



2024 CAO FORUM

Building a Strong Foundation

FEBRUARY 20-22, 2024

Pinnacle Harbourside Hotel, Vancouver, BC

We acknowledge that this event takes place on the traditional and unceded territories of the xʷməθkʷəyəm (Musqueam) Nation. This gratitude extends to the many Indigenous Nations on whose territories we work.

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 2024 Forum is designed to inspire CAOs to lead their communities well by building a strong foundation of leadership skills; good governance, professional integrity and ethical decision making. A pre-forum workshop on human resources fundamentals is also offered.

[Pre-forum workshop: HR Fundamentals Registration](#)

[CAO Forum Registration](#)



T. 250.383.7032 E. office@lgma.ca [LGMA | 2024 CAO Forum](#)

REGISTRATION DEADLINE

February 6, 2024

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

Forum Fees

Member Early Bird Rates
Until December 31
\$730 + GST LGMA Member

Regular Rates January 1
\$825 + GST LGMA Member
\$900 + GST Non-Member

Optional Pre-forum Workshop:
\$190 LGMA Member
\$225 Non-Member

In 2024, be sure to update your LGMA membership before registering for this event.

Cancellations are accepted without penalty before February 6, 2024

(No refunds after February 7)

Accommodations can be made by quoting LGMA CAO Forum Standard Room \$229 + taxes until January 19, 2024

**Pinnacle Hotel Harbourfront
1133 West Hastings
Vancouver, BC**

[Hotel Reservations can be made by using the passkey code link](#)

Hotel reservations:
604-689-9211

Notice of Filming and Photography: When you attend this event, photography, audio, and video recording may occur. By entering the event venue, you consent to such recording media and its release, publication, exhibition or reproduction for educational or promotional purposes.

TUESDAY, FEBRUARY 20, 2024

Optional Pre-forum Workshop: Human Resources Fundamentals Salon F – Lower Level

Fee: \$190 LGMA Member, \$225 Non-Member

Register online separately for the pre-forum workshop.

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| 1:00 – 3:00 PM | HUMAN RESOURCES FUNDAMENTALS |
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Facilitator: Maggie Hall, CAO, City of Terrace

Presenters: John Thomas, CAO, Tahltan First Nation Government and LGMA Advancing Equity Working Group Member;
Gerry Parker, Senior Manager, Human Resources, Sunshine Coast Regional District and LGMA HR Advisory Committee Member; and
Marcia McNeil, Pulver Crawford Munroe

Keeping pace is a constant struggle and this session will highlight how vital it is for you and your staff to maintain poise every step of the way. How will you manage your most important resource, your people, while grounding your organization's HR processes in best practices? As local government leaders, working with people either internally or externally is a huge part of your role. Strong HR management competencies, practices, and upskilling your staff are essential to delivering effective programs and services to your communities to deliver on key priorities. This workshop builds on fundamental best practice approaches to HR management, includes an overview of evolving key HR competencies, the importance of equity approaches to human resources, explores common legal pitfalls, and features an interactive discussion on common issues and strategies.

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| 3:00 – 3:15 PM | REFRESHMENT BREAK |
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| 3:15 – 5:00 PM | HOW TO FOSTER A CULTURE WHERE EMPLOYEES <i>COULD</i> LEAVE, BUT DON'T WANT TO! |
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Presenters: Daniel Sailland, CAO, Alberni-Clayoquot Regional District,
Gerry Parker, Senior Manager, Human Resources, Sunshine Coast Regional District and LGMA HR Advisory Committee Member; and
Flo Follero Pugh, Tall Cedars Search and Recruitment

The labour market challenges felt across local government are widespread and it seems no one is immune. Local governments large and small are struggling to attract and retain skilled employees. Learn about new and innovative approaches to recruitment, how to foster an inclusive, attractive work environment, and explore strategies to retain staff amidst an employee's market. Participants will engage in additional tabletop discussions to maximize peer learning opportunities.

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| 6:30 – 7:00 PM | BUILD YOUR NETWORKS MEET AND GREET VISTAS 360 – TOP FLOOR |
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Greetings from LGMA President Curtis Helgesen, and new CAOs and first-time attendees matched with experienced CAOs to meet and greet with CAO Advisory Committee and LGMA Board Members.

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| 7:00 – 9:00 PM | WELCOME RECEPTION VISTAS 360 – TOP FLOOR |
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Greetings from City of Vancouver, CAO, Paul Mochrie. A great opportunity to network with friends, colleagues and meet new CAOs.

WEDNESDAY, FEBRUARY 21, 2024

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| 7:45 AM 8:20 AM | BREAKFAST LGMA UPDATE CORDOVA BALLROOM - DOWNSTAIRS |
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| 8:30 – 9:45 AM | LEADERSHIP AT THE LOCAL LEVEL: BACK TO BASICS |
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Panelists:
James Ridge, Consultant
Sue-Lin Tarnowski, Interim CAO and CFO, District of Metchosin
Paul Gipps, CAO, City of West Kelowna

As the senior appointed leader in your organization, you have the challenge of leading a strong, resilient, and collaborative local government amidst complex and often challenging systems and processes. The CAO must understand and be able to lead with decisiveness when it comes to the myriad of governance considerations local governments navigate on a daily basis. In the current labour market, it is not uncommon to have a multi-generational team made up of staff seasoned in local government, staff from the private sector, and staff fresh out of university.

Additionally, for many new CAOs, you might be new to your role or even new to local government. How do you ensure your team has a strong foundation? Join in this unique session to review the fundamentals of local government leadership, financial resiliency, and the legislative parameters at the local level.

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| 9:45 -10:05 AM | REFRESHMENT BREAK |
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| 10:05 – 11:05 AM | THE RECOVERY PARADOX: MANAGING STRESS AMIDST CONSTANT CRISIS |
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Presenter: **David T. Renaud, MSC, RSW, RCC**

How can you begin to even think about stress recovery in the midst of emergency operations, capacity shortages, high inflation, and more? Hear from David T. Renaud, who is a Registered Social Worker and Clinical Counsellor specializing in addressing the impacts of trauma, stress and anxiety, particularly among individuals in high-pressure occupations, in this important session. This workshop is designed to offer local government CAOs the skills to identify and address occupational stress. Within an hour, attendees will gain insights into differentiating types of stress, recognizing their symptoms, and effectively managing and working towards resolutions. Participants will engage in interactive discussion and learn simple, evidence-based strategies for both restoring and enhancing personal resilience and supporting staff. The session's focus is on practical tools and approaches that can be readily integrated into daily routines, fostering a more supportive and productive work environment for managers and their staff.

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| 11:05 – 11:15 AM | SHORT BREAK |
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| 11:15 – NOON | MINISTRY OF MUNICIPAL AFFAIRS UPDATE |
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| NOON – 1 PM | LUNCH |
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| 1:00 – 2:30 PM | STAY IN YOUR LANE! GOOD GOVERNANCE LOOKS LIKE AND WHEN TO PUT THE HAZARDS ON |
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Presenters: **Douglas Holmes, CAO, Regional District of Nanaimo and
Tyler Brown, Vice Chair, Regional District of Nanaimo Director**

As the CAO, you play an important role in establishing a standard of practice when it comes to communication practices. Clearly identified roles and responsibilities, respectful behaviour, and managing expectations are all important aspects of responsible conduct, but what can you do when things are headed for the ditch? Join in an interactive discussion on what to do when things go wrong.

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| 2:30 – 2:50 PM | REFRESHMENT BREAK |
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| 2:50 – 5:00 PM | PART 1: KNOWLEDGE CAFÉ AND NETWORKING Salon F |
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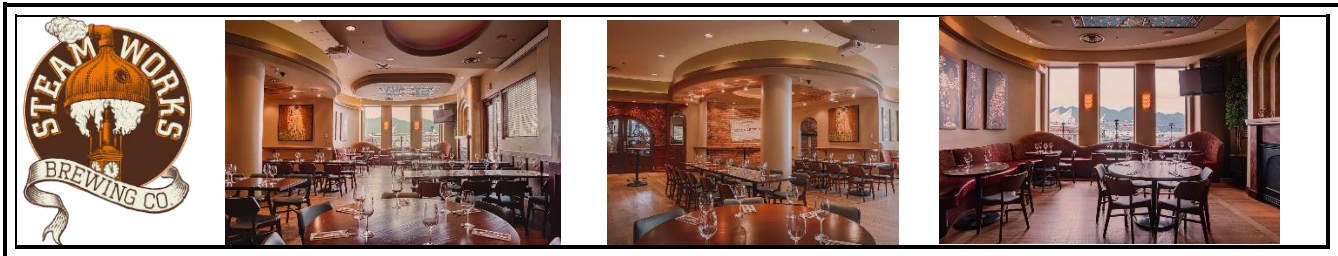


Facilitators: Leon Gous, CAO, City of Burnaby and
Liam Edwards, CAO, Bowen Island Municipality

This session will create an opportunity for CAOs to informally discuss common problems and the solutions that are working for them. Key topics will be prioritized and workshopped in the second part of this Café.

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| 6:00 PM | DINNER OFF-SITE at STEAMWORKS Located in the Landing, 375 Water Street Uber Lounge |
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Enjoy dinner and networking with your colleagues at Steamworks Brewing Company in the Uber Lounge. Participants can purchase a \$50 ticket for their companion or spouse when they register for the forum.



THURSDAY, FEBRUARY 22, 2024

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| 7:30 – 8:30 AM | BREAKFAST Cordova Ballroom |
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| 8:30 – 9:30 AM | PART 2: KNOWLEDGE CAFÉ DISCUSSIONS |
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Facilitators: Leon Gous, CAO, City of Burnaby and
Liam Edwards, CAO, Bowen Island Municipality

Topics prioritized from the previous day's café will be workshopped to further "dig in" to strategies and solutions.

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| 9:30 – 10:00 AM | REFRESHMENT BREAK |
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| 10:00 – 11:00 AM | LEGAL UPDATE |
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Presenter: Don Lidstone, Barrister & Solicitor, Lidstone & Co.

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

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| <p>LGMA gratefully acknowledges the financial support of:</p> |  |
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| 11:00 AM – 12:15 PM | FINDING COMMON GROUND: NAVIGATING TENSIONS BETWEEN BUSINESSES AND THE UNHOUSED IN PUBLIC SPACES |
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Panelists: Heather Nelson-Smith, CAO, District of Port Hardy;
Lisa Spitale, CAO, City of New Westminster
Shane Thomas, Practice Lead, Mental Health and Substance Abuse, Island; and
Jensen Metchie, P.Eng, PMP, Principal, Colliers Project Leaders

As housing affordability challenges grow alongside substance misuse issues and mental health concerns, conflict over public space at the local government level seems inevitable. How can local government leaders reduce tensions between businesses while still ensuring the safe use of public space? How can cross-sectoral relationships be leveraged to find solutions that work for everyone? Regardless of the size of your community, this discussion will explore solutions and affirm the complexities that local governments are experiencing navigating tensions between the housed and unhoused.

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| <p>LGMA gratefully acknowledges the financial support of:</p> |  |
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| 12:15– 1:00 PM | WORKING LUNCH |
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1:00 – 2:30 PM

HOLDING ON TO YOUR ETHICAL LIFE PRESERVER IN THE EYE OF THE STORM

Panelists:

**Reece Harding, Lawyer, Young Anderson,
Ted Swabey, CAO, Municipality of North Cowichan, and
Mark Tatchell, CAO, Village of Tahsis**

If your council or board is in the midst of navigating conduct issues, you may struggle to preserve your own sense of professional integrity and uphold ethical decision-making. How can you fulfil your executive responsibilities, appease your council or board, whilst carrying out your duties to the best of your ability when you are receiving direction to the contrary? Hear from fellow local government leaders and legal expert on how to navigate complex conduct issues while upholding a high standard of ethical professionalism.

Note: This session partially fulfills the LGMA Code of Ethics annual training requirements.

LGMA gratefully acknowledges
the financial support of:



2:30 PM

ADJOURN



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

LGMA wishes to thank the following people:

CAO FORUM PROGRAM ADVISORY COMMITTEE

Liam Edwards, CAO, Bowen Island Municipality

Leon Gous, CAO, City of Burnaby

Maggie Hall, City Manager, City of Terrace

Heather Nelson-Smith, CAO, District of Port Hardy

Daniel Sailland, CAO, Alberni-Clayoquot Regional District