

2027 CAO FORUM

Setting the Pace for Steady Progress

FEBRUARY 16-18, 2027

Delta Victoria Ocean Pointe Resort, Victoria, BC

We acknowledge this event takes place on the *traditional territories of the* lək̓ʷəŋən *(Lekwungen) Peoples also known as the* Xʷsepsəm *(Kosapsum) and Songhees Nations.*

The CAO Forum is an annual offering for local government Chief Administrative Officers (CAOs)/City Managers to connect, share experiences and in-depth discussions on key topics impacting their work. The forum will feature interactive, two-way discussions with speakers on subjects of interest to local government CAOs and provide an excellent opportunity for frank and open dialogue. This year's forum includes a lineup of interactive sessions covering topics like fiscal sustainability, leading with authenticity, building the leadership bench, legal updates, and more. A pre-forum workshop is also offered.

Pre-forum workshop: HR and Labour Relations Amidst Economic Uncertainty Registration

CAO Forum registration

LGMA
LOCAL GOVERNMENT MANAGEMENT ASSOCIATION OF BRITISH COLUMBIA

T. 250.383.7032 **E. office@lgma.ca** **LGMA | 2027 CAO Forum**

REGISTRATION DEADLINE

February 2, 2027

Registration is limited to CAOs, appointed Deputy CAOs.

Forum Fees

Member Early Bird Rates
Until December 31, 2026
$932 + GST LGMA Member
$1,083 + GST Non-Member

Regular Rates January 1
$1,053 + GST LGMA Member
$1,143 + GST Non-Member

Optional pre-forum workshop:
$254 + GST LGMA Member
$284 + GST Non-Member

In 2027, be sure to update your LGMA membership before registering for this event.

Cancellations are accepted without penalty before February 2, 2027

(No refunds after February 2)

Hotel Accommodation Rates until January 18, 2027
Standard Room $219 + taxes

Delta Hotels Victoria Ocean Pointe Resort,
100 Harbour Road
Victoria, BC
T. 250.360.2999

Hotel reservations can be made by using the passkey link

***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.*

Travel Grants: Through financial support from LGMA's year-round partners, limited grants to offset travel expenses are available for eligible local government professionals attending the 2027 CAO Forum. Review the eligibility requirements and submission form found on our website.

TUESDAY, FEBRUARY 16, 2027

Optional Pre-forum Workshop: Human Resources and Labour Relations Amidst Economic Uncertainty

Fee: $254 + GST LGMA Member, $284 + GST Non-Member
Register online separately for the pre-forum workshop

1:00 – 2:30 PM	**THE COLLECTIVE BARGAINING PROCESS: Navigating Union Agreements, Negotiations, and Everything in Between**

Presenter: **Jay Sharun, CEO, National Collective Bargaining Institute Inc. & TBC**

Back by popular demand, this session will explore the full collective bargaining cycle, providing practical insights into preparing for negotiations, understanding the dynamics at the bargaining table, managing expectations of councils and boards, and maintaining productive labour relations between bargaining rounds. Participants will learn and have a chance to discuss common challenges, lessons learned, emerging trends, and strategies for balancing organizational priorities with workforce needs amidst the current economic climate.

2:30 – 2:50 PM	**REFRESHMENT BREAK**

2:50 – 4:30 PM	**COMPENSATION PHILOSOPHIES (THE WHY) & COMPENSATION POLICIES (THE HOW)**

Presenters: **Julie Case, Compensation Consultant, Drive OD**
John Thomas, CAO, District of Lake Cowichan

This session will explore the relationship between compensation philosophy and compensation policy, helping CAOs build on their understanding of how to align compensation practices with organizational values, workforce realities, and fiscal constraints. Learn and discuss market competitiveness, internal equity, transparency, pay administration, and the role compensation plays in recruitment, retention, and succession planning. Gain insights into developing compensation frameworks that are both sustainable and strategically aligned with organizational objectives.

Pre-conference workshop ends

6:30 – 7:00 PM	**FIRST TIME ATTENDEES - BUILD YOUR NETWORK MEET AND GREET** **Harbour Room - Downstairs**



New CAOs and first-time attendees are invited to build their network with experienced CAOs at the meet and greet reception with LGMA President Angila Bains, CAO Advisory Committee members and LGMA Board Members.

7:00 – 9:30 PM	**WELCOME RECEPTION** **Harbour Room - Downstairs**

Greetings from City of Victoria CAO Jocelyn Jenkyns and TBC.

Enjoy the opportunity to network with friends, colleagues and meet new CAOs.



WEDNESDAY, FEBRUARY 17, 2027

7:00 – 7:45 AM	***NEW* MENTOR WELLNESS WALKS**

Join a seasoned CAO and start your day on the right foot with a 45-minute walk along the beautiful Songhees Walkway. Meet in the hotel lobby by the exit doors to Songhees Walkway at 6:50 AM.

7:45 – 8:20 AM	**BREAKFAST** **Arbutus Ballroom**

8:20 – 8:30 AM	**LGMA UPDATE** **With Candace Witkowskyj, Executive Director**

8:30 – 10:00 AM	CAPACITY AND FISCAL SUSTAINABILITY: DOING MORE WITH LESS (WITHOUT COMPROMISING THE FUTURE)

Presenters: **Chris Barlow, CAO, City of Castlegar**
Colin McClure, CAO, City of Trail
Christopher Paine, Principal, FIT Local Government Consulting
Emily Pagdin, CFO, Connective Group & Principal, ERPIE Advisory Inc

Local governments are facing growing expectations from residents while navigating increasing financial pressures, workforce challenges, and aging infrastructure. This session will explore practical approaches to aligning service levels, organizational capacity, and long-term financial sustainability. Learn and discuss strategies for communicating capacity challenges, integrating asset management into financial planning, and leveraging regional partnerships and shared service opportunities. Participants will learn strategies to help their organizations remain resilient while making steady progress toward long-term goals.

10:00 – 10:20 AM	REFRESHMENT BREAK

10:20 – 11:45 AM	SOCIAL MEDIA AND PUBLIC TRUST: NAVIGATING MISINFORMATION, AI, AND COMMUNITY EXPECTATIONS

Presenters: **Julie Rogers, Julie Rogers Consulting & TBC**

The communications landscape of local government is evolving rapidly. Social media, artificial intelligence, and the increasing speed of information sharing have created new challenges for local government professionals. In this session, participants will explore practical strategies for maintaining public trust in an era of constant communication. Discuss approaches to identifying and responding to misinformation and disinformation, addressing the growing influence of AI-generated correspondence, and supporting critical thinking and informed-decision making by staff, elected officials, and citizens.

11:45 – NOON	MINISTRY OF HOUSING AND MUNICIPAL AFFAIRS UPDATE

NOON – 1 PM	LUNCH



1:00 – 2:30 PM	EMERGENCY OPERATIONS: LEADING AMIDST CHAOS

Presenters: **Brian Doddridge, Village of Clinton**
Graham Statt, District of Summerland
Jim Zaffino, Regional District of Okanagan-Similkameen

Emergency Operations Centres require CAOs to lead through uncertainty while ensuring the right people, systems, and resources are in place to sustain the response. This session will explore both the leadership and logistical realities of an EOC activation, including decision-making, staffing and rotations, internal and elected official communications, resource coordination, business continuity, and managing fatigue during extended events.

2:30 – 2:50 PM	REFRESHMENT BREAK

2:50 – 5:00 PM	PART 1: KNOWLEDGE CAFÉ AND NETWORKING



Facilitated by: **Anna Mathewson, City Manager, City of Port Moody**
Jeff McConnell, CAO, District of Elkford

This session will create an opportunity for CAOs to informally discuss common problems and the solutions that are working for them. Participants will first join breakouts based on community size and identify key topics. Key topics will be prioritized and workshopped in the second part the next day.

6:00 – 9:30 PM	DINNER and NETWORKING EVENING Arbutus Ballroom

Enjoy dinner and networking with your colleagues after a day of learning. Dinner for participants is included with the conference fee, but tickets for an accompanying partner or spouse can be purchased separately for $90 when registering for the forum.

THURSDAY, FEBRUARY 18, 2027

7:00 – 7:45 AM	*NEW* MENTOR WELLNESS WALKS

Join a seasoned CAO and start your day on the right foot with a 45-minute walk along the beautiful Songhees Walkway. Meet in the hotel lobby by the exit doors to Songhees Walkway at 6:50 AM.

7:30 – 8:30 AM	**BREAKFAST** **Arbutus Ballroom**

8:30 – 9:30 AM	**PART 2: KNOWLEDGE CAFÉ – HOT TOPICS**

CAOs routinely navigate issues where there is no obvious right answer and where reasonable people may hold very different perspectives. This highly interactive session will create a safe environment for participants to test ideas, challenge assumptions and practice engaging constructively with opposing viewpoints. Participants will debate timely local government issues raised in Wednesday's Knowledge Café session, sometimes being asked to advocate for a position different from their own.

9:30 – 10:00 AM	**REFRESHMENT BREAK**

10:00 – 11:00 AM	**LEGAL UPDATE**

Presenter: **Don Lidstone, Senior Partner, Lidstone & Company**

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

LGMA gratefully acknowledges the financial support of:	LIDSTONE & COMPANY

11:00 – 11:15 AM	**STRETCH BREAK**

11:15 AM – NOON	**QUIET LEADERSHIP: LEADING AUTHENTICALLY ACROSS LEADERSHIP STYLES**

Keynote: **Guillermo Ferrero, Principal, Ferrero Forward Consulting Ltd**

Effective leadership does not have a single personality type. Drawing inspiration from Susan Cain's "Quiet: The Power of Introverts," this keynote will explore introverted, extroverted and ambiverted approaches to leadership and how each can contribute to professional excellence, both for CAOs and the leaders they supervise. Participants will reflect on their own leadership preferences, consider how personality influences communication, decision-making, relationships and organizational culture, and explore ways to lead authentically.

NOON – 1:00 PM	**LUNCH BREAK**

1:00 – 2:30 PM	BUILDING THE LEADERSHIP BENCH: SUCCESSION PLANNING IN LOCAL GOVERNMENT

Presenters: **Kevin Ramsay, Founder, Innova Strategy Group & TBC**

Succession planning is about more than identifying who might fill the next vacancy. It is about intentionally building organizational capacity, developing emerging leaders, retaining institutional knowledge and creating opportunities for employees to grow. This session will explore practical succession-planning approaches for organizations of different sizes, including the unique challenge for smaller local governments where creating growth opportunities can be more challenging.

2:30 PM	ADJOURN



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

LGMA wishes to thank the following people:

Raechel Gray, CAO, District of Sooke
Anna Mathewson, City Manager, City of Port Moody
Jeff McConnell, CAO, District of Elkford
Curtis Slingerland, CAO, Central Coast Regional District
Anne Yanciw, CAO, Village of Valemount