



2024 Executive Leadership PROGRAM

THE POWER OF LEADING IN LOCAL GOVERNMENT WITH IMPACT

January 23-26, 2024 | Kingbridge Centre, Toronto, Ontario





Take Your Leadership Skills to the Next Level

Join CAMA's Executive Leadership Program

THE POWER OF LEADING IN LOCAL GOVERNMENT WITH IMPACT

January 23-26, 2024 | Kingbridge Centre, Toronto, Ontario

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Message from the CAMA President

On behalf of the Board of Directors, I would like to invite you to participate in our new Executive Leadership Program for CAMA members held at the beautiful **Kingbridge Centre**, just minutes from the Toronto Pearson International Airport.

Our communities are constantly adapting to changes in the way we work, and helping our members find their own unique path to learn, and to grow and develop into the best leaders possible, is a priority for our Association. Our new Strategic Plan for 2022-2027 includes an Executive Leadership Program for senior managers to provide professional development and networking opportunities in addition to our Annual Conference.

If you would like to glean insights from experienced Chief Administrative Officers, network with your peers from across Canada, and gain new approaches to leadership – this program is for you.

This exciting opportunity will provide excellent CAMA-RADERIE and information sharing opportunities in local government. You will go back home with knowledge and friendships that will last a lifetime.

B Hendry
Bev Hendry
CAMA President



About the Program

CAMA's Executive Leadership Program is specifically designed for Chief Administrative Officers and senior managers working in local government in Canada.

The best leaders are the ones who keep growing, have long-term resilience, and who rise to the occasion every day to build vibrant communities that improve people's lives.

In today's ever-changing world, effective leadership matters. Whether you're looking to improve your core leadership skills or need insights and tools to implement and manage change in your organization, this program is designed to address key needs and discuss specific local government topics and trends. After 2.5 full days of professional development, you will return to your organization re-energized and ready to inspire growth at all levels.

Participants will be provided with a copy of the recent book entitled "The Role of Canadian City Managers: In Their Own Words" along with some reading to do before they arrive. There will be educational sessions on site with exercises and case studies on each topic. On the last day, you will make a short presentation on your own personal leadership plan. **CAMA's Toolkits** will also be used as resources during the program.

Each session will also include a specific municipal dilemma in relation to the subject where you will share your ideas and brainstorm together on exploring some possible solutions.

Who Can Attend

Registration is open to all CAMA members:

- New Chief Administrator Officers
- Mid-career/experienced Chief Administrative Officers
- Senior Managers who are aspiring to be a Chief Administrative Officer
- Other Senior Managers who could benefit from this experience

Due to limited space, only one person from each municipality can attend.



What to Expect & Benefits of Attending

Insights and tools needed for managerial success focusing on **six key areas** that our members have determined are essential to local government leadership and management:



Leadership



Strategic Planning



Human Resources Management



Governance



Political Acumen



Resilience

- **Learning.** Learn from experienced CAOs specifically selected to provide a blend of perspectives on the most important issues facing municipal managers in local government.
- **Inspiration.** Take away new ideas to help your organization grow and be inspired to put those ideas into practice.
- **Networking.** Connect with your colleagues across the country expanding your network and creating lifelong friendships.
- **Leadership Competencies.** Learn the core competencies of leadership and how you can “lead versus manage” and drive organizational change.
- **Teambuilding.** Receive numerous tips for successfully building your own team and being a true partner and manager.
- **Communication.** Communicate your ideas to your senior management team to garner “buy in”.
- **Enhance Influence.** Get greater results with people and learn how to set up the next generation of leaders for success.
- **Conflict Resolution.** Learn how to cope with difficult employees and others who create stress in your environment.
- **Strategic Planning.** Some tips to help you think, act and influence strategically, and ask the right questions to move the organization forward with a common, vision, direction, and goals.
- **Governance.** Gain knowledge of the value of good governance supporting your Council to make decisions, and to act in the best interests of your community.
- **Political Acumen.** Learn how to understand and maneuver municipal management and politics.
- **Health and Wellness & Resiliency.** Develop strategies for enhancing your leadership and resiliency – in and out of the workplace.

General Program Information

DATE, TIME & LOCATION	REGISTRATION FEE	HOW DO YOU REGISTER?	NUMBER OF PARTICIPANTS	CERTIFICATION REQUIREMENTS
<p>The first inaugural CAMA Executive Leadership Program will be held from January 23 to January 26, 2024 at the beautiful Kingbridge Centre located 25 minutes from the Toronto Pearson Airport. Delegates will arrive on Tuesday evening (in time for dinner at 7:00 p.m.) and depart on Friday, January 26, 2024 at 12:00 Noon.</p> <p>The Kingbridge Centre is a world-class destination specializing in off-site meetings, learning, problem solving and leadership development that provides a unique immersive environment to expand mindset and create collaboration, innovation and transformational change.</p>	<p>An all-inclusive registration fee in the amount of \$3,395.00 + 13% HST which includes the following for the duration of the event:</p> <ul style="list-style-type: none"> • Three night's single accommodations at the Kingbridge Centre. • All professional development networking sessions. • Meals. Tuesday evening Dinner, all meals and refreshment breaks on Wednesday and Thursday, and Friday morning breakfast and break. <p>Please note that your airfare to Toronto and your transportation to and from the Toronto Pearson Airport to Kingbridge Centre is your responsibility and at your own cost.</p>	<ul style="list-style-type: none"> • The registration will open for the Program on September 12, 2023 at 12:00 Noon EST. • Interested CAMA members should send an e-mail to Jennifer Goodine, CAMA Executive Director at admin@camacam.ca and an invoice will be issued for a \$500.00 deposit. The remaining registration fee is due by January 12, 2024. • The registration process is on a first come first-reserved basis limiting one member per municipality. Registrants must also be CAMA members. <p>The CAMA National Office will look after all registration logistics at the Kingbridge Centre.</p>	<p>A maximum number of fifteen delegates will be accepted for this Program.</p>	<p>This Program provides sixteen hours of training and instruction that may be used to fulfill professional development or individual certification requirements for those delegates that are eligible. A Certificate of Completion will be provided at the end of the Program.</p>

Program-at-a-Glance

Arrival Day – Tuesday January 23

7:00 p.m.	Meet & Greet / Networking Dinner
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Wednesday, January 24

8:00 a.m. to 9:00 a.m.	Breakfast
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9:00 a.m. to 12:00 Noon	Sessions
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12:00 Noon to 2:00 p.m.	Lunch and Free Time
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2:00 p.m. to 5:00 p.m.	Sessions
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7:00 p.m.	Dinner / Networking
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Thursday, January 25

8:00 a.m. to 9:00 a.m.	Breakfast
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9:00 a.m. to 12:00 Noon	Sessions
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12:00 Noon to 2:00 p.m.	Lunch and Free Time
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2:00 p.m. to 5:00 p.m.	Sessions
------------------------	----------

7:00 p.m.	Dinner / Networking
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Friday, January 26

8:00 a.m. to 9:00 a.m.	Breakfast
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9:00 a.m. to 11:00 a.m.	Sessions
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11:00 a.m. to 11:30 a.m.	Closing Remarks and Presentation of Certificates
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Meet the Facilitators



Chris MacPherson

**Retired CAO / CAMA Past President
CAMA Honourary Member for Life**

Chris has had a long and distinguished career in local government administration and worked for the City of Fredericton for 45 years having risen from the role of summer student to Chief Administrative Officer.

He became the CAO of Fredericton in 2011 and prior to that he served as the City's Deputy CAO for ten years (2001 to 2011), the Director of Corporate Services for two years (1998-2000), Assistant Director of Community Services for four years (1994 - 1998), Recreation Officer for twelve years (1982-1994), and student labourer for the Recreation Department for five years (1976-1981). He worked under six different Mayors during his time in Fredericton.

Chris served as President of CAMA from 2009-2010, having served on the Board for seven years prior to that. In 2019, Chris received the Honourary Membership for Life Award from CAMA which is the highest honour that the Association presents. Chris along with his predecessor Paul Stapleton moved the CAMA National Office to Fredericton in 2005 where it was revived to the successful organization that it is today.

Chris is currently serving the last year of a three-year term as the Vice President of the International Region for Canada on the International County and City Managers Association (ICMA). From 2007-2015, Mr. MacPherson served on the Board of Directors for Service New Brunswick (SNB). He was a member, vice-president and president of the Institute of Public Administration of Canada (IPAC), Fredericton Regional Group from 2000-2004. He also served as the Local Arrangements Chair for the IPAC National Conference in Fredericton in 2009. Over the years, he has also chaired and assisted with numerous committees of the Union of the Municipalities of New Brunswick (UMNB).

Chris is a lifelong learner. He earned an ICD.D designation (Institute of Corporate Directors) from the Rotman School of Business at the University of Toronto in 2017. 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 in Sport and Recreation Management, from the University of New Brunswick. He is also passionate about continuous improvement earning his Lean Six Sigma Green and Black Belts.

Chris has been a mentor to many communities across New Brunswick and Canada on many municipal topics.

Meet the Facilitators



Sheila Bassi-Kellett
City Manager
City of Yellowknife, NWT
CAMA Board Representative for
Northwest Territories,
Yukon Territory & Nunavut

Born and raised in Toronto, Sheila Bassi-Kellett moved to Yellowknife in 1986 after completing her undergraduate degree. In her 35+ year career in the Northwest Territories, she has worked extensively in governance development and individual/organizational capacity building.

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

After running her own management consultancy for three years, Sheila returned to public service when she joined the City of Yellowknife in March 2017 as City Manager. In 2020, she was honoured to be recognized by Municipal World as a Woman of Influence in Local Government in Canada.

Sheila is currently CAMA's Board Representative for the Northwest Territories, Yukon Territory and Nunavut. She was also a member of CAMA's Political Acumen Toolkit Committee (2018-2019) and a member of the Awards of Excellence Jury in 2020.

Working in the field of local governance development for most of her professional life, she appreciates the incredible role CAOs play and the pressures they face daily. She says "no matter where we live, CAOs face the same issues and challenges, with the only magnitude and context as variables. It can be a lonely job, so the value of CAMA in providing professional support, professional development and tools is invaluable."

Meet the Facilitators



Glen B. Davies
Retired CAO
Life/Executive Coach

Glen has a wide-ranging career in the municipal sector and private sector, having worked for a number of different sized municipalities in Ontario, Alberta and Saskatchewan. He is an accomplished municipal manager with over 40 years of experience, including over 20 years as a CAO and senior manager.

Glen was appointed the Chief Administrative Officer for the Town of Gravenhurst from 2015 to 2021. Prior to his return to Ontario he was the City Manager with the City of Regina, Saskatchewan since 2006, where he led that organization through significant growth and change, positioning it as a contemporary municipality. Glen was also 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.

And prior to his time in consulting he was the City Manager in St. Albert, Alberta and Thunder Bay, Ontario. His time in Thunder Bay included senior positions for Corporate Services and Community Services. Prior to 1992, Glen worked in various progressive roles for Regional Municipalities in southern Ontario.

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

- Canadian Association of Municipal Administrators (CAMA)
- Excellence Canada (formerly NQI)
- Ontario Municipal Administrators Association (OMAA)
- Conference Board of Canada, Public Sector Executives Networks
- Institute of Public Administration of Canada (I.P.A.C.)
- United Way (various)
- Canadian Council on Public Private Partnerships

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.

Glen's experience in leading, small, medium and large municipalities in three different Canadian Provinces gives him a broad and deep understanding of the issues facing communities of all kinds.

Meet the Facilitators



Murray W. Jamer, P. Eng
Retired City Engineer & Deputy CAO

Murray Jamer has almost 40 years in the municipal sector, both as a municipal staff member and as a consultant. He started his career as a contractor and then an engineering consultant before moving on to the City of Saint John, where he spent 13 years in roles including Director of Works and Director of Water & Sewer.

Murray moved to the City of Fredericton in 1998 and was first the City Engineer and then the Deputy CAO before retiring in 2018. In retirement, Murray now works as an engineering and municipal management consultant for GEMTEC in Fredericton. As a consultant, Murray has expertise in strategic planning, asset management, rate studies, municipal engineering systems, and leadership coaching.

He is best known by his work colleagues for his commitment to employee engagement and mentoring/nurturing/coaching younger staff. He has continued mentoring municipal staff in his consulting career.

Throughout Murray's career, he has focussed on achieving greater efficiencies in municipal service delivery by improving work processes and this focus has led him to certification in Lean Six Sigma. Mr. Jamer has also been active, both as a conference speaker and organizer, in professional associations including AWWA, APWA (CPWA), and CAMA.

A highlight of Murray's career has been his long-term involvement with municipal managers in Asia and Africa through the Federation of Canadian Municipalities' international programs. His work with FCM has taken him to Thailand, Vietnam, Sri Lanka, Indonesia, Philippines, and South Africa.

Detailed Program

Tuesday, January 23, 2024

7:30 p.m. to 9:00 p.m.

Meet & Greet / Networking Dinner

Held the evening before the Program begins, this Networking Dinner will provide you with an opportunity to meet and interact with the participants in a relaxed environment.

There will be informal introductions, an overview of the program, some icebreakers, and fun conversations to learn about each other before you embark on your 2.5 day leadership journey together.



Kingbridge Centre, Toronto, Ontario

Wednesday, January 24, 2024

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

9:00 a.m. to 10:00 a.m.
Introduction: The Role of Canadian
City Managers – The Then and Now



Upon registration to the Program, each participant will be provided with a copy of the **"The Role of Canadian City Managers: In Their Own Words"**, a recent publication featuring chapters written by experienced City Managers and CAOs across Canada (many CAMA members) who share their insights of their real-life experiences on the job spoken in their own words.

This book is a great read for both seasoned and aspiring CAOs, demonstrating what it takes to be an executive leader in the complex world of local government.

Michael Fenn will provide his insights on the CAO role and some background on **"The Role and Significance of the CAO Position in Canadian Municipal Government and the Pivotal Role of the CAO in Providing Good Governance"** as per CAMA's recent White Paper published in March 2023.

Speaker: Michael Fenn

Michael Fenn has been an Ontario Deputy Minister under three Premiers, municipal chief administrator in Hamilton Region, ON and Burlington, ON, and founding CEO of both Toronto-region transportation authority Metrolinx and a Toronto region health authority. For the past decade, he has been a board director with the C\$125B OMERS municipal pension fund, as well as being Senior Advisor with the national consulting firm StrategyCorp, which produced CAMA's "White Paper", *"Ontario's Strong Mayor Legislation and the Pivotal Role of the CAO in Providing Good Governance"*.

In 2019, he was Special Advisor to the Ontario Government on municipal government reform. His municipal career was profiled in the book, *"Leaders in the Shadows"*, by Prof. David Siegel, with whom he co-edited, along with Dr. Gordon McIntosh, the 2023 book *"The Role of Canadian City Managers: In Their Own Words"*. Michael has received the Ontario Lieutenant Governor's Medal of Distinction in Public Administration and the highest awards for career achievement from Ontario's two largest municipal administrators' associations (OMAA and AMCTO).



10:00 a.m. to 12:00 Noon Leadership Skills



Strategic People Solutions states that **“Leadership is an ongoing process of development. No matter where you are in the organizational hierarchy, embracing core leadership competencies will pay dividends over time. Be aware that leaders are not defined by their years of service, their position on the organization chart, their title or their personal attributes. They are defined by their ability to lead others to reach their and their company’s identified goals.”**

Following are seven core leadership competencies:

- Inspire and Motivate Others
- Display Integrity & Honesty
- Solve Problems & Analyze Issues
- Drive for Results
- Communicate Powerfully and Prolifically
- Collaborate and Promote Teamwork
- Build Relationships

Learning Objectives:

What is Leadership versus Management?

We will talk about the differences between the two and you will learn how to improve your ability to work with and through others to drive your organization to success. Leadership and management are terms that are often used interchangeably to depict someone who manages a team of people, however they are very different in concept and characteristics. For example, managers ensure work gets done, focus on the day-to-day tasks and often have a more direct approach, while leaders influence others to accomplish an objective and direct the organization in a way that makes it more cohesive, and inspire and motivate employees to drive themselves. Being able to lead teams through change, rather than manage them has infinite rewards.

Teambuilding & Developing a Positive Organizational Culture

You will learn the competencies that foster highly productive collaboration in and out of the workplace, and how to ignite a culture of collaboration at all levels in your organization and its people. The Power Wheel concept will be introduced which is a tool that will help you create internal and external partnerships.

CAMA's Toolkit for the Effective CAO: The Right Questions to Ask will also be used during this session.

Driving Organizational Change

To be efficient and effective, you need more than just qualified employees – you need people who fit the role and organization. This starts with organizational development, analyzing problems within your organization, and determining more efficient ways of doing things. It takes looking at the team dynamics to ensure the department has the right skills in the right areas and that people's roles are complimentary to each other rather than competitive. Taking a deep dive into the organization through periodic organizational reviews is a great way to ensure the organization or department is operating at maximum efficiency, and identifying areas where further effectiveness can be garnered.

You will learn how to use your own organization's real-life challenges as a platform for putting the latest theories and tools for organizational change management into practice and build organizational resilience.

Wednesday, January 24, 2024

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

Leadership Skills (continued)



Leadership in Crisis

Whether they be natural disasters, political uprisings, or employee misconduct, it's common for any municipality to encounter crises. One of the responsibilities of municipal authorities and leadership during emergencies is to properly navigate these challenges and provide effective information that meets the population's needs, and in turn increase community resilience. Learn how to respond effectively to an organization's challenges during a crisis, maintain public trust and properly manage future incidents.

Personal & Professional Integrity – Be a Role Model for Others

The integrity of a leader is one of the most important attributes that they may possess. Employees desire to work under leaders whom they see as trustworthy and dependable, as well as those who will never ask them to act in a way that is contrary to their own values and standards. It is important for you to maintain your personal and professional integrity while you are on the job based on a set of guiding values. It is also essential, to maintain a high level of professional integrity when you may be asked by elected officials (or citizens) to act outside the bounds of ethical standards and speak truth to power. We will navigate through some scenarios of where your professional integrity may be tested.

12:00 Noon to 2:00 p.m.
Lunch and Free Time

Wednesday, January 24, 2024

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

Human Resources Management



Nurturing and supporting employees and ensuring a positive workplace environment is always top of mind for CAOs and senior managers. An organization is only as good as its employees, making human resource management a crucial part of maintaining and improving the health of the organization.

CAMA's Human Resources Toolkit is meant to be a resource to support Chief Administrative Officers, direct reports and managers working in local government for all size populations and municipalities with or without a Human Resources Department.

Learning Objectives:

This afternoon session will be based on information in the Toolkit focusing on the following specific topics:

Performance Management.

Effective performance management is essential to any organization. Through both formal and informal processes throughout the year, it helps align employees, resources, and systems to meet the organization's strategic objectives. It also works as an early warning system of potential problems and allows managers to know when they need to correct course to keep objectives on track. During this session, we will discuss amongst the group ways that participants have been trying to maximize the productivity of their staff and the facilitators will also add their own experiences.

Recruitment and Retention, and Succession Planning

In today's environment, a significant portion of the workforce no longer feels like they are getting what they need and make career transitions. The remote and hybrid roles have also opened a new way of managing people, and organizations are now recognizing the importance of retaining their best talent by addressing their personal and professional needs, prioritizing their wellbeing, and providing them with flexible benefit options. Employers who fail to do so in a post-pandemic world will risk losing their top-performing employees to competitors. The group will talk about the unique challenges that they are experiencing with the new workplace models and what is required to recruit and retain top talent.

Employee & Labour Relations

Employee and Labour Relations is a very broad subject and is often a difficult one to navigate through depending on the situation. We will chat about some experiences that you have had with respect to operating in a union-based environment and the complexities of grievances, arbitrations, and mediation. Workplace harassment and conflict resolution will also be discussed.

Mentoring the Next Generation of Leaders

How can we set up the next generation of leaders for success in the current job market and convince them to become a CAO? Today's management teams have several concerns about their young generation of employees. More so, what is important to each generation and how they do things differ greatly. So how do we bridge this gap when mentoring the next generation of leaders? Do you have future generation leaders in your organization that are ready to take over the reins when you retire? We will specifically talk about the complexities of mentoring the next generation and of managing succession within your organization.

7:00 p.m.
Dinner / Networking

Two of the facilitators will provide their "Words of Wisdom" to the group based on their years of experience including an interactive Q & A.

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

9:00 a.m. to 12:00 Noon
Strategic Planning Skills



Strategic planning allows Council and administration to work together collaboratively to achieve a vision for their municipality and remain focused on key goals with limited resources. Without a strategic plan, a municipality runs the risk of going from “urgent” matter to “urgent” matter, or never looking beyond what is required to “keep the lights on” each day. For this reason, the plan needs to focus on the big picture or the future vision of the municipality to allow it to be a useful tool in addressing opportunities and challenges of the current situation.

For CAOs, the strategic plan becomes a yardstick for municipal accomplishment. It allows the CAO to demonstrate the effectiveness of their Administration to Council and the community. It also helps the CAO manage their own workload as well as that of their employees by providing a guideline for establishing priorities.

Every effort of a municipality should be connected to a focus area in the plan. Therefore, CAOs can use the strategic plan as a tool for keeping Council attentive to the goals of the municipality and denying Council requests, when needed.

Learning Objectives:

This session won't focus on how to conduct a strategic planning process or build a Strategic Plan, but rather the tools required to keep the organization on track and become a strategic leader.

How to Become a Strategic Leader

Operational leaders must master their functional area, meet short-term goals, and create stability, while strategic leaders must focus on multiple facets of the organization instead of ensuring success in one single area. They need to think, act and influence strategically and ask the right questions.

We all want to choose the best course of action to achieve our organization's long-term goals and objectives. It's important to always be deliberate in your approach to decision making that considers the big picture, the organization's strengths and weaknesses, and the impact the decision will have on its future success. Strategic decisions call for a very different approach than day-to-day operations. Several scenarios/dilemmas will be presented, and the group will find solutions together.

Strategic leaders make decisions that position the organization for the future, all while meeting the current demands. We will wrap up this session on how to become a more strategic leader.

12:00 Noon to 2:00 p.m.
Lunch and Free Time

Thursday, January 25, 2024

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

Governance & Political Acumen



Navigating the relationship between Administration and Council as a CAO can be challenging. Even when it seems like things are going well, this can change quickly and often without warning. CAOs who receive the highest accolades can still find themselves moving to new positions only a short while later. For this reason, it is necessary to maintain neutrality as an administration, and separation between the roles and responsibilities of the CAO and staff versus the roles and responsibilities of elected officials and Council.

Learning Objectives:

This will be a fun afternoon where we will discuss sections of [CAMA's Political Acumen Toolkit](#) specific to the Council and CAO Relationship, Council & Staff Relationships, Intergovernmental Affairs, and Council Ethics. We will also talk about the value of good governance in supporting our Councils to make decisions and to act in the best interest of the community.

7:00 p.m.
Dinner

Two of the facilitators will provide their "Words of Wisdom" to the group based on their years of experience including an interactive Q & A.

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

9:00 a.m. to 11:00 a.m.
**How Leaders Can Build
Personal Resilience**



We know that the CAO job is a lonely one, you are constantly under stress and there is a possibility that you will eventually find yourself less engaged. Managers who are personally resilient develop positive attitudes that are well suited for any type of environment. They have the ability to sustain their energy level under pressure, to cope with disruptive changes and adapt – this is the description of the day-to-day life of a CAO.

As the CAO, you also carry the responsibility for helping to protect the energy of the people in your teams. High-performing leaders care enormously about their team members; however, they also know where their boundaries to the caring need to be and they know their role is not to rescue people.

Learning Objectives:

We will enjoy a roundtable discussion about coping with stress in the CAO profession and how to look after our own teams.

During the last hour of the program, each participant will make a five-minute presentation on their own “Leadership Journey & Personal Path to Success” based on their learnings over the week.

11:00 a.m. to 11:30 a.m.
Closing Remarks and Presentation of
Certificates of Completion