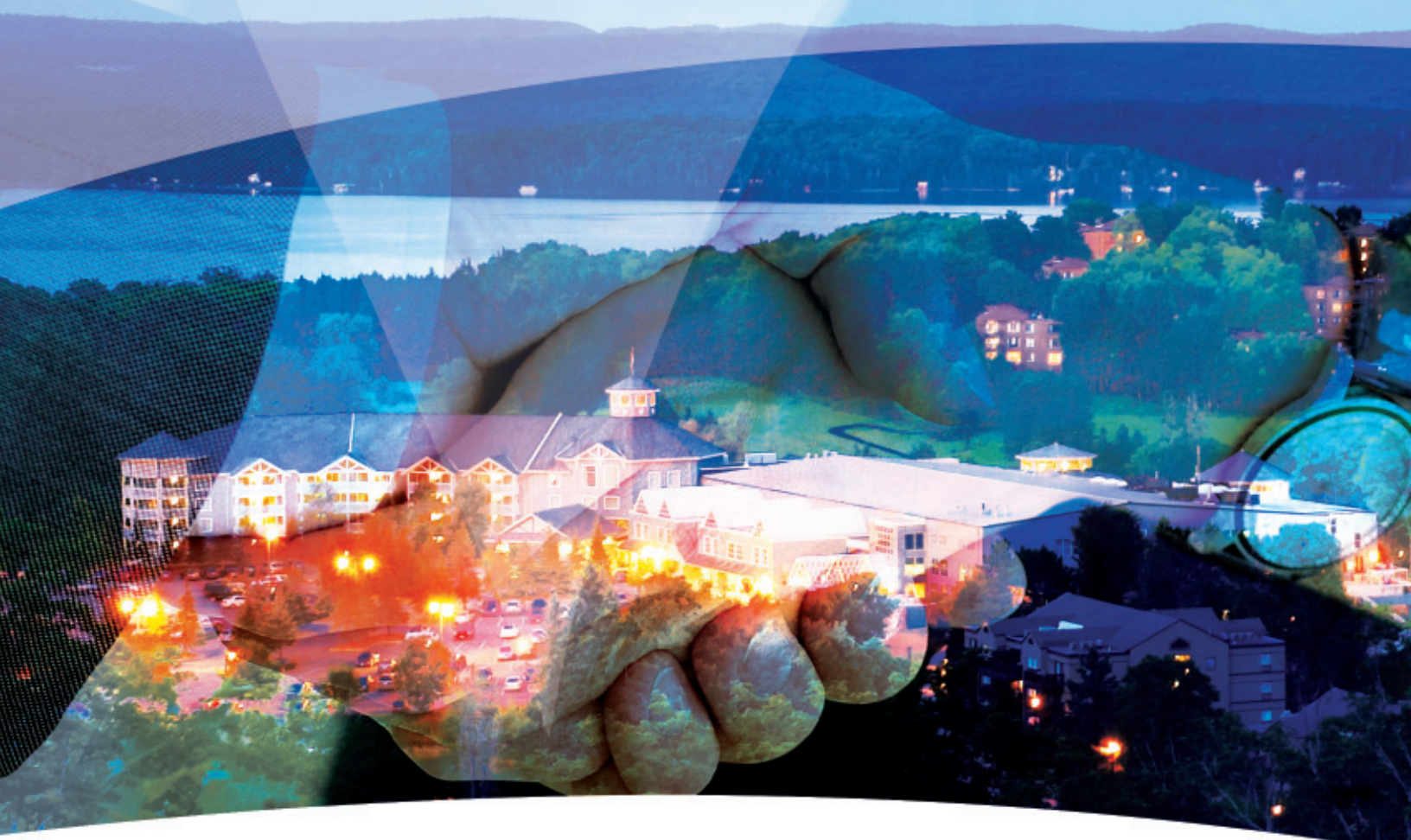




CAMARADERIE

TOGETHER AGAIN



2023 CAMA

Conference & Annual General Meeting

MAY 29-31, 2023 | DEERHURST RESORT, ONTARIO

THANKS TO OUR ASSOCIATION PLATINUM PARTNERS

The Canadian Association of Municipal Administrators would like to acknowledge its Platinum Partners. For CAMA, its key to invest in strategic partnerships with leading organizations who understand the products and services that our membership requires and align with our strategic plan initiatives. To learn more about our Platinum Partners and view their contact information, please click the logos below.



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GENERAL CONFERENCE INFORMATION

The 49th Annual CAMA Conference will be held from Monday, May 29, 2023 to Wednesday, May 31, 2023 at the Deerhurst Resort in Huntsville, Ontario. The Golf Tournament and other Pre-Conference activities will begin on Monday morning and the Conference Program will end after the President's Dinner on Wednesday evening. Delegates typically arrive on Sunday and depart on Thursday.

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.
- Activities to see and learn about in the Muskoka Region.

The 2023 CAMA Conference has something for you!

This Conference provides seven 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 2023

The 2023 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 2023 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

The 2023 CAMA Annual Conference and Annual General Meeting will be held at the Deerhurst Resort, in Huntsville Ontario from May 29-31, 2023.

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 (open daily from 8:00 a.m. to 8:00 p.m. EST) and identify yourself as being with the "2023 CAMA Conference".
- Room blocks are from Sunday to Wednesday. The hotel will honor the rate for up to three days prior to Sunday and three days post Wednesday if space is available.
- **Cut Off Date:** Sunday, April 30, 2023.
- **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 at the time of check out. Should you need to cancel or shorten your stay, this can be done up to April 30th, 2023 without penalty. No refunds or credits will be given for the one-night deposit if cancelled after April 30th, 2023.**



Room Rates

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

Type of Room	Room Rate	Taxes/Resort Fees (noted above)	Total Room Rate
Pavilion Guestroom	\$175.00	\$43.75	\$218.75
Bayshore Guestroom	\$175.00	\$43.75	\$218.75
Lakeside Lodge Studio Resort Home	\$175.00	\$43.75	\$218.75
Summit One Bedroom Suite	\$195.00	\$48.75	\$243.75
Lakeside Lodge One Bedroom Resort Home	\$225.00	\$56.25	\$281.25
Lakeside Lodge One Bedroom Suite	\$255.00	\$63.75	\$318.75
Two Bedroom Resort Home	\$325.00	\$81.25	\$406.25
Lakeside Lodge Two Bedroom Suite	\$355.00	\$88.75	\$443.75
Three Bedroom Resort Home	\$395.00	\$98.75	\$493.75

See the descriptions for all rooms [here](#) and a larger map of the resort [here](#). Please note that the Pavilion and Summit rooms are closest to the Conference Sessions that are being held in the Pavilion. The Lakeside Lodge and Bayshore Rooms, Suites and Resort Homes are a 10-minute walk from the Pavilion.



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 Accommodations

A CAMA room block has also been negotiated with The **Hidden Valley Resort** (1755 Valley Road) which is the closest hotel to the Deerhurst Resort, and is a fifteen minute walk. **A shuttle service will be provided from the Hidden Valley Resort to the Deerhurst Resort during peak times.**

- All reservations can be made by calling the hotel directly at **1-705-789-2301** or toll-free at **1-800-465-4171** and identifying yourself as being with the "CAMA Conference Room Block".
- Room blocks are from Sunday arrival to Thursday departure.
- **Cut Off Date:** Friday, April 28, 2023.
- **Deposit and Cancellation Policy:** The hotel will charge a one-night deposit at the time of your reservation with the balance due on arrival. If the reservation is cancelled seven (7) days or less, before your arrival date or the stay shortened, the full value of the original reservation will be charged.

Room Rates

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

Type of Room	Room Rate	Taxes/Resort Fees (noted above)	Total Room Rate
Standard Rooms	\$149.00	\$45.33	\$194.33
Hillside Balcony Rooms	\$159.00	\$47.03	\$206.03
Lakeside Balcony Rooms	\$179.00	\$50.43	\$229.43



TRANSPORTATION

Delegates are responsible for their own transportation from airports to the Deerhurst Resort via rental cars or shuttle services. Below are some options:



Toronto Airport to Deerhurst Resort in Huntsville, Ontario:

- **Northern Airport Passenger Service**

Provides a shuttle service to Downtown Huntsville to the Toronto Pearson Airport at scheduled departure times.

Phone: (705) 474-7942

<https://northernairport.com/schedule/>

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.

- **Toronto Airport Limo**

Phone: (416) 836-0450 or toll free (866) 564 5050

<https://www.limoairporttoronto.com/huntsville-airport-taxi.html>

- **Muskoka Limousine Services**

(833) 804-1918

muskokalimousine@gmail.com

<https://www.muskokalimousine.ca/>



Local Taxi Services:

- **Al's Taxi**

(705) 789-2374

- **Independent Taxi**

(705) 789-8294



Chartered Tour Bus & Coach Rentals for day tours etc :

- **Campbell Bus Lines Ltd**

(705) 789-1975

<http://campbellbuslines.com/>

- **Hammond Transportation Ltd**

(705) 645-5431

<https://hammondbus.com/>

info@hammondbus.com

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 28th	2:00 p.m. to 6:00 p.m.
Monday, May 29th	11:00 a.m. to 8:00 p.m.
Tuesday, May 30th	7:00 a.m. to 4:30 p.m.
Wednesday, May 31st	7:00 a.m. to 3:00 p.m.



CONFERENCE REGISTRATION INFORMATION

Delegate Program

Register for the Conference by April 1st, 2023 and you will receive the Early Bird Rate. **All CAMA members must enter their e-mail address 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 \$155.00 (50% off the first year) and also attend the Conference for \$575.00 as a First Time Delegate.

Delegate Type	Early Bird Registration Fee by April 1, 2023 (+13% HST)	Registration Fee after April 1, 2023 (+13% HST)
*CAMA Member (Municipal)	\$725.00 + \$94.25 HST = \$819.25	\$775.00 + \$100.75 HST = \$875.75
*First Time Attendee Regular CAMA Members (Municipal) & Municipal Interns	\$575.00 + \$74.75 HST = \$649.75	\$625.00 + \$81.25 HST = \$706.25
*Non-Member (Municipal)	\$1125.00 + \$146.25 HST = \$1271.25	\$1175.00 + \$152.75 HST = \$1327.75
**Affiliate CAMA Member (Non-Municipal) / CAMA Business Partner	\$1125.00 + \$146.25 HST = \$1271.25	\$1175.00 + \$152.75 HST = \$1327.75
**Non-Member (Non-Municipal)	\$1675.00 + \$217.75 HST = \$1892.75	\$1725.00 + \$224.25 HST = \$1949.25
Retired Member/ Honourary Member	\$400.00 + \$52.00 HST = \$452.00	\$450.00 + \$58.50 = \$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, municipal interns, non-members, affiliate members, and business partners 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 on Monday and for the Study Tours 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, the President's Dinner and the Monday and Wednesday additional activities.

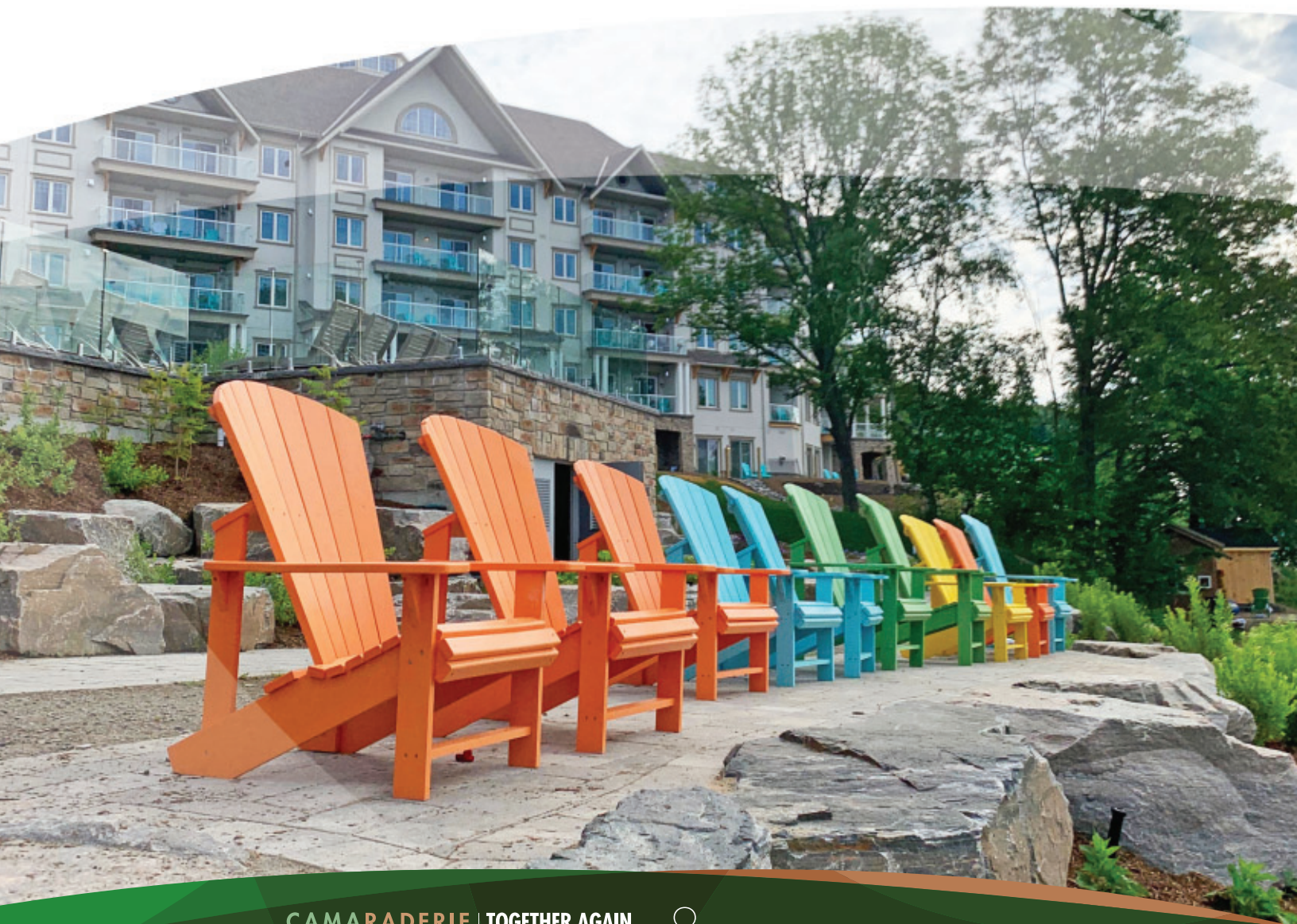
Conference Registration for Members in Transition

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 it's 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.

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, 2023 (+13% HST)	Registration Fee after April 1, 2023 (+13% HST)
Companion of a CAMA Member/ Retired Member/Honourary Member (Municipal)	\$300.00 + \$39.00 HST = \$288.75	\$350.00 + \$45.50 HST = \$395.50
Companion of a Non-Member (Municipal)	\$325.00 + \$42.25 HST = \$367.25	\$375.00 + \$48.75 HST = \$423.75
Companion of an Affiliate CAMA Member (Non-Municipal) / CAMA Business Partner	\$350.00 + \$45.50 HST = \$395.50	\$400.00 + \$52.00 HST = \$452.00
Companion of a Non-Member (Non-Municipal)	\$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 organization. "Non-Municipal" refers to all other individuals.

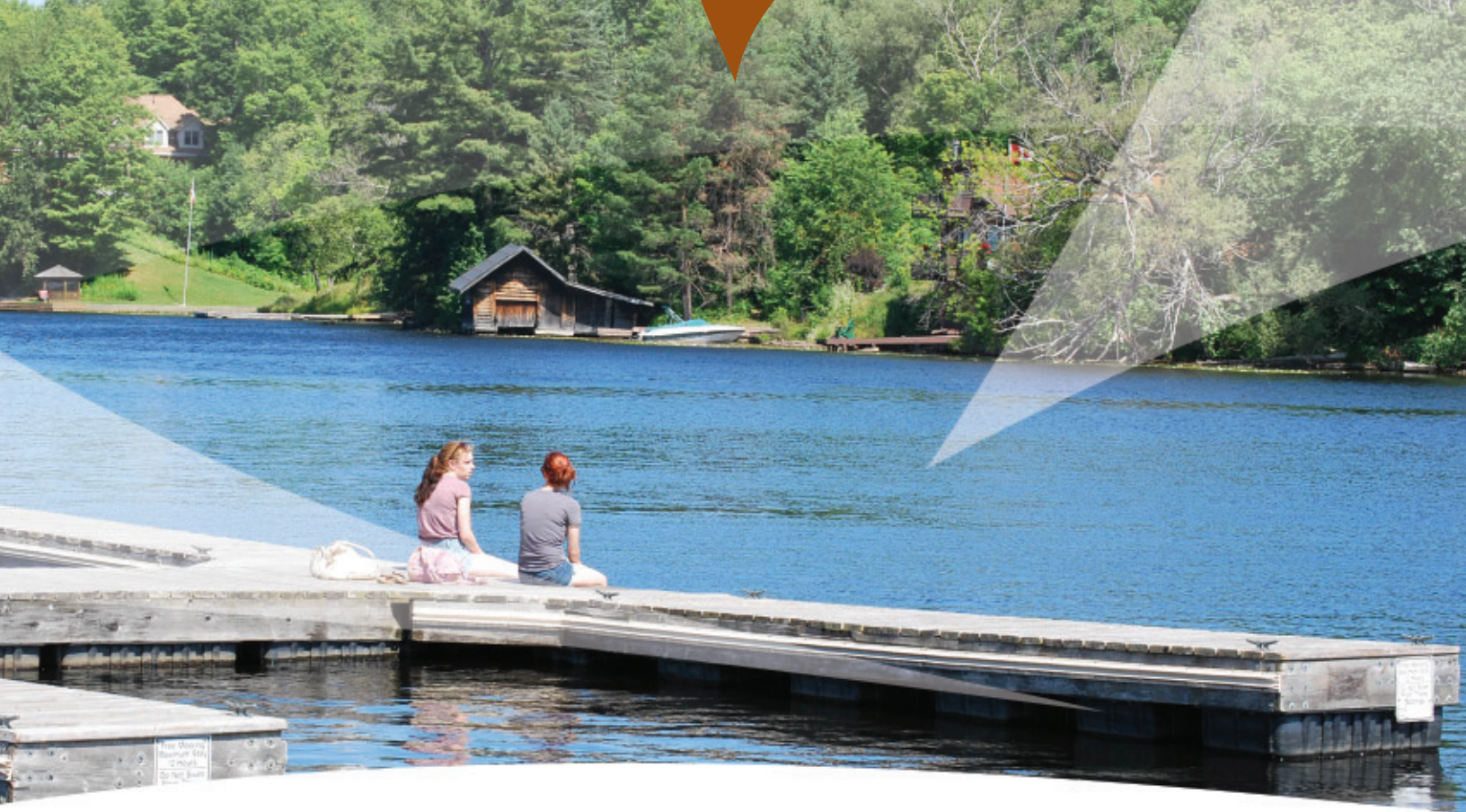
Companions have the option of joining the delegates for the Golf Tournament, Monday Pre-Conference Events and Wednesday Study Tours at an additional cost.

[Link to Registration for Delegates, Companions and 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 and non-transferable.**
- **Delegate Portals to register at a later date.** If you are not sure at the time of registration what Pre-Conference Activity or Study Tour you would like to attend, if your Companion will be attending, or if you want to play golf or need to add clubs, etc.? No problem. Individual Delegate portals will give you the chance to add these things at a later date. When you receive your delegate registration receipt, you will be assigned a portal username which is your e-mail address, a password, and a link to the delegate portal. You will be able to go in and click on this link at any time and register for other activities.
- An administration fee of \$200.00 for each cancelled registration applies until April 15th, 2023. No refunds will be issued after April 15th, 2023. Substitutions are permitted. Please request substitutions in writing to: admin@camacam.ca
- CAMA will take photographs and some video at the 2023 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.

Exhibitor Registration: Please contact Rose Fernandes, Manager of Business Partnerships 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 **prior to the CAMA Conference** on Thursday, May 25, 2023 from 5:00 p.m. to 7:00 p.m. during the official Trade Show Opening and Reception and on Friday, May 26, 2023 from 10:00 a.m. to 12:00 Noon at the Metro Toronto Convention Centre (MTCC).

This opportunity is not available to companions, private sector delegates, sponsors or exhibitors. CAMA delegates who wish to attend the FCM Trade Show, will need to send a request to the CAMA National Office at admin@camcam.ca and a guest pass will be provided to you on site.

The FCM Conference will be held from May 25-28, 2023, 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 Trade Show 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.

WELCOME MESSAGE FROM 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 held in beautiful Huntsville Ontario located within the well-known region of Muskoka! We are so excited to see you in-person after a long four years!

The theme of the Conference is "**CAMA-RADERIE - Together Again**" 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 is spectacular, and it will be difficult to choose which part of the Muskoka Region you would like to visit! It includes the ever-popular golf tournament at the beautiful Highlands Golf Course at the Deerhurst Resort, tours and tastings of some of the best craft breweries in Canada, a guided bog-to-bottle cranberry wine tour and tasting, hiking, shopping, spectacular views, and some of the best northern pike fishing in Ontario. Be ready to network with your colleagues at Casual Night Out overlooking the beautiful lake at BBQ Point with music by Jamie Williams and an amazing show by the "Birds of Prey". We are also pleased to offer the ever-popular Study Tours on Wednesday afternoon that include some fun, off-site excursions including hiking, more breweries and shopping, parks, waterfalls, and axe throwing.

With the beautiful, casual setting at the Deerhurst Resort, this year's Conference will be "Muskoka Casual" so bring your finest plaid flannel!

The Conference will end with the President's Dinner where you can dress to impress with a semi-formal affair with a black and gold theme to celebrate our 50th Anniversary (which was in 2021). There will be a fun photo booth, many special highlights, and a dance with music by the ABBA Band. We are extremely grateful to the Muskoka Region CAO's 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 at the Deerhurst Resort in Muskoka – where we left off in 2020!

Bev Hendry
CAMA President

A WORD FROM THE MAYOR

On behalf of Town Council and Administration, I would like to extend CAMA delegates a warm welcome to the Town of Huntsville!

Known as the gateway to Algonquin Park, Huntsville's natural environment plays a big part in offering a unique experience for visitors and residents alike. From scenic hikes to relaxing paddles, there is always something to do in Huntsville! With lush forests, countless lakes and plenty of waterfalls, creativity and inspiration is also in abundance. As you explore the Town during your stay, notice the artistic touches through sculptures and outdoor murals – let that creativity inspire and refresh you.

During your visit, I invite you to take some time to explore the many shops, services and natural beauty that Huntsville has to offer. As a favourite four season destination, I hope that you enjoy your stay and hope that you will return again soon!

Mayor Nancy Alcock
Town of Huntsville



A WORD FROM THE CHAIR

The District Municipality of Muskoka is pleased to welcome municipal administrators from across Canada to the 2023 CAMA Conference.

This is the 49th CAMA Conference and we are so pleased to host you all in Muskoka. As an elected official who has served as Mayor and now District Chair, I understand very well the important role that CAOs and senior management 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 as possible 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.

Jeff Lehman, District Chair
The District Municipality of Muskoka



WELCOME MESSAGE FROM HOST CHIEF ADMINISTRATIVE OFFICERS

We are delighted to welcome you to beautiful Muskoka for the 2023 CAMA Conference held in the scenic town of Huntsville.

This is an opportunity to spend time together, collaborate, network, and learn – but more importantly, **make memories**. Getting together allows us to disconnect from devices and re-connect with our colleagues, in-person, finally. After all, the theme of this year's conference is "**CAMA-RADERIE – Together Again!**"

Whether you're visiting Huntsville and experiencing Muskoka for the first time, or you've been here before – we always have something special planned. We encourage you to take a peek at the exclusive activities lined up with local partners; our community is ready and excited to welcome you!

We want to warn you, the following symptoms may occur, and are entirely normal when visiting Huntsville:

- deep sighs of relief;
- a brief absence of tension and pressures;
- fleeting stares at the scenery and lakeviews; and
- feeling refreshed and recharged.

We hope this change of scenery inspires you.

On behalf of the District of Muskoka, Town of Huntsville and our partner municipalities: Bracebridge, Georgian Bay, Gravenhurst, Lake of Bays, and Muskoka Lakes, **welcome!**

Denise Corry
Chief Administrative Officer
Town of Huntsville

Julie Stevens
Chief Administrative Officer
District of Muskoka



Denise Corry

Julie Stevens

PRE-CONFERENCE DAY

Sunday, May 28, 2023

2:00 p.m. – 6:00 p.m.	Conference Registration
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CONFERENCE DAY ONE

Monday, May 29, 2023

7:30 a.m. – 2:30 p.m.	Golf Tournament at the Highlands Golf Course (Deerhurst Resort)
8:30 a.m. – 5:00 p.m.	Pre-Conference Activity: Explore Georgian Bay Islands National Park
9:00 a.m. – 1:00 p.m.	Pre-Conference Activity: Muskoka Fishing Trip
9:00 a.m. – 4:00 p.m.	Pre-Conference Activity: Wharf, BeerSpa, Wine & Brews – The Perfect Day!
9:30 a.m. – 5:00 p.m.	Pre-Conference Activity: The Muskoka Beer Trail
10:00 a.m. – 4:00 p.m.	Pre-Conference Activity: Bracebridge, Port Carling and Lunch with Scenic Muskoka Views
11:00 a.m. – 8:00 p.m.	Conference Registration
1:00 p.m. – 5:00 p.m.	Provincial/Territorial Association Meeting
6:30 p.m. – 9:00 p.m.	Opening Reception at Tradeshow
9:00 p.m. – 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)

Hole in One sponsored by The Canoe Procurement Group of Canada

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	\$ 165.00 + HST
Non-Members (Municipal)	\$ 180.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 195.00 + HST
Non-Members (Non-Municipal)	\$ 205.00 + 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.

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.





8:30 a.m. to 5:00 p.m.

Pre-Conference Activity: Explore Georgian Bay Islands National Park

Maximum Capacity: 40 People

Cost includes transportation, lunch, water taxi, hiking, and swimming. Bike rentals are extra.

CAMA Members (Municipal) / Retired Members/ Municipal Interns / Members in Transition\$ 50.00 + HST
Non-Members (Municipal)\$ 65.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners\$ 80.00 + HST
Non-Members (Non-Municipal)\$ 90.00 + HST

Take a short fifteen-minute cruise from the Port of Honey Harbour to Georgian Bay Islands National Park. There you can enjoy your lunch in the scenic area of the park, deliciously prepared for you by the Honey Harbour landmark café, [Thrive](#).

Muskoka's only island National Park is located on the South end of Beausoleil Island called Cedar Spring, a unique part of the Township of Georgian Bay. Here you will find a hub of activity and an opportunity to explore with mountain bike rentals, interpretive programs, picnic areas, swimming beaches and easy trails to hike or bike.

Learn about the world-renowned UNESCO Biosphere, and one of the world's largest freshwater archipelagos. Understand why the Georgian Bay area was an inspiration to the Group of Seven artists, and experience the fresh, clear waters of Georgian Bay yourself.

Detailed Itinerary:

8:30 a.m.	Depart from the Deerhurst Resort and travel to Honey Harbour.
10:30 a.m.	Arrive in Honey Harbour.
11:00 a.m.	Daytripper taxis begin over to the Georgian Bay Islands National Park. Learn about the crystal-clear waters and the various flora and fauna life.
11:15 a.m.	Arrive at the National Park and be greeted with Park Staff and a history of Georgian Bay.
11:45 a.m.	Explore the island: hiking, biking or swimming.
2:30 p.m.	Leave the Island.
3:00 p.m.	Depart from Port of Honey Harbour.
5:00 p.m.	Arrive at Deerhurst Resort.

9:00 a.m. to 1:00 p.m. Muskoka Fishing Trip

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

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 250.00 + HST
Non-Members (Municipal)	\$ 265.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 280.00 + HST
Non-Members (Non-Municipal)	\$ 290.00 + HST

There's no such thing as a bad day when 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 the Muskoka region has long been considered 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](#).



9:00 a.m. to 4:00 p.m.

Wharf, BeerSpa, Wine & Brews – The Perfect Day!

Maximum Capacity: 32 People

Cost includes transportation, beer tasting with a pizza buffet lunch, wine tasting and a guided bog tour.

CAMA Members (Municipal) / Retired Members / Municipal Interns/Members in Transition	\$ 85.00 + HST
Non-Members (Municipal)	\$ 100.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 115.00 + HST
Non-Members (Non-Municipal)	\$ 125.00 + HST

Begin your day with scenic views of Lake Muskoka and the historic steamships at the Muskoka Wharf in Gravenhurst. Explore the boardwalk and stop for a hot beverage at one of the local shops (The Shipyards, Blue Willow and PolarDip). The next stop will be in Torrance where you can experience a pizza buffet lunch and beer tasting at the [Clearlake Brewery](#) and the opportunity to wander around the BeerSpa. Hop back on the bus and head to the cranberry capital of Ontario known as the Town of Bala. The bus will stop at [Muskoka Lakes Farm & Winery](#) for a guided bog-to-bottle cranberry wine tour and tasting. The journey home will include a scenic tour through Port Carling and Bracebridge along Highway 118.

Detailed Itinerary:

9:00 a.m.	Depart Deerhurst Resort for the Muskoka Wharf in Gravenhurst.
9:45 a.m.	Arrive at the Muskoka Wharf overlooking Lake Muskoka, admire the steamships and explore the boardwalk. Beverages, gifts, and snacks can be found at the local shops at the wharfs.
10:45 a.m.	Depart the Muskoka Wharf for the Clearlake Brewery in Torrance.
11:00 a.m.	Arrive at the Clearlake Brewery for beer tasting and a pizza buffet for lunch, followed by a tour of the BeerSpa or wander around the property.
1:15 p.m.	Depart the Clearlake Brewery for the Muskoka Lake Farm & Winery in the Town of Bala.
1:25 p.m.	Arrive at the Muskoka Lake Farm & Winery for wine tasting and a guided cranberry bog-to-bottle tour.
3:00 p.m.	Depart the Muskoka Lake Farm for Deerhurst Resort.
4:00 p.m.	Arrive at the Deerhurst Resort.



9:30 a.m. to 5:00 p.m.

The Muskoka Beer Trail

Maximum Capacity: 30 People

Sponsored by The Canoe Procurement Group of Canada



Please note: If you are unable to attend this tour there will be another opportunity on Wednesday afternoon at the Huntsville Brewhouse.

Cost includes transportation to and from the breweries from the Deerhurst Resort, a sit-down lunch, a behind the scenes tour at one brewery, and tastings at five breweries.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 115.00 + HST
Non-Members (Municipal)	\$ 130.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 145.00 + HST
Non-Members (Non-Municipal)	\$ 155.00 + HST

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, a specialized brewery tour, and highly trained tour leaders teaching you the ins and outs of the craft beer industry. The following five craft breweries within the Muskoka Region will be featured on this tour: The Lake of Bays Brewing Company, Sawdust City Brewery, Muskoka Brewery, Katalyst Brewery, and the Canvas Brewery. Get ready to enjoy tastings all day long!

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

Detailed Itinerary:

9:30 a.m.	Depart the Deerhurst Resort and travel to Lake of Bays Brewing Baysville Taproom.
10:00 a.m.	Arrive at The Baysville Taproom for tastings.
11:00 a.m.	Depart Baysville Taproom for the Sawdust City Brewery.
11:30 a.m.	Arrive at the Sawdust City Brewery for lunch and tastings.
1:00 p.m.	Depart the Sawdust City Brewery for the Muskoka Brewery.
1:10 p.m.	Arrive at the Muskoka Brewery for a tour and tastings.
2:10 p.m.	Depart the Muskoka Brewery for Katalyst Brewery.
2:20 p.m.	Arrive at the Katalyst Brewery for tastings.
3:20 p.m.	Depart the Katalyst Brewery for Canvas Brewery.
3:50 p.m.	Arrive at the Canvas Brewery for tastings.
4:50 p.m.	Depart the Canvas Brewery for Deerhurst Resort.
5:00 p.m.	Arrive at Deerhurst Resort.

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

Bracebridge, Port Carling and Lunch with Scenic Muskoka Views

Maximum Capacity: 40 People

Cost includes transportation. Lunch and beverages are extra.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 35.00 + HST
Non-Members (Municipal)	\$ 50.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 65.00 + HST
Non-Members (Non-Municipal)	\$ 75.00 + HST

Start your morning with adventure at the impressive Bracebridge Wharf. Admire the architecture of the famous Silver Bridge and Power Generation Station amongst the picturesque waterfall. Next up is lunch at the luxurious JW Marriott The Rosseau Muskoka where you will soak in the scenic views of Lake Rosseau while enjoying an exquisite craft cocktail. The last stop is the quaint town of Port Carling known as the "Hub of the Lakes". There you can shop, explore, and enjoy tasty treats while you stroll the Locks and Swing Bridge. Throughout your journey, keep your eyes peeled for the impressive Huckleberry Rock Cut – an experience all on its own!

Detailed Itinerary:

10:00 a.m.	Depart Deerhurst Resort for the Bracebridge Wharf.
10:30 a.m.	Arrive at Bracebridge Wharf to see the Silver Bridge and Bracebridge Power Generation Station.
11:15 a.m.	Depart for the JW Marriott The Rosseau Muskoka.
12:00 Noon	Arrive at JW Marriott The Rosseau Muskoka for Lunch.
1:30 p.m.	Depart the JW Marriott The Rosseau Muskoka for Port Carling.
1:50 p.m.	Arrive at Port Carling to shop, explore and stroll the Locks and Swing Bridge.
3:00 p.m.	Depart Port Carling for Deerhurst Resort.
4:00 p.m.	Arrive at Deerhurst Resort.





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

1:00 p.m. to 5:00 p.m.
Provincial/Territorial Association Meeting

6:30 p.m. to 9:00 p.m.
Opening Reception at Tradeshow

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)

CONFERENCE DAY TWO

Tuesday, May 30, 2023

6:00 a.m. – 7:00 a.m.	Morning Runs
7:00 a.m. – 4:30 p.m.	Conference Registration
7:30 a.m. – 8:15 a.m.	Breakfast
8:15 a.m. – 9:00 a.m.	Annual General Meeting
9:00 a.m. – 9:15 a.m.	Opening Ceremonies
9:15 a.m. – 10:15 a.m.	Opening Keynote: "YOU GOTTA LAUGH: Healing Stress with Humour" (Susan Stewart)
10:15 a.m. – 10:45 a.m.	Tradeshow Refreshment Break
10:45 a.m. – 11:45 a.m.	Plenary Session: The Municipal Power Structure Between Mayors, Councils, and CAOs (Sabine Matheson)
12:00 Noon – 1:00 p.m.	Long Service Awards Luncheon
1:00 p.m. – 1:30 p.m.	Dessert and Coffee in the Tradeshow Area
1:30 p.m. – 2:30 p.m.	Concurrent Sessions Session #1: Practical Supervisory and Personnel Practices in Small Communities (Patricia Vinchesi) Session #2: Innovative Best Practices for Building Capacity and Community Resilience in the Face of a Changing Climate (Ian McVey, Mike Dolter, Matt Osler)
2:30 p.m. – 3:00 p.m.	Tradeshow Refreshment Break
3:00 p.m. – 4:00 p.m.	Concurrent Sessions Session #1: Corporate Sponsorship and Municipalities: A Knight in Shining Armour... The Devil... Or Somewhere In Between? (Brent Barootes, Jake Rudolph, Jody Penner) Session #2: Diversity, Equity and Inclusion in the Municipal Workplace (Don Lidstone)
6:30 p.m. – 9:00 p.m.	Casual Night Out at BBQ Point with Jamie Williams and the Birds of Prey
9:00 p.m. – 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

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

8:15 a.m. to 9:00 a.m.

Annual General Meeting



Susan Stewart

9:00 a.m. to 9:15 a.m.

Opening Ceremonies

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

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

Tradeshow Refreshment Break

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

Plenary Session – The Municipal Power Structure Between Mayors, Councils, and CAOs

Speaker: Sabine Matheson, Principal and Municipal Lead, 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.

In the era of online information, disinformation and declining trust in institutions, sound decision making has never been more important. Sabine Matheson, Principal and Municipal Services Lead at StrategyCorp, will discuss the emerging interest in the municipal power structure between Mayors, Councils, and CAOs. Using examples from recent legislative changes, the panel will discuss the role of CAOs in providing independent advice to Council and the Mayor.

ABOUT THE SPEAKER:

Sabine Matheson
Principal and Municipal Lead
StrategyCorp Inc.

Since 1998, Sabine has been a Principal at StrategyCorp, which serves clients across Canada and internationally.

She 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

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

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

Sabine served as Chief of Staff to Ontario's Minister of Municipal Affairs and Housing. In that capacity, she 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, she has been an instructor in UOIT's Municipal Management Program. Sabine also teaches provincial-municipal relations through AMCTO. Sabine's policy expertise is grounded in her legal background. She was called to the Bar of Ontario in 1993 and practiced law in Toronto with a major Bay Street firm.

12:00 Noon 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 – Practical Supervisory and Personnel Practices in Small Communities

Speaker: Patricia Vinchesi, ICMA's Northeast Regional Director.

A manager in a small community is a jack-of-all-trades and mistress of none. How do you ensure that with so many balls in the air you are addressing the critical aspects of personnel administration as it relates to policies, compliance, performance, discipline, and professional development? How do you develop collaboration and partnerships across departments when you may not have direct supervisory authority over them, or long-term department heads are reluctant to embrace change or still prefer to go to the elected? Are the approaches different when there is less staff and everyone knows everyone else's business?

Learning Objectives:

- Identify the key areas of personnel administration that should not be ignored no matter how small the community or lack of resources.
- Understand how to approach thorny personnel issues and a thorough process for working through conflict and/or discipline.
- Navigate supervisory issues from both reluctant supervisors, those who report to the manager, and tips for dealing with micromanaging appointing authorities.

ABOUT THE SPEAKER:

Patricia Vinchesi
ICMA's Northeast Regional Director

Patricia (Tricia) Vinchesi serves as Northeast Regional Director for ICMA, providing its resources, support, and assistance to 11 Northeast states. Prior to joining ICMA Tricia was a town administrator in Massachusetts for over 30 years serving communities ranging in size from 1,200 to 150,000. She also worked as a public management consultant. As a manager, she developed an expertise in emergency management, clean energy, and human resource administration. She currently teaches public personnel administration for the Moakley School of Public Management at Suffolk University. Tricia holds a bachelor's degree from the University of Massachusetts at Amherst and a Master of Public Administration degree from Northeastern University. She is also a graduate of the program for Senior Executives in State and Local Government at the Kennedy School of Government. She has been an ICMA credentialed manager since 2003. Tricia previously served as President of the Massachusetts Municipal Management Association and prior to her position at ICMA, was chair of the MMA's Ethics Committee. She is a founding member of Massachusetts Women Leading Government.



Patricia Vinchesi

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

Concurrent Session: "Innovative Best Practices for Building Capacity and Community Resilience in the Face of a Changing Climate"

Speakers: Ian McVey, Manager of Sustainability, Durham Region, ON

Mike Dolter, Chief Administrative Officer, Town of Truro, NS / CAMA Board Representative for NS & PEI

Matt Osler, Project Engineer, City of Surrey, BC

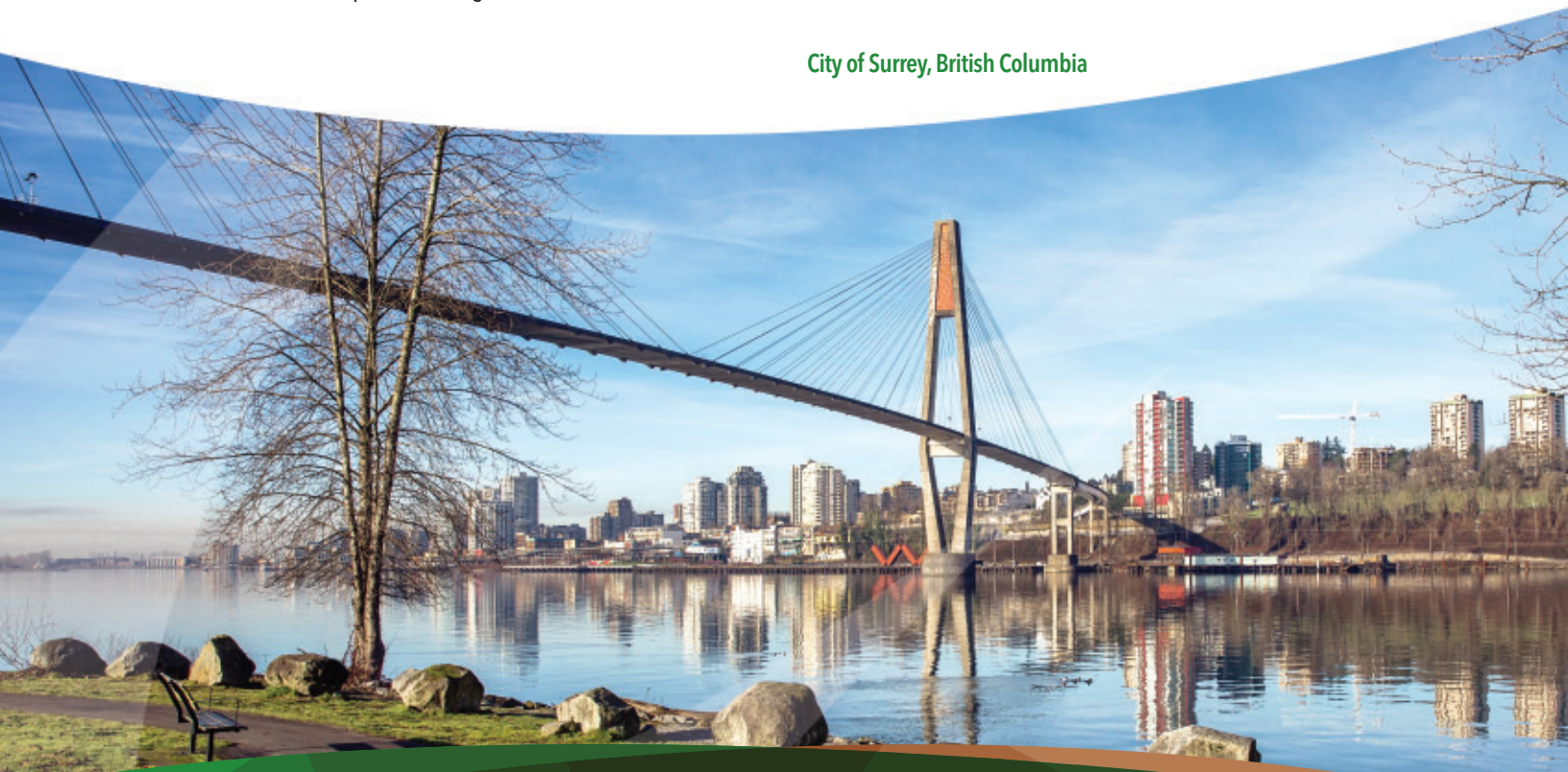
The impacts of changing climate are evident in Canada, and local governments have a unique and critical role to play in managing the risks. While all levels of government have important adaptation responsibilities, municipalities are often on the front line to ensure the risks are managed effectively and the community is safe. Municipalities of all sizes face many new risks and opportunities and anticipating the effects of climate change and taking actions before major impacts occur is an effective strategy to manage climate risk and reduce a community's overall vulnerability. This will also result in lower long-term costs and be more effective. Adaptation involves making changes in decisions, activities, and thinking in response to observed or expected changes in climate.

This session will provide CAOs and senior managers with information to help them understand the need for climate change adaptation, and how to plan ahead with your teams and put adaptation measures in place. It will illustrate how municipalities of varying sizes from across the country are developing plans, the measures they have adopted, and lessons learned.

Specifically:

- The Region of Durham will provide an overview of the detailed analysis that was completed on the impacts of climate change on their transportation infrastructure within their Region, and the steps they have taken to adapt and mitigate risk due to a changing environment.
- The City of Surrey will also present their Coastal Flood Adaptation Strategy (CFAS) that was prepared to increase the resilience of its coastal communities, supported by the federal government.
- The Town of Truro will tell their story of how they responded to Hurricane Fiona (September 2022), the lessons learned, and the plans being implemented to help mitigate future climate change impacts.

City of Surrey, British Columbia



ABOUT THE SPEAKERS:

Ian McVey **Manager of Sustainability** **Durham Region, ON**

Ian McVey, Manager of Sustainability for Durham Region, is responsible for championing climate action both internally through interdepartmental collaboration, as well as externally with local municipalities, utilities, Conservation Authorities, academic institutions, and other community partners. Ian holds a Bachelor of Commerce (Concordia), Masters in Environmental Studies (York), and a Graduate Diploma in Local Government Administration (Western), and has held a variety of roles in both the public and private sector working to advance sustainability transitions.

Mike Dolter **Chief Administrative Officer** **Town of Truro, NS** **CAMA Board Representative for NS & PEI**

Upon retirement from the Canadian Forces in 2005, Mike became Chief Administrative Officer for his hometown, the City of Corner Brook, NL until 2014. He then moved to Truro, NS to take up the reins as the Town's CAO. As a CPA CMA, with over 14 years as a CAO, his focus is on strengthening community financial performance to better face the significant fiscal challenges that are today's reality. Mike is also the Past President of the Nova Scotia Association of Municipal Administrators and a Director for the Property Valuation Service Corporation of Nova Scotia.

Matt Osler **Project Engineer** **City of Surrey, BC**

Matt Osler is a Senior Project Engineer in the Utilities Division at City of Surrey. He joined the Engineering Department in 2006 and currently oversees the implementation of the award winning [**Surrey Coastal Flood Adaptation Strategy**](#). Through the Federal Disaster Mitigation and Adaptation Fund, he has developed extensive partnerships to implement a wide variety of climate adaptation projects ranging from large-scale grey infrastructure to innovative nature-based solutions to prepare the City of Surrey for sea level rise and increased flood hazards. He holds an MBA (Simon Fraser University) and a Bachelor of Applied Science (Queen's University).



Ian McVey



Mike Dolter



Matt Osler



2:30 p.m. to 3:00 p.m.
Tradeshow Refreshment Break

3:00 p.m. to 4:00 p.m.
Concurrent Session: "Corporate Sponsorship and Municipalities: A Knight in Shining Armour...The Devil...Or Somewhere In Between?"

Speakers: Brent Barootes, President/CEO, The Partnership Group – Sponsorship Specialists®

Jake Rudolph, Chief Administrative Officer, City of Nanaimo, BC

Jody Penner, City Manager, City of Winkler, MB and then on the new page here is his bio

Other Speaker to be Confirmed

Sponsored by: The Partnership Group – Sponsorship Specialists®

The Partnership Group – Sponsorship Specialists® focuses on assisting municipalities with generating revenue outside of taxes and user fees. They work with small, medium and large municipalities to help them determine what marketable assets they have to sell, what those assets are worth are and then assist them in taking those products to market and generating tens to hundreds of thousands (and in some cases millions) of dollars annually to their bottom line.

Session Description

For most municipalities, finding alternate revenue channels outside of the traditional increases in taxes and user fees are a top priority. One of those alternate revenue channels is corporate sponsorships, naming rights and advertising. For a small town or village this may mean an additional \$300,000 or so additional dollars to the bottom line each year. To a larger municipality... this can mean additional millions annually.

For some municipalities this is great news... for others not so much; there are concerns about corporate influence, branding and procurement issues. This panel of seasoned CAOs who have addressed these issues will delve into the discussion on these opportunities and issues from small and medium sized community's perspectives. What made them do that naming right deal or why did they walk away? Where does policy fit in? Is the potential revenue worth the corporate branding? Bring your own thoughts and questions and become engaged in the discussion with these sector leaders and their insights into the topic of corporate sponsorships, naming rights and advertising.

ABOUT THE SPEAKERS

Brent Barootes, President/CEO, Partnership Group-Sponsorship Specialists®

Brent is President and CEO of the Partnership Group – Sponsorship Specialists®, a national sponsorship marketing firm. He has been in the business for over 30 years working with many large, medium and small municipalities, non-profits, charities, sport organizations and Canadian and international brands. Brent is the author of Amazon.ca's #1 Best seller Reality Check – Straight Talk about Sponsorship Marketing. Brent lives with his wife and 17-year-old daughter in Nanaimo BC.

Jake Rudolph, Chief Administrative Officer, City of Nanaimo, BC

Jake has had a professional career which spans 40 years, including over 30 years in management positions across the country. Jake currently serves as the Chief Administrative Officer with the City of Nanaimo, BC. Previously, Jake has served as Chief Administrative Officer with the City of Pitt Meadows, BC, Deputy CAO with the Cities of Abbotsford, BC, and Fredericton, NB, and General Manager of Development Services and Public Works with the City of Maple Ridge, BC.

Throughout his career, Jake has taken an active role in his profession, including President of CAMA in 2020-2021.

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

Jody Penner City Manager City of Winkler, MB

Jody Penner is the City Manager for the City of Winkler having entered the role five years ago, following twenty-seven years in the Printing & Packaging industry. Jody strives to bring his business and leadership experience to the municipal world, with a passion for teamwork and problem-solving. He strives to see every challenge as an opportunity to learn and grow.



Brent Barootes



Jake Rudolph



Jody Penner

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

Concurrent Session: "Diversity, Equity and Inclusion in the Municipal Workplace"

Speaker: Don Lidstone, K.C., Managing Partner,
Lidstone & Company

Sponsored by: Lidstone & Company

Lidstone & Company is a local government law firm with offices in British Columbia and Alberta. Each of their lawyers has specialized knowledge and particular expertise in the areas of municipal law and collaborate closely with local government officials. They are known for their problem solving, proactive, preventative approach which reduces risk. They do not have conflicts of interest because they do not act for developers, realtors, banks, resource companies, interest groups, etc. They look after local government. Period.

Lidstone & Company has a reputation for successful litigation – defending claims, defending bylaws, and enforcing bylaws. This is because they have dedicated litigation lawyers, and not just municipal lawyers who litigate when necessary. They also provide special services without charge to their clients, including quarterly newsletters, regular bulletins, annual client seminars, in-house workshops, templates and checklists.

Session description coming soon!

ABOUT THE SPEAKER

Don Lidstone, K.C.
Managing Partner
Lidstone & Company

Don Lidstone K.C. is licenced in BC, Alberta, and Yukon. He practices generally in the area of local government law. His municipal law focus is in the areas of governance, finance and taxation, land use and development, environmental law, aboriginal law and bylaw/legislative drafting. Invited to speak regularly at conferences, symposia and universities, Don has chaired the Sustainable Region Initiative (Governance and Finance), Liquid Waste Expert Review Panel, Fire Services Review Panel, Whistler Waste Blue Ribbon Panel, and the Municipal Law Section of the British Columbia Branch of the Canadian Bar Association.



Don Lidstone, K.C.

He has published numerous papers and manuals and consulted on the development of the Community Charter and other municipal statutes in a number of provinces. Don was designated King's Counsel in 2008.

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

Casual Night Out: Beach BBQ

Gather at the beach for a memorable open air dining experience in a classic Muskoka setting with food, fun and friends. Enjoy a one hour interactive "Birds of Prey" show with master falconer Matt "The Birdman" Liber knecht featuring various owls, vultures, falcons, and other raptors, and hear his fascinating stories about each bird.

Enjoy delicious locally sourced artisanal foods while listening and dancing to Jamie Williams, country singer who will be providing his latest hits!

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

Hospitality Suite at the Deerhurst Resort

Sponsored by: Ravenhill Group

Canada's Municipal executive search specialists meeting the growing demand for excellent municipal senior staff through ethical head-hunting™. Ravenhill Group 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 at ads and job postings and need to be found. Ravenhill finds great people.

CONFERENCE DAY THREE

Wednesday, May 31, 2023

6:00 a.m. – 7:00 a.m.	Morning Runs
7:00 a.m. – 3:00 p.m.	Conference Registration
7:30 a.m. – 8:15 a.m.	Breakfast
8:15 a.m. – 9:15 a.m.	Plenary Session: "The Top Ten Ways a CAO Can Effectively Use Their Executive Assistant to Improve Their Productivity" and Launch of "The Toolkit for the Effective Executive Assistants to the CAO" (Jennifer Goodine, Denise Habibovic, Victoria Bowering, Brenda Orchard)
9:15 a.m. – 10:15 a.m.	Plenary Session: "Navigating Procurement in a Changing Landscape" (Tyler Hannemann, Jeff Nichol)
10:15 a.m. – 10:45 a.m.	Tradeshow Refreshment Break
10:45 a.m. – 11:45 a.m.	Closing Keynote: A Team Building Event – The Drum Cafe
12:00 Noon – 1:00 p.m.	CAMA Awards of Excellence Luncheon
1:00 p.m. – 1:30 p.m.	Closing Ceremonies and Tradeshow Draws
2:00 p.m. – 4:30 p.m.	Study Tour: Muskoka's Microbrewery Business
2:00 p.m. – 4:30 p.m.	Study Tour: Chasing Waterfalls & Treats
2:00 p.m. – 4:30 p.m.	Study Tour: Hikes, Trains and Axe Throwing
2:00 p.m. – 5:00 p.m.	Study Tour: Dorset Lookout Tower & Robinson General Store
6:30 p.m. – 7:00 p.m.	President's Reception
7:00 p.m. – 11:00 p.m.	President's Dinner, Entertainment and Dance 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

Sponsored by [CSA Group](#)

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

Plenary Session – “The Top Ten Ways a CAO Can Effectively Use Their Executive Assistant to Improve their Productivity” and “Launch of Toolkit for the Effective Executive Assistant to the CAO”

Speakers: Brenda Orchard, Chief Administrative Officer, Lennox & Addington County, ON / CAMA Treasurer and Board Representative for Ontario

Jennifer Goodine, CAMA Executive Director

Denisa Habibovic, Retired Executive Assistant, City of Mississauga, ON

Victoria Bowering, Executive Assistant to the CAO, City of Nanaimo, BC

CAMA will launch its “Toolkit for the Effective Executive Assistant to the CAO” which has been compiled, produced and authored by Jennifer Goodine, CAMA Executive Director, with the assistance of a committee of local government Executive Assistants from across the country.

Executive Assistant is not just a fancy name for a secretary that is sitting outside the boss’ office door – they are so much more and are sometimes known as the CAO’s “secret weapon”, “gatekeeper”, “ears and eyes”, “trusted confidante”, and liaison to the senior management team.

They are your business partner, ensuring that you and the municipality meet their goals every day and are successful. Once you find a good business partner, it is in your best interest to build a strong relationship based on a high level of trust, honesty, and open communication. Your Executive Assistant will then develop a strong sense of loyalty to you.

This session will provide a brief overview of the toolkit contents, discuss important findings from the national survey, and focus on how a CAO or direct report can effectively use their Executive Assistant to improve their own productivity.

ABOUT THE SPEAKERS:

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

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 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.

She has a municipal background in Economic Development, having been a member of the Economic Developers Association of Canada (EDAC) for almost two decades. Her passion now lies in the area of human resources 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 over a decade, and is a past member of the Board of Directors for the Association of Municipalities of Ontario (AMO).



Brenda Orchard

Jennifer Goodine
CAMA Executive Director

Jennifer has served as the Executive Director of the Canadian Association of Municipal Administrators (CAMA) for the past eighteen years. She also worked for the City of Fredericton for 27 years starting her career as the Committee Clerk in the City Clerk's Office, moving into the role of Executive Assistant to the Mayor and CAO, and lastly as the Office Administrator to the Mayor and CAO, before she resigned from her position in 2021 to focus solely on CAMA. She worked under five Mayors, two CAOs, and three Deputy CAOs.

Jennifer earned her diploma as an Executive Secretary from the Atlantic Business College in 1993 and has taken numerous leadership courses over the years. She was awarded the Queen's Diamond Jubilee Medal in 2012 for her dedication to excellence in local government.

Local government is her passion and she is known for her amazing customer service, dedication, strong work ethic, and kind outgoing demeanour.

Denisa (Denise) H. Habibovic
Retired (2021) Executive Assistant to the Chief Financial Officer and Commissioner of Corporate Services
City of Mississauga, ON

Denisa is a retired Executive Assistant. A 30-year career with both the City of Toronto and Mississauga Municipalities, she has worked in various areas of Finance and her highest accomplishment was working with and for the Chief Financial Officer as his EA and Strategic Advisor.

Denisa earned her diploma in Financial Management at Centennial College in 1987, completed her certification in Municipal Tax Administration, has a Lean Yellow Belt, ICA Facilitation/Coach and both trained in DLAN and Scribe for City emergencies.

Local government, but particularly property taxes is her passion; she is also known for her strong customer service dedication, recipient of the 2019 Kirk French Award, commitment to residents and her fellow admins comes first and she's been their voice and advocate for the past many years.

Victoria Bowering
Executive Assistant to the Chief Administrative Officer
City of Nanaimo, BC

Victoria has worked in Administration for the City of Nanaimo for the past seven years and currently holds the position of Executive Assistant to the Chief Administrative Officer. Following a brief position with Island Health, Victoria began her career with City of Nanaimo in 2016 and has served as an Administrative Assistant to Mayor and Council, Administrative Assistant to the City Manager/CAO, and finally as the Executive Assistant to the CAO. In this role, Victoria collaborates with various departments to provide support to not only the CAO, but also the Senior Leadership Team.

Victoria graduated top of her class from the Applied Business Technology – Administrative Assistant Program at Vancouver Island University in 2015. Throughout her time with the City of Nanaimo, she has completed a number of training and development opportunities such as Developing Personal Resilience through Royal Roads University, Introduction to Emergency Management through the Justice Institute of BC, and is currently enrolled in the Local Government Administration Program through Capilano University.

Victoria is dedicated to expanding her knowledge on local government, collaborating with co-workers and counterparts, and providing exemplary service to the City and citizens of Nanaimo.



Jennifer Goodine



Denisa H. Habibovic



Victoria Bowering

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

Plenary Session: "Navigating Procurement in a Changing Landscape"

Speakers: Tyler Hannemann, MBA, Manager of Supplier Relations, The Canoe Procurement Group of Canada

Jeff Nichol, Director of Benefits, Canoe Benefits Program / Vice-President of Public Sector, Lane Quinn Benefit Consultants

Sponsored by The Canoe Procurement Group of Canada and Canoe Benefits

The Canoe Procurement Group of Canada works with municipal associations across the country. The associations work with Canoe to provide member organizations access to preferential pricing on trade-compliant purchasing programs that leverage the collective buying power of all involved. Canoe works hard to specialize in certain product areas, and has created customized programs for our membership in response to popular demand.

The Canoe Benefits Program is built specifically to address the unique needs and objectives of municipalities, public sector entities, and not-for-profit organizations. The program develops and delivers innovative, cost-effective, and sustainable solutions tailored to members' unique human capital needs and wants.

Come join Canoe to discuss the changing landscape in Canadian procurement. We will touch on the current economic landscape and trends in the public and private sectors that are affecting our industry. Public procurement is changing, and government agencies are evaluating social and environmental impacts of their decisions more and more, join us to learn how these impacts can be made through your procurement policies. Doing less with more is a common motto in public procurement and it's time to reevaluate how your organization looks, and how it procures the various products and services. Canoe will use our Benefits program to illustrate how moving away from the traditional RFP model to delivering a more customized, and flexible program, that will remain financially sustainable for years to come.

Tyler Hannemann



ABOUT THE SPEAKERS:

**Tyler Hannemann, MBA
Manager of Supplier Relations
Canoe Procurement Group of Canada**

Tyler is the Manager of Supplier Relations for the Canoe Procurement Group of Canada. His team is responsible for creating the programs for Canoe and providing training to suppliers nationally. He has worked in both the public and private sector before coming to Canoe. Tyler currently has a Bachelors of Science degree and a Masters of Business Administration.

**Jeff Nichol
Director of Benefits, Canoe Benefits Program / Vice-President of Public Sector Consulting, Lane Quinn Benefit Consultants**

Jeff is the Director of Benefits for the Canoe Benefits Program and the Vice President of Public Sector Consulting at Lane Quinn Benefit Consultants. Jeff and his team are responsible for providing employee benefit, retirement and HR solutions to Canoe members across the country. Jeff and his team have been working with the public sector over the past eight years in partnership with Canoe and related municipal associations.

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

Tradeshow Refreshment Break

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

Closing Keynote: The Drum Cafe

Imagine the power of your entire organization, aligned in vision, aligned in mission, and aligned in core values. Imagine, your entire organization... playing to the same beat, listening to each other, and making music as a group. You will not want to miss this interactive closing team building experience that is a tremendously fun and energizing closing session where everyone participates, and experiences the power of working together in harmony.



Jeff Nichol

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 4:30 p.m.

Study Tour: Muskoka's Microbrewery Business

Huntsville Brewhouse

Maximum Capacity: 40 People

Sponsored by Canoe Benefits



Cost includes transportation, appetizers, and tastings.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 50.00 + HST
Non-Members (Municipal)	\$ 65.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 75.00 + HST
Non-Members (Non-Municipal)	\$ 90.00 + HST

The craft brewing industry is booming in the Muskoka Region. Participants will take part in a study tour which will include a tour of the Huntsville Brewhouse, and beer samples paired with an assortment of appetizers.

Detailed Itinerary:

2:00 p.m.	Depart the Deerhurst Resort and travel to the Huntsville Brewhouse.
2:15 p.m.	Arrive at the Huntsville Brewhouse for a tour, tastings, and appetizers.
4:15 p.m.	Depart Huntsville Brewhouse for the Deerhurst Resort.
4:30 p.m.	Arrive at Deerhurst Resort.

2:00 p.m. to 4:30 p.m.

Study Tour: Chasing Waterfalls & Treats

Maximum Capacity: 40 People

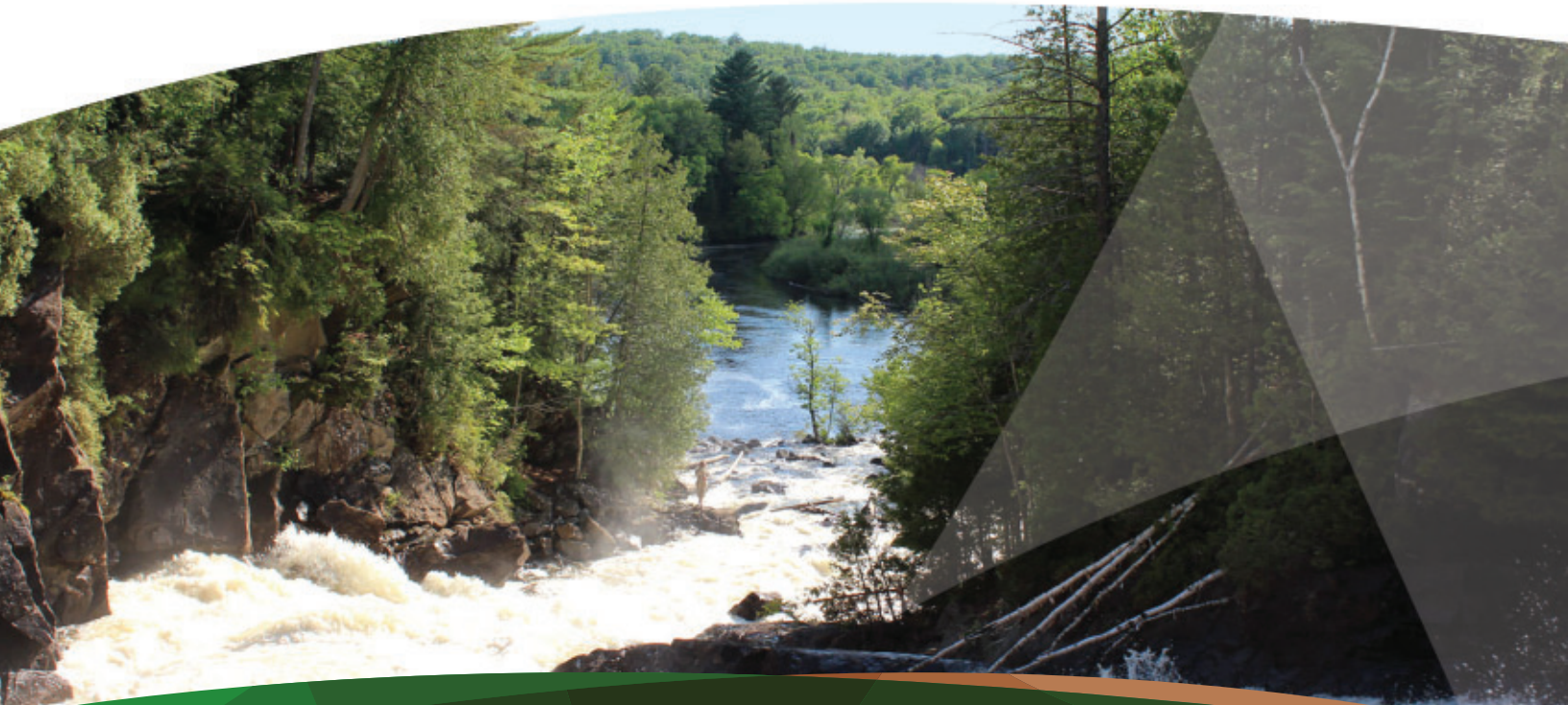
Cost includes transportation and a guided tour. Treats are an extra cost.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 30.00 + HST
Non-Members (Municipal)	\$ 45.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 60.00 + HST
Non-Members (Non-Municipal)	\$ 70.00 + HST

Unleash your inner adventurer by chasing waterfalls and finding delicious baked treats! Your guide for the experience is naturalist, Robin Tapley, who will take you on an informative wilderness hike through the beautiful Oxtongue River – Ragged Falls. Tapley is full of many nature and survival facts, so look forward to learning a thing or two about the nearby Algonquin Park. Noted as one of the ten best waterfalls in Ontario, this short 1 km hike is guaranteed to satisfy your need for adventure. From there, you will hop back on the bus and grab a treat at Henrietta's Bakery. On your journey back to the resort keep your eyes out for moose!

Detailed Itinerary:

2:00 p.m.	Depart the Deerhurst Resort for Ragged Falls.
2:25 p.m.	Arrive at Ragged Falls.
2:30 p.m.	Hike the Ragged Falls with naturalist Robin Tapley.
3:30 p.m.	Depart Ragged Falls for Henrietta's.
3:45 p.m.	Arrive at Henrietta's for a treat.
4:15 p.m.	Depart Henrietta's for Deerhurst Resort.
4:30 p.m.	Arrive at Deerhurst Resort.



2:00 p.m. to 4:30 p.m.

Study Tour: Hikes, Trains and Axe Throwing

Maximum Capacity: 40 People

Cost includes transportation and axe throwing.

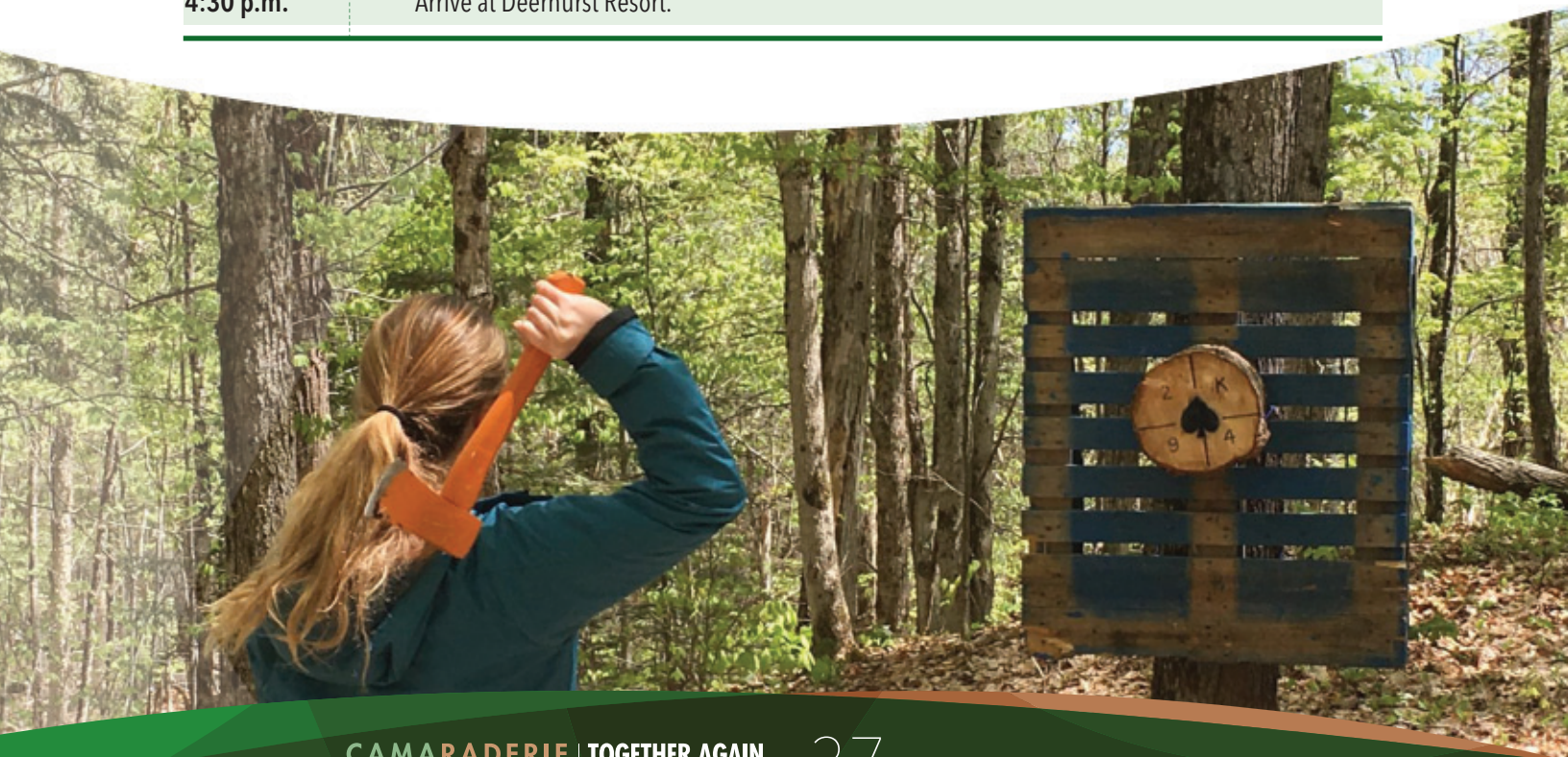
CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 50.00 + HST
Non-Members (Municipal)	\$ 65.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 75.00 + HST
Non-Members (Non-Municipal)	\$ 90.00 + HST

Based on your fitness desire, this tour can be customized to your liking. Upon arrival to the Canada Summit Centre, the adventure is yours to curate. If you're interested in a "Instagram worthy" view and a small (yet steep) hike – follow the paved road up the hill to Lion's Lookout for a 360-degree view of the Town and Fairy Lake. If a steep incline is not your style, head over to the nearby [Steam Museum](#) at the Rotary Village Station to browse the artifacts and watch the steam train head in and out of the station.

TIMBER! Now that your adventurous quest has been fulfilled, it's time to harness your energy into focused precision as you practice targeted axe throwing.

Detailed Itinerary:

2:00 p.m.	Depart the Deerhurst Resort for the Lion's Lookout.
2:15 p.m.	Arrive at Canada Summit Centre/Active Living Parking Lot and hike up Lion's Lookout and take in the views of Fairy Lake and watch the scenic train.
2:45 p.m.	Depart Lion's Lookout and drive to Find Your Wild.
3:00 p.m.	Arrive at Find Your Wild for an hour of axe throwing.
4:15 p.m.	Depart Find Your Wild for Deerhurst Resort.
4:30 p.m.	Arrive at Deerhurst Resort.



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

Study Tour: Dorset Lookout Tower & Robinson General Store

Maximum Capacity: 40 People

Cost includes transportation.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition	\$ 25.00 + HST
Non-Members (Municipal)	\$ 40.00 + HST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 50.00 + HST
Non-Members (Non-Municipal)	\$ 65.00 + HST

Elevate your afternoon with a visit to the **Dorset Lookout Tower** located in the charming town of Dorset. This Tower offers one of the most remarkable views in Ontario with a breathtaking 360-degree view of the beautiful Muskoka landscape. The tower stands 142 metres above Lake of Bays. The 30-metre climb is steep but there are several spots for you to stop and take a break, so just go at your own pace. If you are uneasy with heights, there is peek-a-boo rock lookout at ground level that also provides you panoramic views of Lake of Bays. Jump back on the bus to the historic **Robinson General Store**. This famous general store is a "must-see" for anyone visiting the Muskoka or Haliburton area and has been in operation since 1921, and now sprawls over 14,000 sq. ft of retail space. You will find gifts, souvenirs, housewares, clothing, footwear (where moccasins are a specialty); a true "browser's paradise".

Detailed Itinerary:

2:00 p.m.	Depart Deerhurst Resort for the Dorset Lookout Tower.
2:30 p.m.	Arrive at the Dorset Lookout Tower.
3:30 p.m.	Depart the Dorset Lookout Tower for Robinson General Store.
3:35 p.m.	Arrive at Robinson General Store.
4:30 p.m.	Depart Robinson General Store for Deerhurst Resort.
5:00 p.m.	Arrive at Deerhurst Resort.



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

Photo Booth Sponsored by Canoe Procurement Group of Canada

Past President's Table and Champagne Toast Sponsored by Lidstone & Company

CAMA President, Bev Hendry, will end the Conference with a wonderful dinner and an extravagant celebration of our 50th Anniversary with a fun photo booth to capture your memories.

After a three-course meal, it's time to harness your inner "dancing queen" with the world's number one production of ABBA known as ABBAMANIA. They have been dazzling audiences across the globe since the year 2001, recreating the magic of ABBA with authentic costumes, spectacular harmonies and note-perfect musicianship taking their audience on a musical journey back in time. From Vegas to Bermuda, Mexico to Dubai, and Guatemala, ABBA Revisited recreated the show-stopping look and sound that ABBA fans around the world can't deny! This show is a must see and will have you on your feet singing and dancing all night long. Get a glimpse of their performances here.

Attire Guide: To celebrate the 50th Anniversary, attire will be business. The theme for the celebration will be black and gold. If you'd like to dress to the theme, attendees are encouraged to dress in black and/or gold attire.



SEE YOU NEXT YEAR IN BANFF, ALBERTA

Mark the Dates: June 2-5, 2024

Location: Fairmont Banff Springs Hotel

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

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