

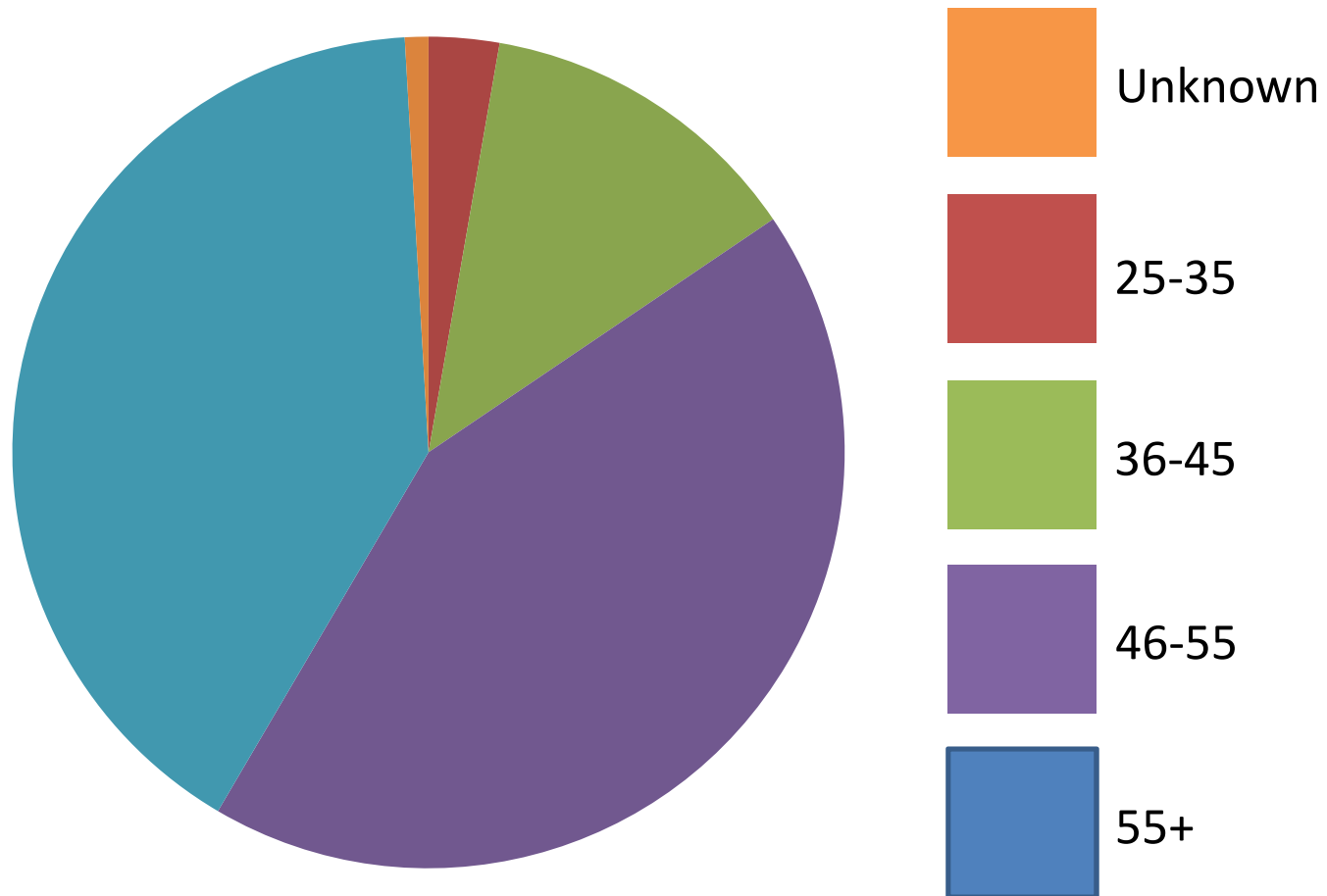
The Next Generation

The Evolving Profile of Municipal
CAOs in Canada

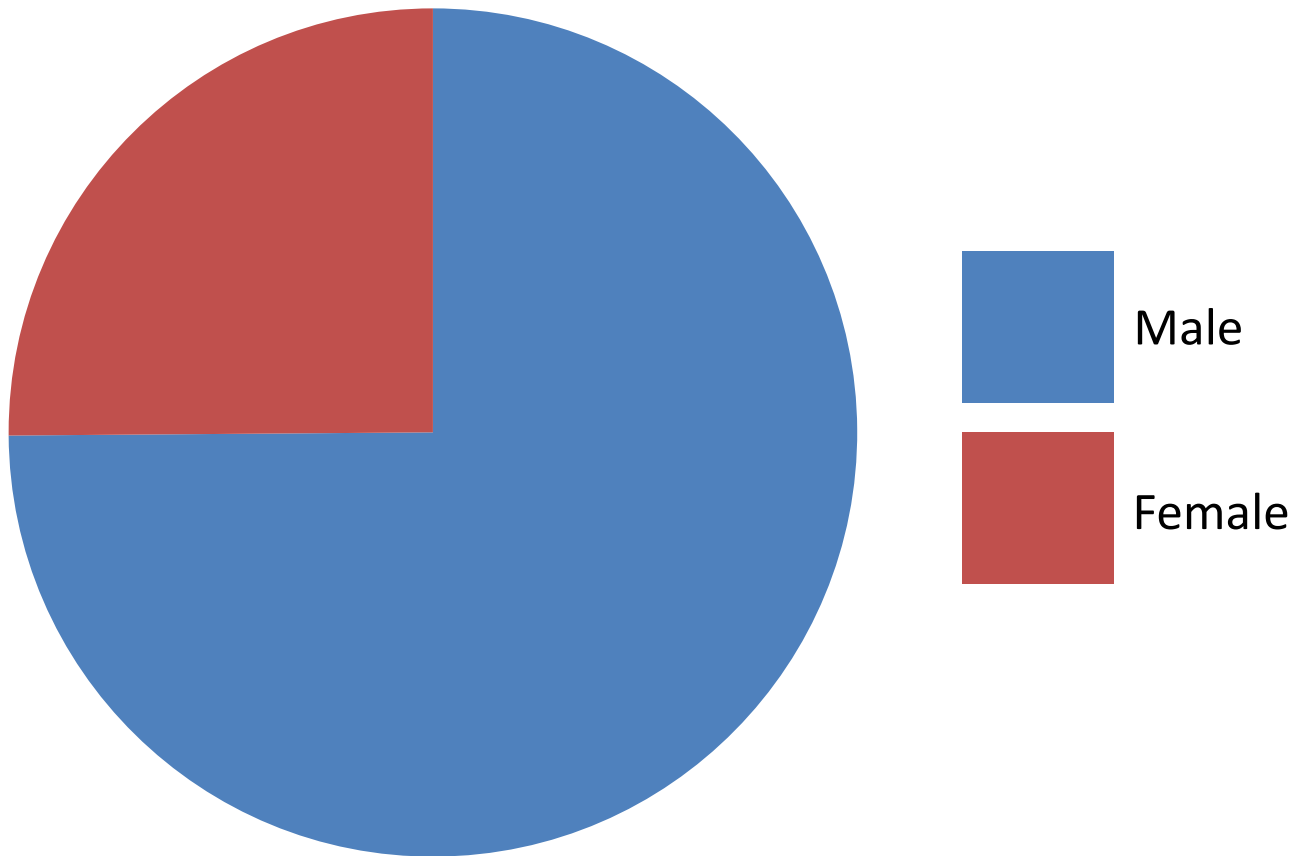
Introduction

- Not a CAO
 - But I know a lot about them
- The Evolving Role of the Municipal Chief Administrative Officer Position in Canada, 1985 - 2010
 - 125 pages of pure excitement
 - 219 survey respondents
 - 15 interviews
 - Comprehensive secondary research

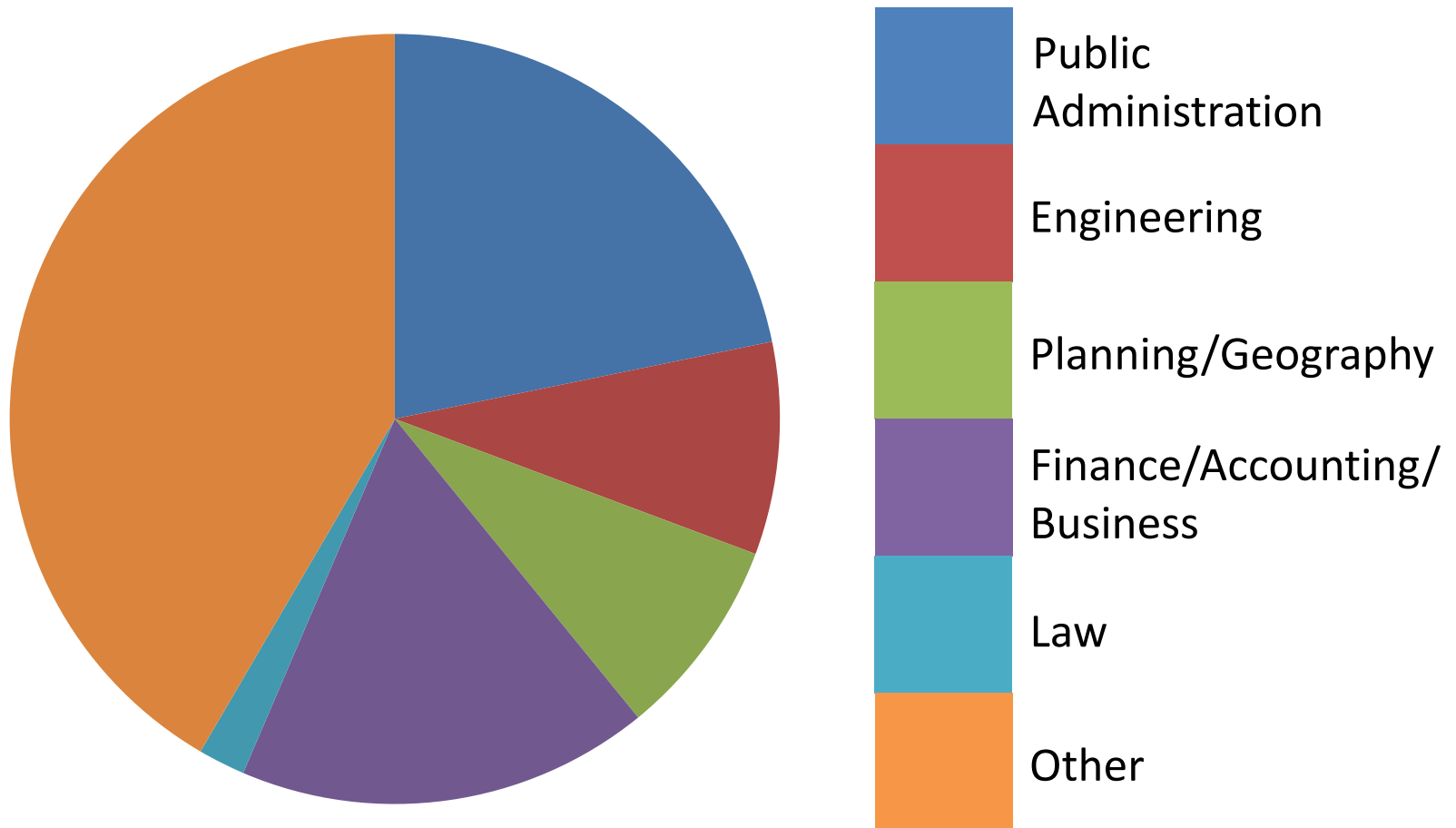
Who cares about the next generation?



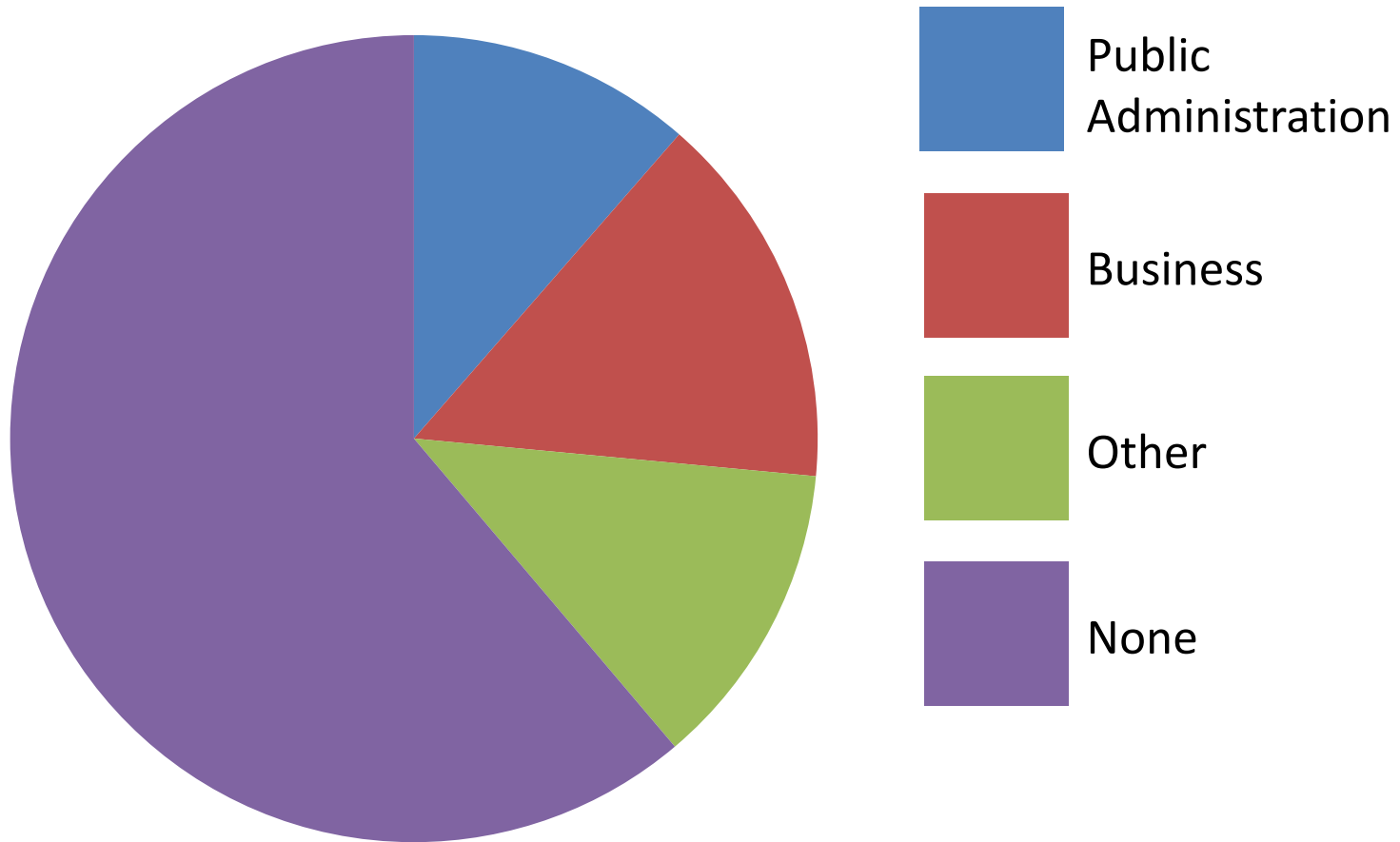
Where are the Women?



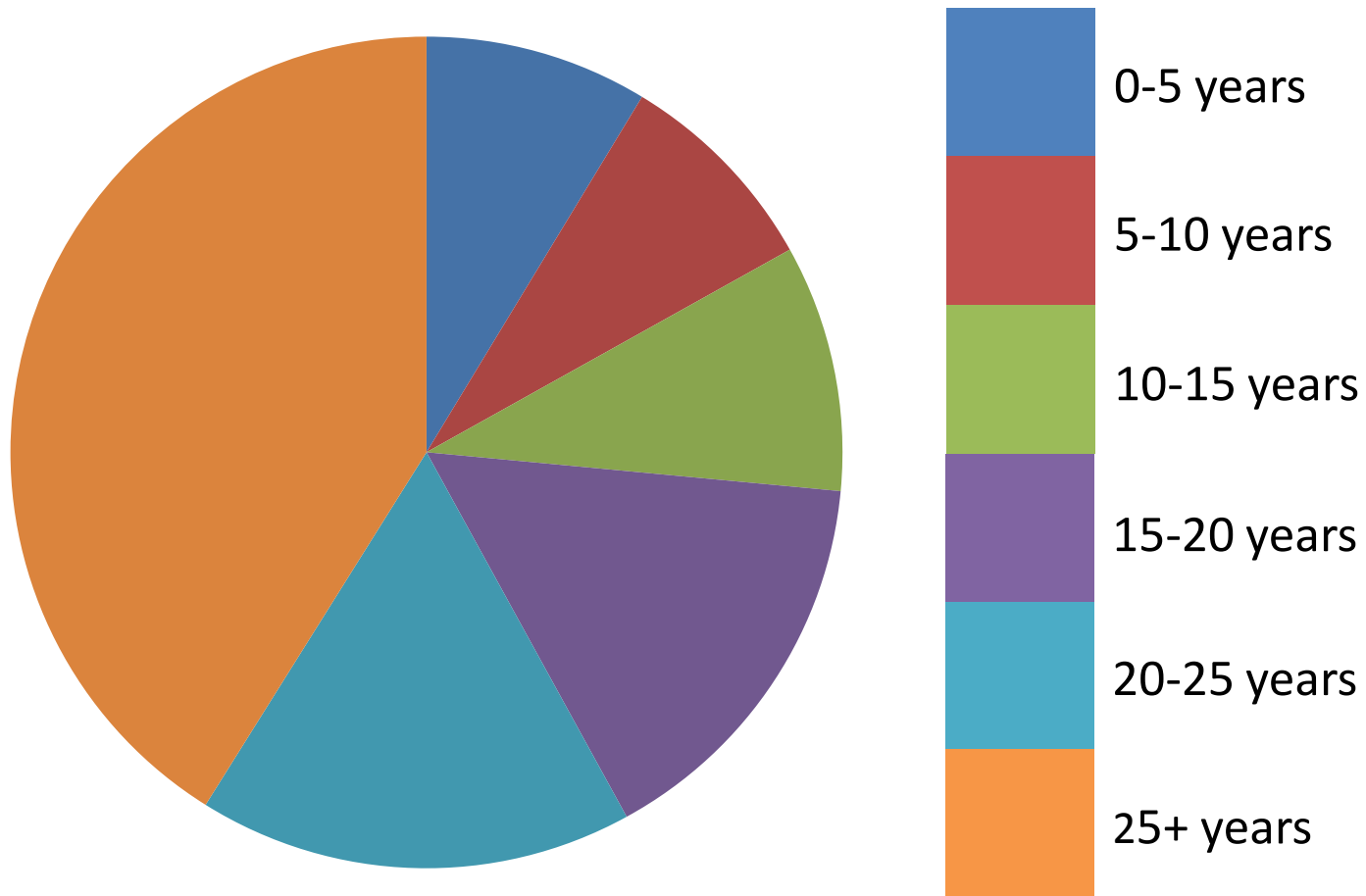
Education



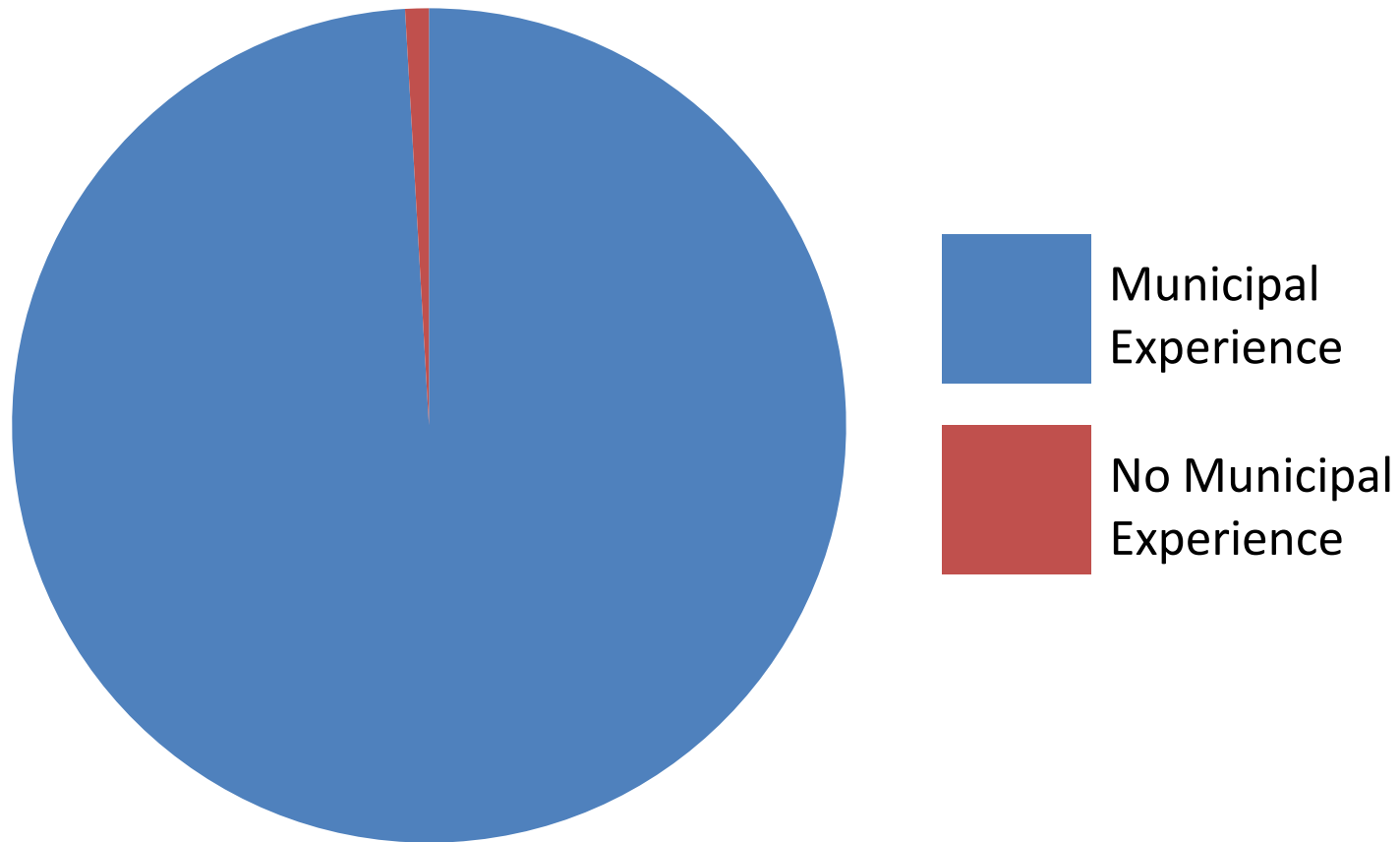
More Education



You've Been Here How Long?!?



Municipal Experience



For the Next Generation...

- Higher Education
- Municipal Experience
- Career Path
- Mobility
- Leadership AND Management