ingénieurs municipaux du Québec (Quebec Association of Municipal Engineers).

Connect with her on [LinkedIn](#).



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

Reception for Ontario Delegates

Hosted by the [Ontario Municipal Administrators Association](#)

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

Casual Night Out: Beach BBQ

Sponsored by [BGIS](#)

BGIS is a global leader in the provision of facility management, project delivery, energy & sustainability, asset management, workplace advisory, and real estate services. With a combined team of over 7,000 globally, BGIS relentlessly focuses on delivering innovative service solutions that create value for its clients. Globally, BGIS manages over 30,000 facilities totaling more than 340 million square feet across several markets including Government, Higher Education, Utilities, Telecommunications, Financial Services, Oil & Gas, Healthcare and Cloud Enterprise. In addition to managing a diverse portfolio of corporate offices, retail, colleges, hospitals and industrial assets, BGIS is a world leader in the management of data centers and other critical environments.

Gather at the beach for a memorable plein air dining experience in a classic Muskoka setting with food, fun and friends. Enjoy delicious locally sourced artisanal foods while participating in or cheering on some fun beach games. Paul Lagendyk, country singer will be providing his latest hits!

9:00 p.m. to 11:00 p.m.

Hospitality Suite at the Deerhurst Resort

Sponsored by [Municipal Cooperative Procurement](#)

Municipal associations across Canada have come together to create one of the largest and most influential public sector cooperative buying groups in the country. Group members have been operating since 1936, accounting for over \$200 million in purchasing power, and representing over 2,000 municipal, not-for-profit, and public sector organizations in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Prince Edward Island, Nova Scotia, and Newfoundland and Labrador! Contact your province's municipal association to learn more.



Day Two

Wednesday, June 3, 2020

6:00 a.m. to 7:00 a.m.	Morning Runs
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: Launch of CAMA's CAO Employment Contract Toolkit (Jake Rudolph, Doug Lagore, Glen Davies, Phyllis Carlyle)
9:15 a.m. to 10:15 a.m.	Plenary Session: Mental Health and Addictions in the Workplace/PTSD (Police Chief Roger Brown)
10:15 a.m. to 10:45 a.m.	Tradeshow Refreshment Break
10:45 a.m. to 11:45 a.m.	Surprise Closing Keynote: A Team Building Event
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 4:00 p.m.	Knowledge Café: Leadership at the Apex! (Dr. Gordon McIntosh)
2:00 p.m. to 4:00 p.m.	Knowledge Café: Practical Strategies to Advance Solutions to Homelessness, Addictions, and Social Disorders (Dr. Alina Turner and Dena Kae Beno)
2:00 p.m. to 5:00 p.m.	Knowledge Café: Growth of Muskoka's Microbrewery Business (Maximum 25 People)
6:30 p.m. to 7:00 p.m.	President's Reception
7:00 p.m. to 11:00 p.m.	President's Dinner, Entertainment and Dance (Muskoka Casual with the ABBA Band).

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

Morning Runs

(Meet in the lobby of Deerhurst Resort)

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

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

Plenary Session – “Launch of CAMA’s CAO Employment Contract Toolkit”

Speakers: Doug Lagore, Municipal Management Consultant, Transitional Solutions Inc.; Glen Davies, Chief Administrative Officer, Town of Gravenhurst, ON; Phyllis Carlyle, Chief Administrative Officer, Regional District of Nanaimo, BC

Moderator: Jake Rudolph, CAMA First Vice-President/Chief Administrative Officer, City of Nanaimo, BC

CAMA is excited to launch its CAO Employment Contract Toolkit during this session at the Conference. In a world in which employment relationships are becoming more and more contentious, municipal administrators should consider the importance of an employment contract. This toolkit will support the Chief Administrative Officer position (or senior administrator positions) which include existing CAOs with past experience in the role or potential future CAO’s with no experience as a CAO when negotiating their contract with elected officials.

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. It also includes the components required based on the size of your municipality and referencing the following:

- How to Assess the Political Environment and Culture of the Community
- How to Negotiate an Employment Contract
- Important Provisions to Include in an Employment Contract
- Details on the Importance of an Exit Strategy/Severance Package
- The different Legislation Requirements between Provinces and Territories
- Pension/Pension Portability and Benefits
- The Importance of Having a Performance Evaluation
- Legal Advice
- Tips on when to Re-negotiate a Contract
- Advice on reputational protection in media relations

This resource, along with the CAO Performance Evaluation Toolkit and the Political Acumen Toolkit will build upon and improve all relationships to help create stronger cities and communities. It will be available to CAMA members and housed in the Member’s Section of the website.

Doug Lagore will provide you with an overview of the on-line toolkit 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 when negotiating a contract.



ABOUT THE MODERATOR:

Jake Rudolph
CAMA First Vice-President
Chief Administrative Officer
City of Nanaimo, BC

Jake has had a professional career which spans 35 plus years in four provinces, six municipalities and one regional agency. For the past twenty years, he has resided in British Columbia. Jake is currently the Chief Administrative Officer for the City of Nanaimo and most recently was the Deputy City Manager with the City of Abbotsford. Previously, he was the CAO with the City of Pitt Meadows for 12 years. He has also held positions with the District of Maple Ridge, the City of Fredericton, Kings County Nova Scotia and the Edmonton Metropolitan Regional Planning Commission.

Throughout his career, Jake has taken an active role in his profession and his community serving on various committee and boards.

As a member of CAMA, he has been a member of the Awards Committee on two occasions and also the Chair, and served on an Election Process Review Committee a number of years ago. He has been on the CAMA Board since 2014; Chaired the Strategic Plan Review Committee; and served on the Conference Committee and the Code of Conduct Committee.

Jake is a life-long learner with a Master's Degree in Planning, an MBA and has completed the Harvard Executive Leadership Program.



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 three years and has both led and participated in numerous municipal and municipal service projects including CAMA's recent Political Acumen Toolkit project and the current CAO Employment Contract Toolkit.

Glen Davies
Chief Administrative Officer
Town of Gravenhurst, ON

Glen joined the Town of Gravenhurst as their Chief Administrative Officer in November 2015. Previously he was the City Manager for the City of Regina since 2006.



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

Glen had a varied career in the municipal sector before consulting, having worked for a number of different sized municipalities in Ontario, Alberta and Saskatchewan. He is an accomplished municipal manager with over 35 years of experience, having direct service delivery and managerial responsibility for a wide-range of municipal portfolios including over 20 years as a CAO and senior manager.

Over the years, Glen has participated in a number of organizations as a volunteer and Board member. These activities have often been as part of his formal employment connections or in support of valuable community efforts.



Doug Lagore

Glen has undergraduate and graduate degrees from McMaster University in Hamilton Ontario and is formally trained as a life/executive coach through the Coaches Training Institute in San Rafael, California.

Phyllis Carlyle
Chief Administrative Officer
Regional District of
Nanaimo, BC

Phyllis Carlyle is the Chief Administrative Officer at the Regional District of Nanaimo. She has over 30 years' experience in senior local government roles including General Manager of Law and Community Safety at the City of Richmond, Commissioner of Corporate and Legal Services at the Regional Municipality of York, and Town Solicitor at the Town of Aurora.

Ms. Carlyle is a member of the Canadian Bar Association and the Law Society of BC. She has a Master's degree from the University of Calgary, a law degree from the University of British Columbia and a Bachelor's degree from the University of Toronto. A fellow of the International Municipal Lawyers Association and recipient of the Queen's Diamond Jubilee Medal for public service, Ms. Carlyle has served as a Deputy Judge in Ontario and instructed at the post-secondary level.



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

Plenary Session – "Mental Health and Addictions in the Workplace and PTSD – In the Unlikely Event"

Speaker: Police Chief Roger L. Brown, City of Fredericton

Roger Brown has a storied and impressive career in policing, with almost four decades of experience. After a brief retirement, Chief Brown currently serves at the helm of the Fredericton Police Force. Chief Brown previously held rank of Assistant Commissioner of the RCMP in New Brunswick, and it was during that time that he had to deal with several major issues, including the shale gas protests near Rexton, New Brunswick, the murders of three members of the Codiac detachment in Moncton, and the public PTSD struggles and suicide of a member. Chief Brown took the reins at Fredericton Police almost a year after that Department also lost two officers in a tragic shooting. Chief Brown now speaks around the country about mental health issues: seeking psychological help, PTSD, and the stigma around mental illness. He shares his own story in the hopes of empowering others to seek help, and to help others.

ABOUT THE SPEAKER:

Roger L. Brown
Police Chief
City of Fredericton

Chief Brown joined the RCMP in 1980. Following training, he worked general duties in Rivière-du-Loup, Quebec and later in Grand Bank, Newfoundland and Labrador. He served the Force in a variety of roles, including general duty, drug enforcement, federal enforcement and as an instructor at Depot in Regina. He then went on to become a Commissioned Officer at National Headquarters in Ottawa, serving in various positions, including the Officer in Charge of the Executive/Diplomatic Protection Section, the Director of Protective Policing at the national level and as the Human Resource Officer for central Canada, including National Headquarters. In 2008, he became the Commanding Officer of the RCMP Academy (Depot Division) until his transfer to New Brunswick in 2013, where he became the 29th Commanding Officer of the RCMP in New Brunswick (J Division). On June 4th, 2016, after a distinguished 36 year career, then Assistant Commissioner Brown retired from the RCMP. On June 11, 2019, Roger Brown donned a different uniform and became the Police Chief of the Fredericton Police Force.

In 2018, Chief Brown was named as one of 150 Difference Makers in Mental Health in Canada by the Canadian Centre of Addiction and Mental Health.

Roger L. Brown



10:15 a.m. to 10:45 a.m.

Tradeshow Refreshment Break

10:45 a.m. to 11:45 a.m.

Surprise Closing Keynote: A Teambuilding Event

Solidify connections, break down barriers, empower and unite the audience. You will not want to miss this tremendously fun, energizing and stress-busting closing session where everyone participates, and experiences the power of working together in harmony.

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 4:00 p.m.

Knowledge Café: Leadership at the Apex!

Cost:

CAMA Members (Municipal)/

Retired Members/Municipal Interns/

Members in Transition \$30.00 + HST

Non-Members /

Affiliate Members \$45.00 + HST

Facilitator: Dr. Gordon McIntosh

Join colleagues in a relaxed atmosphere to share preventive and remedial strategies to address 'real time' leadership matters you are now facing. Chat about ways you can contribute to enhanced organizational and governance excellence.

ABOUT THE FACILITATOR:

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.



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

Knowledge Café: Practical Strategies to Advance Solutions to Homelessness, Addictions, and Social Disorders

Cost:

CAMA Members (Municipal)/
Retired Members/Municipal Interns/
Members in Transition \$30.00 + HST
Non-Members /
Affiliate Members \$45.00 + HST

Facilitators: Dr. Alina Turner and Dena Kae Beno

Building on the Plenary content, this session presents participants an opportunity to workshop and share strategies tested locally and learnings from across Canada on cities tackling complex social issues. Dr. Alina Turner and Dena Kae Beno will facilitate the process, and share additional details about promising solutions as well as tools to help city administrators advance innovative approaches.



ABOUT THE FACILITATORS:

Dr. Alina Turner
HelpSeeker/Turner
Strategies

Dr. Alina Turner leads the HelpSeeker social enterprise and B-Corp, which focuses on the development and rollout of systems planning and integration solutions to enhance the impact of the social safety net. HelpSeeker partners with a variety of government, non-profit, and private organizations engaged in social impact and innovation work across Canada. To date, HelpSeeker is present in more than 100 communities across Canada, including Lethbridge, Medicine Hat, Abbotsford, Nanaimo, Hastings County and Peel Region. Alina is recognized as a leading researcher and thinker on social issues and is a Fellow at [The School of Public Policy](#), University of Calgary. She also serves on the Board of Directors of A Way Home Canada and the [Alberta Rural Development Rural Advisory Board](#) on housing and homelessness.



Dena Kae Beno
City of Abbotsford

Dena Kae Beno is the Housing and Homelessness Coordinator for the City of Abbotsford. Dena has worked in a variety of housing and homelessness roles and managed homelessness point in time counts, housing first interventions, and systems responses; and overseen affordable housing portfolios, including capital projects, policy development and the advisory committee facilitation. Dena brings a municipal lens to lend a practical eye to managing community tensions, jurisdictional and operational challenges involved in advancing innovative responses.



2:00 p.m. to 5:00 p.m.

Knowledge Café: Growth of Muskoka's
Microbrewery Business

Cost:

CAMA Members (Municipal)/
Retired Members/Municipal Interns/
Members in Transition \$50.00 + HST
Non-Members /
Affiliate Members \$65.00 + HST

25 people maximum

The craft brewing industry is booming in the Muskoka Region. Participants will take part in a two-hour study and information session which will include a presentation of beer samples paired with an assortment of appetizers at the Lake of Bays Brewery Company. You will then travel to the Huntsville Brewhouse to learn about the economic spin offs of this growing industry in the community.

Schedule:

- 2:00 p.m.** Depart the Deerhurst Resort.
- 2:30 p.m.** Arrive at the Lake of Bays Brewery Company and begin a brewery tour with samples and appetizers.
- 3:15 p.m.** Depart the Lake of Bays Brewery Company for the Huntsville Brewhouse.
- 3:40 p.m.** Participants will have an opportunity to browse the brewhouse and learn about the industry.
- 4:40 p.m.** Depart the Huntsville Brewhouse for the Deerhurst Resort.
- 5:00 p.m.** Arrive at the Deerhurst Resort.

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

President's Reception

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 10:30 p.m.

President's Dinner, Entertainment and Dance

Sponsored by the [Town of Huntsville](#)

The Town of Huntsville is located in the District of Muskoka with a population approaching 20,000 people and is the largest Town within the District. Situated adjacent to Algonquin Park and in the Heart of Muskoka, Huntsville is an active community immersed in outdoor recreation, arts and culture and the environment. Huntsville's vision is to create vibrant, inclusive, healthy community which inspires innovation and growth, celebrates the arts, culture, and heritage, promotes recreation while developing a resilient economy founded on social caring and environmental stewardship

CAMA President, Jeff Renaud, will end the Conference with a wonderful dinner. After a three-course meal, ABBAMANIA, the world's #1 production of ABBA will be performing hits like Waterloo, S.O.S and Dancing Queen. They will have you on your feet singing and dancing along.



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, 2020 (+ HST)	Registration Fee after April 1, 2020 (+ HST)
*Companion of a CAMA Member/ Retired Member/Honourary Member (Municipal)	\$275.00 + \$35.75 HST = \$310.75	\$325.00 + \$42.25 HST = \$367.25
*Companion of a Non-Member (Municipal)	\$300.00 + \$39.00 HST = \$339.00	\$350.00 + \$45.50 HST = \$395.50
**Companion of an Affiliate CAMA Member (Non-Municipal)	\$325.00 + \$42.25 HST = \$367.25	\$375.00 + \$48.75 HST = \$423.75
**Companion of a Non-Member (Non-Municipal)	\$375.00 + \$48.75 HST = \$423.75	\$425.00 + \$55.25 HST = \$480.25

**"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, Brewery Tour, Nature Tour and Treetop Trekking) at an extra cost.

Thanks to our Platinum Partner.



BGIS is a global leader in the provision of facility management, project delivery, energy & sustainability, asset management, workplace advisory, and real estate services. With a combined team of over 7,000 globally, BGIS relentlessly focuses on delivering innovative service solutions that create value for its clients. Globally, BGIS manages over 30,000 facilities totaling more than 340 million square feet across several markets including Government, Higher Education, Utilities, Telecommunications, Financial Services, Oil & Gas, Healthcare and Cloud Enterprise. In addition to managing a diverse portfolio of corporate offices, retail, colleges, hospitals and industrial assets, BGIS is a world leader in the management of data centers and other critical environments.

Thanks to our Gold Partners





We are **community builders**.



At AUMA, we represent urban municipalities – including cities, towns, villages, summer villages, and specialized municipalities – where over 85% of Albertans live.

Like our members, we are dynamic and constantly evolving. What remains constant is our commitment to providing solutions and resources for municipal issues.

We work with elected and administrative leaders of Alberta's urban municipalities to advocate for solutions to municipal issues, and to identify and develop opportunities that contribute to key components of community building – economic, environment, governance, infrastructure, and social.

AUMA has represented urban municipalities since 1905. Over the years, we have created business services specifically designed to meet municipal needs.

Our Business Services provide outstanding value through aggregation combined with competitive prices and tailored customer service.

We take pride in creating value for members and not for corporate shareholders.

We serve

***Over
275***

***Over
700***

Over 275 Alberta municipalities and over 700 not-for-profit organizations participate in our Business Services.



Our offerings include:

Employee Benefits • Retirement Services
Insurance & Risk Services • Energy Program
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Visit us at auma.ca.

See you next year in Mont Tremblant!

Mark the Dates: May 31 to June 2, 2021

Location: Fairmont Mont Tremblant

1-866-771-2262 or 1-866-771-CAMA
admin@camacam.ca | camacam.ca



PO Box 128, Station A | Fredericton, NB | Canada E3B 4Y2

