

After the Election:

EMBRACING & LEADING CHANGE

2019 CAO Forum



FEBRUARY 5-7, 2019 LOCAL GOVERNMENT MANAGEMENT ASSOCIATION CAO FORUM

COAST CAPRI HOTEL, KELOWNA, BC

The CAO Forum is an annual offering for local government chief administrative officers (CAOs) to meet with their colleagues and discuss issues of mutual concern in a congenial atmosphere. The Forum will feature interactive, two-way discussions with speakers on subjects of interest to local governments and provide an excellent opportunity for frank and open dialogue. The 2019 Forum is designed to support you after the election to embrace and lead change.

CAO Forum Registration: [LGMA 2019 CAO Forum Registration](#)

Pre-conference Workshop Registration is separate from CAO Forum. To attend the optional workshop on Public Engagement – A Strategic Lens register online: [CAO Forum Pre-conference Workshop Registration](#)

Register for both CAO Forum and optional workshop before January 28.

Supporting local government
professionals since 1919



T. 250.383.7032 E. office@lgma.ca [LGMA | 2019 CAO Forum](#)

REGISTRATION DEADLINE

January 28, 2019

Registration is limited to CAOs,
appointed Deputy CAOs and
Executive Director CEOs of
Affiliate Members

Early Bird Rates until
November 30, 2018:

\$675 + GST LGMA Member
\$735 + GST Non-Member

Starting December 1, 2018:

\$790 + GST LGMA Member
\$845 + GST Non-Member

Optional Workshop Fee

Includes lunch:

\$290 + GST LGMA Member
\$330 + GST Non-Member

Cancellations

Cancellations are accepted
without penalty before
January 28, 2019

No refunds after
January 28, 2019

Coast Capri Hotel
1171 Harvey Street
Kelowna, BC

Accommodations can be
made by quoting
“LGMA Room Block”

Reservations call:
1.250.860.6060

Standard Room \$106 + taxes
until January 15, 2019

TUESDAY, FEBRUARY 5, 2019

OPTIONAL PRE-CONFERENCE WORKSHOP

Public Engagement - A Strategic Lens
Register separately from CAO Forum

This workshop includes lunch

10:00 AM – 5:00 PM	Public Engagement – A Strategic Lens Vineyard Room 3/4
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Facilitator: Robin Prest, Acting Executive Director, Simon Fraser University Centre for Dialogue
Panelists: Brian Carruthers, CAO, Cowichan Valley Regional District
 Norm McInnis, CAO, City of Fernie

Now more than ever the public is interested and engaged in what their councils and boards are doing and want to have meaningful input. Expert opinion. Tight budgets. Electoral platforms. Public input. Everyone agrees that public engagement is important, but decision-making can feel like a crowded space.

As the leader in your organization, understanding the importance and having the skills to assist your elected officials and support your staff team with public engagement is critical. To succeed, engagement efforts will require your organization to ask authentic questions, get beyond the “same ten people,” and account for the practical constraints faced by decision-makers.

This workshop will help you address the tough questions of sponsoring and planning public engagement initiatives. Participants will explore tools and principles to help design high-quality public engagement processes and to clarify strategic intentions before hitting the streets. Using local government case studies and applying the concepts to their current projects, participants will leave with practical skills to use in their communities.



Robin Prest is the Acting Executive Director at Simon Fraser University’s Morris J. Wosk Centre for Dialogue, where he supports a range of community-engaged initiatives and strengthens the capacity of governments and citizens to work collaboratively on policy decisions. He regularly supports elected officials and senior decision-makers to improve the clarity and impact of public engagement initiatives, and to embed engagement within organizational cultures.



Brian Carruthers is the CAO for the Cowichan Valley Regional District and prior to that was the CAO at the Regional District of Central Kootenay and City of Williams Lake. Brian has worked in local government for almost 11 years.



Norm McInnis has 14 years experience as CAO, currently for the City of Fernie since 2016 and prior to that in the Alberta municipalities of Olds, Westlock and Picture Butte. As well, Norm is an instructor at Dalhousie University and teaches the Citizen Engagement and Consultation Course for the National Advanced Certificate in Local Authority Administration II program.

CAO FORUM

6:30 – 7:00 PM	BUILD YOUR NETWORKS MEET AND GREET
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New CAOs and first-time attendees matched with experienced CAOs to meet and greet with CAO Advisory Committee and LGMA Board Members.

7:00 – 9:00 PM	WELCOME RECEPTION Vintage Room
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Greetings from LGMA President Mark Koch and the opportunity to network with friends, colleagues and meet new CAOs.

This reception will be held in the Vintage Room on the main level of the hotel and is sponsored by Young Anderson.



LGMA Gratefully acknowledges
the financial support of:



WEDNESDAY, FEBRUARY 6, 2019

7:45 – 8:30 AM	BREAKFAST Salon A
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8:30 – 10:00 AM	NEW COUNCIL / BOARD ORIENTATION – SETTING THE COURSE FOR THE NEXT FOUR YEARS
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Facilitator: Allison Habkirk, Local Government Consultant, Educator, Planner and Former Mayor

Panelists: Linda Adams, retired CAO
Jim Chute, retired CAO
Doug Gilchrist, CAO, City of Kelowna

Your newly elected board or council has been in place for a few short months. Elected officials may have participated in the elected official seminars; you've likely held a series of orientation sessions in your community to help them understand their roles and support them to be effective decision-makers. What has worked? What strategies are others using? How can you build a team with both elected officials and senior staff to set the course for the next four years?



Allison Habkirk has over thirty years of experience in local government as a professional, elected official, and educator. Allison is a Registered Planner who has worked as a staff planner, consultant and trainer for local governments and the Province of BC and is the author of several publications on local government planning.



Linda Adams is the retired CAO from Islands Trust, a position she held for 13 years prior to retiring in 2016. Linda has over 25 years of experience working in local government, is a land-use planning manager and member of the Canadian Institute of Planners and Registered Professional Planner. As well, Linda is an instructor for Capilano University and the LGMA.



Jim Chute is the retired CAO from the City of Dawson Creek, a position he held for 15 years prior to retiring in 2017. Jim worked in local government for over 37 years serving in various capacities and is a past-president of the North Central LGMA and the LGMA of BC.



Doug Gilchrist is the newly appointed CAO at the City of Kelowna. He has worked in local government for 14 years and held senior positions with the City of Kelowna in Community Planning & Strategic Investments, Real Estate & Building Services, Sustainability, and Community Development.

10:00 -10:20 AM	REFRESHMENT BREAK
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10:20 – 11:45 AM	DEALING WITH THE FALLOUT: Part 1 – CAO Contracts
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Presenter: **Dean Crawford, Partner, Pulver Crawford Munroe LLP**

Panelists: **Guillermo Ferraro, CAO, Town of Ladysmith**
Wallace Mah, CAO, District of Kent

Working as a CAO has its risks. One of the riskiest times is immediately following an election when a newly elected council or board decides it is time for a change. In the extreme, that can mean a change in CAO. There are the financial and legal aspects to a termination of course, and there is the emotional aspect. In part one of this session, learn from an experienced labour lawyer about the legal considerations and protections in the case of termination with and without a contract and what other CAOs have included in contracts to protect them in the case of termination.



Dean Crawford is a partner at Pulver Crawford Munroe LLP. He practices in the area of labour and employment law, including employment litigation, human rights proceedings, labour relations, workers compensation and employment standards. Dean works closely with employers and employees on preventative steps to resolve workplace issues quickly and efficiently. He also represents clients in litigation and has considerable experience acting for both employers and employees before the B.C. Court of Appeal, the B.C. Supreme Court, the B.C. Human Rights Tribunal, WorkSafe BC and labour arbitrators. Dean is frequently called upon to advise clients on executive employment agreements and has considerable experience in drafting such agreements.



Guillermo Ferraro joined the Town of Ladysmith as CAO in June 2016. He has 17 years of local government experience, including as a Director of Legislative Services, Information Technology and Communications, Manager of Revenue Services and Manager of Business Applications.



Wallace Mah is the CAO for the District of Kent and prior to that was the CAO at the Town of Smithers and District of Ucluelet. Wallace has worked in local government for over 28 years serving in various capacities and has been an active member of the Lower Mainland LGMA Chapter and serves on the LGMA Board of Directors.

11:45 – Noon	THINKING OUTSIDE THE BOX: Share and Initiative from Your Community
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Be inspired! Bring an exciting and innovative initiative or practice from your community to share with your colleagues. Several opportunities over the course of the Forum will be made available to share your initiatives.

NOON - 1:15 PM	LUNCH and UPDATE Ministry of Municipal Affairs and Housing
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Ministry of Municipal Affairs and Housing Update from the Assistant Deputy Minister, Tara Faganello.

LGMA Gratefully acknowledges the financial support of:	 Colliers Project Leaders
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1:15 – 2:30 PM

DEALING WITH THE FALLOUT: Part 2 – Moving On and Rising Above**Presenter: Right Management Consultants**

Part two of this session will focus on the supports that are available for CAOs who have been terminated or are facing that possibility. Whether it is precipitated from a change in council or board of your community or from other circumstances, the involuntary departure from your organization can come as a shock, even if it was somewhat expected. When the termination occurs, the immediate emotional aspects leave many individuals not knowing what to do or where to turn for advice and assistance.

Understanding that you own your own career, what you can do, what supports are out there and how can you develop a transitional plan to help you feel encouraged about the possibility of moving forward and thriving after termination are all important elements of the transition. This session will include a discussion of LGMA Career Transition Service to support CAOs through this process.

2:30 – 3:15 PM

WORKSAFE BC AMMONIA INITIATIVE UPDATE**Presenters: Senior Leadership from WorkSafe BC**

WorkSafeBC will provide delegates with the review findings of the investigation into the 2017 Fernie Memorial Arena incident and discuss how to prevent further ammonia exposure. As well, presenters will share the results of WorkSafeBC multi-phase inspection initiative, with a focus on inspections of arenas, the next steps in their ongoing inspection initiative, the important role of leadership and internal responsibility systems in shaping the effective control of ammonia, and employer and owner responsibilities.

3:15 – 3:30 PM

**REFRESHMENT BREAK
Vineyard / Vintage Room**

3:30 – 6:00 PM	KNOWLEDGE CAFÉ AND NETWORKING Vintage Room
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3:30 – 5:00 PM This session will create an opportunity for CAOs to informally discuss common problems and the solutions that are working for them.

5:00 – 6:00 PM Breakout by small, mid to large municipalities and regional districts for a discussion of topics of specific interest with participants from like-sized communities.



6:30 / 6:45 PM	SHUTTLE BUS PICK-UP FOR DINNER
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A private shuttle bus has been arranged to transport participants off-site to Rusty's Lounge. Meet in the lobby to catch either the 6:30 or 6:45 p.m. shuttle bus.

7:00 – 9:00 PM	OFF-SITE DINNER Rusty's Lounge
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Join your colleagues for conversation and a casual dinner in a private and relaxed atmosphere, with the added option of playing a game of pool.

The evening dinner and networking social is sponsored by Stewart McDannold Stuart with Peter Johnson and Kathryn Stuart.

A shuttle bus service will be available at 9:00 or 9:15 p.m. to return participants back to the hotel. Participants can also choose to carpool if they plan on staying out later.

LGMA Gratefully acknowledges
the financial support of:



STEWART McDANNOLD STUART
Barristers & Solicitors

THURSDAY, FEBRUARY 7, 2019

7:45 – 8:30 AM	BREAKFAST Salon A
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8:30 – 8:35 AM	THINKING OUTSIDE THE BOX – Share an Initiative from Your Community
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8:35 – 9:35 AM	LEARNING LOUNGE: ETHICAL PUBLIC SERVANT
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Facilitator: **Alberto De Feo, CAO, District of Lake Country**

Panelists: **Stuart Horn, CAO, Regional District of Central Kootenay**
Janette Loveys, CAO, Sunshine Coast Regional District
Peter Weeber, CAO, City of Penticton

It can be very challenging dealing in a political environment and facing both internal (council/board) and external (public, media, etc.) pressures. As a public servant in local government you are guided in your work and professional conduct by certain ethical principles. Exhibiting ethical leadership with your new council or board sets an important tone and expectation of behavior for the next four years. Some topics to be discussed include:

- Establishing a respectful environment/relationship between council/board and staff
- Building ethical and accountable decision-making with council/board to deliver its vision and your senior management team to be effective and responsive
- Taking a leadership role in ensuring facts are presented (how to deal with the fake news syndrome perpetuated in social media). How do you create a business process to combat unsubstantiated misinformation or attacks on staff?



Alberto De Feo is the CAO of the District of Lake Country. He has a 30-year career in local government which began as CAO in Italy prior to serving as CAO in several local governments across BC. Alberto joined the UNBC Political Science Department in 2009 as an Adjunct Professor and teaches courses in local government administration, services, ethics, leadership, and project management.



Stuart Horn is the CAO of the Regional District of Central Kootenay. He has worked in local government for over five years. Prior to his local government career, Stuart spent 11 years specializing in forensic accounting.



Janette Loveys has been the CAO of the Sunshine Coast Regional District since 2015. She started her public sector career in 1990 for the Province of Ontario, and has worked for the Region of Waterloo, City of Guelph, City of Welland, and the Capital Regional District.



Peter Weeber is the CAO of the City of Penticton and prior to that held CAO positions at the District of Mackenzie, Village of Queen Charlotte, District of Stewart as well as the position of Fire Chief in the City of Terrace. Peter has worked in local government for over 17 years.

9:30 – 10:30 AM

ROUNDTABLE DISCUSSION WITH EXPERIENCED CAOS

This session provides an opportunity for participants to ask questions, discuss ideas, challenges and opportunities with a rotation of experienced CAOs.

10:30 – 11:00 AM

REFRESHMENT BREAK

11:00 AM - NOON

LEGAL UPDATE

Presenter: **Sukh Manhas, Young Anderson**

An update on the current legal cases of interest and how they impact local government decision making.



Sukh Manhas' law practice at Young Anderson involves advising the firm's clients on general local government law issues as well as representing them in civil and quasi-criminal proceedings before arbitrators, administrative tribunals, and the courts of this province and the nation. Sukh is currently a member of the Municipal Law and Civil Litigation subsections of the BC Branch of the Canadian Bar Association.

NOON – 12:30 PM

WORKING LUNCH

12:30 – 2:00 PM	EMERGENCY MANAGEMENT – A Discussion about Roles and Responsibilities
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Facilitator: Bob Lapham, CAO, Capital Regional District

Panelists: Milo MacDonald, CAO, City of Williams Lake
 Carol McClintock, Executive Director, Organizational Learning and Public Education, Emergency Management BC
 Peter Prendergast, Senior Regional Manager, Central Region, Emergency Management BC

Devastating flood and wildfire seasons such as 2017 and 2018 are expected to become more common. The experts predict that shifts in weather patterns will only increase – the trajectory for these types of events is increasing. To support resilience, we need to invest and align our interests and efforts as part of a collaborative disaster resilience approach. Local governments are key players in the conversation around roles, responsibilities and delegation. Bob Lapham will facilitate an interactive discussion focused on the following elements:

- The role of Emergency Management BC supporting local governments managing states of emergency
- Collaboration and delegation of emergency management responsibilities between and amongst local governments
- Local government business continuity during a state of emergency
- The role of local elected officials during an emergency event and after an emergency is declared
- The role of the Provincial government during emergencies (and emergency preparedness support)



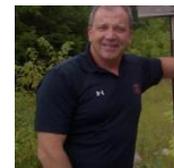
Bob Lapham is the CAO for the Capital Regional District and the Capital Regional Hospital District. He joined the CRD in 2006 as General Manager of Planning and Protective Services and was appointed CAO in February 2013. Bob is a Registered Professional Planner and Local Government Administrator by training, with more than 30 years of local government experience.

Milo MacDonald has been the CAO for the City of Williams Lake since 2016. Prior to becoming the CAO, Milo had a very successful 20 year career with the RCMP lastly serving as Inspector for the Williams Lake RCMP Detachment.



Carol McClintock is the Executive Director, Organizational Learning and Public Education with Emergency Management BC, a branch of the Ministry of Public Safety and Solicitor General. Her portfolio includes overseeing public education, on line communications, training and exercises. Carol has been with EMBC for over 10 years.

Peter Prendergast is the Senior Regional Manager for Emergency Management BC responsible for the Southeast and Central Regions of BC. He has been with EMBC for 12 years.



2:00 PM

ADJOURN

CAO FORUM PROGRAM ADVISORY COMMITTEE

The program was designed with the input of experienced local government practitioners. Thanks to:

Michelle Allen, CAO, Village of Ashcroft

Mark Boysen, CAO, District of Ucluelet

Brian Carruthers, CAO, Cowichan Valley Regional District

Ian Howat, CAO, City of Colwood

Bob Payette, CAO, District of Port Edward

Michael Roy, CAO, District of Lillooet

JOIN THE LGMA 100,000 HOURS VOLUNTEER CHALLENGE



Local government professionals are committed to helping their communities. In addition to dedicating their working hours to improving the lives of people in their communities, many local government professionals also dedicate their free time to helping their communities through volunteerism.

To help celebrate LGMA turning 100, we have launched a 100,000 Hours Volunteer Challenge to highlight the many volunteer hours local government professionals contribute to their communities.

Join the LGMA in reaching its goal of collecting 100,000 hours of volunteer time between May 2018 (the launch of our Centennial celebrations) and the end of 2019. If you have already volunteered during this timeframe, you can count those hours retroactively. Together, we can reach this goal.

[Visit LGMA's website](#) to add your volunteer hours and to learn more about the 100,000 Hours Volunteer Challenge.