

# Hire Expectations:

**Attracting and retaining the leaders  
of tomorrow — today.**

36th annual CAMA conference  
May 28 - 30, 2007

Footprint for Sustainable Cities post-conference  
May 31, 2007

Fairmont Palliser Hotel  
Calgary, Alberta



# Letter from the president

## Hire Expectations:

Attracting and retaining the leaders of tomorrow — today.

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**Dear Delegates,**

This year’s conference brings together renowned speakers from diverse backgrounds and experiences. Their messages will convey the need to explore and challenge our current strategies to retain and attract the leaders of tomorrow to the public sector.

The combination of keynote speakers and more informal sessions provides a valuable opportunity for you as a delegate to build on your personal goals and your organization’s developmental strategies. I encourage you to attend this conference because I believe it will generate enthusiasm and provide opportunities to help make Canadian municipalities “employers of choice.” The tradeshow offers a unique experience for product and service vendors to demonstrate their wares, with ample time for you to explore new and exciting opportunities for your municipality.

This conference and the Footprint for Sustainable Cities post-conference will provide an inviting atmosphere for delegates to reconnect with their colleagues and meet new ones. And while you delegates are networking, your partners can enjoy the best of what Calgary and the region has to offer in its beauty, culture and cuisine. Calgary is one of Canada’s most dynamic cities. Its western hospitality is second to none and the city itself is one of the best places to start from to explore the region.

This is your conference. Be sure to make the most of it.  
See you in Calgary.

**Simon Farbrother,  
CAMA President**

# Pre-conference events — May 27 – May 28



## Early Bird Registration

Sunday, May 27 2 – 7 p.m.

## CAMA Golf Tournament

Monday, May 28 8 a.m. – 6 p.m.

\$127.36 + \$7.64 GST = \$135.00/participant

Heritage Pointe is home to one of the finest public access golf facilities in Canada, with 27 pristine holes of golf nestled in the beautiful Pine Creek Valley of Alberta. It's only minutes south of the city of Calgary and yet it's a world away from the office.

## Day of Discovery in Banff, Alberta

Bus tour and exploration

Monday, May 28 9 a.m. – 5 p.m.

\$50 + \$3 GST = \$53/participant

Following the Trans-Canada Highway west, you'll pass by the Three Sisters, Fairholme and Rundle mountain ranges en route to one of the best known destinations in the Canadian Rockies – the charming mountain townsite of Banff. Once in Banff, you'll have the opportunity to explore the Fairmont Banff Springs Hotel, take a ride on the gondola, or visit the many unique shops along Main Street.

## Professional Development offering

Crafting Your Next Life Phase – The Art of Self Renewal. Dr. Frank Benest

Monday, May 28 1:30 – 4 p.m.

\$50 + \$3 GST = \$53/participant

As we retire, how do we create a portfolio of fulfilling experiences involving leisure, work, service, creative pursuits, and personal relationships? Most seasoned managers have thought about the financial aspects of our next phase, but few of us know how to think about and actually craft a vital and enriching next phase plan.

This interactive workshop is about looking to the future, exploring new opportunities, making positive life choices, and becoming the “best version of me”. It concludes with the opportunity for each participant to draft the beginning of a “next phase” plan.

## Conference Programming — at a glance

Monday, May 28

Trade Show exhibitor set-up	11 a.m. – 3 p.m.
Registration and information	4 – 8 p.m.
Opening reception at Trade Show	7 – 10 p.m.
Hospitality suite	10 p.m. – midnight

# Conference events — May 28 - May 30

## CAMA Conference Registration Fee

CAMA member: \$550 + \$33 GST = \$583/participant  
 Future member: \$650 + \$39 GST = \$689/participant

In addition to the great lineup of professional seminars, workshops and discussion panels, the conference registration fee includes breakfast, lunch and coffee/snacks, opening reception, access to the hospitality suite, a ticket to Casual Night reception and dinner on Tuesday night, and on Wednesday, a choice of four afternoon tours and a ticket to the President's Reception and Dinner that evening.

## Conference programming — at a glance

Tuesday, May 29

Early bird coffee – Trade Show area	6:30 – 7:45 a.m.
Early bird guided walking tour	6:45 – 7:45 a.m.
Breakfast	7:45 – 8:45 a.m.
Trade Show	7 a.m. – 3:15 p.m.
Opening ceremonies	8:45 – 9:15 a.m.
Keynote speaker: Dr. Linda Duxbury	9:15 – noon
Trade Show coffee and refreshments break	10:30 – 11 a.m.
Community Leadership Awards and luncheon	noon – 1:15 p.m.
Trade Show coffee and dessert break	1:15 – 1:45 p.m.
Keynote speaker: Dr. Frank Benest	1:45 – 2:45 p.m.
Trade Show coffee and refreshments break	2:45 – 3:15 p.m.
Speaker panel	3:15 – 4:30 p.m.
Casual Night reception and dinner	6 – 10 p.m.
Hospitality suite	10 p.m. – midnight



## Tuesday, May 29

Early bird coffee

6:30 – 7:45 a.m. Trade Show area

Early bird guided walking tour

6:45 – 7:45 a.m.

Take a stroll through the cultural district of downtown and see some of Calgary's sites, including the Calgary Tower, Olympic Plaza and the Stephen Avenue Historical District.

Trade Show

7 a.m. – 3:15 p.m.

Open before and between conference sessions.

Breakfast

7:45 – 8:45 a.m.

A variety of hot and cold breakfast items will be available buffet style in the Alberta Room at the Palliser Hotel.

Opening ceremonies

8:45 – 9:15 a.m.

Keynote speaker: Dr. Linda Duxbury – Managing a Changing Workforce

9:15 a.m. – noon (Coffee and refreshments break – 10:30 – 11 a.m.)

Human resources issues such as recruitment, retention, work/life balance, career development will become key competitive advantages in the next decade as Canada moves from a buyer's market for labour (more good people than good jobs) to a seller's market (more good jobs than good people). It's no longer enough for public sector employers to talk about the importance of their workforce. They actually have to act in a way that convinces employees that their employer cares about them. This talk discusses the challenges ahead for municipal governments. It outlines the key generational differences that need to be managed, and provides suggestions on how the different challenges can be addressed, along with information on the key role of leaders and managers.

Community Leadership Awards and luncheon

noon – 1:15 p.m.

An opportunity to celebrate the Awards of Excellence for Workplace Literacy.

Dessert and coffee Trade Show area

1:15 – 1:45 p.m.

Keynote speaker: Dr. Frank Benest – Creating a Legacy

– Preparing the Next Generation of Managers

1:45 – 2:45 p.m.

Join Dr. Frank Benest, City Manager of Palo Alto, California, and chair of the Cal-ICMA “Preparing the Next Generation” Initiative. As a generation of baby-boomer managers retires from local government, there are fewer numbers of Generation Xers ready and able to replace them. Learn about the demographic, political and value trends that have contributed to this crisis and the leadership development and succession planning strategies that can address the “Next Generation” challenge.

Trade Show coffee and refreshments break

2:45 – 3:15 p.m.

Speaker panel

3:15 – 4:30 p.m.

Succession Planning - What are Canadian cities doing about it? Real life examples of succession planning programs and discussion around the organizational culture and how it influences succession planning.

Casual Night reception and dinner (transportation provided)

6 – 10 p.m.

Enjoy our western hospitality with an evening at Heritage Park. Have your picture taken with Fred the Bull or visit the Municipal Corral of Excellence followed by dancing, networking and more entertainment at the Ranchman's. (transportation provided to the hotel from the Ranchman's until midnight.)

Hospitality suite

10 p.m. – midnight

Hosted networking opportunity. Relax and enjoy the refreshments, snacks and big screen TV.

## Conference programming — at a glance

Wednesday, May 30

Early bird coffee – Trade Show area	6:30 – 7:45 a.m.
Early bird guided walking tour	6:45 – 7:45 a.m.
Breakfast	7:30 – 8:15 a.m.
CAMA Annual General Meeting	8:15 – 9:45 a.m.
Keynote speaker: Dr. John Izzo	9:45 – 10:45 a.m.
Trade Show coffee and refreshments break	10:45 – 11 a.m.
Concurrent workshops: Bob O’Neill or John Lethaby	11 a.m. – noon
CAMA Awards of Excellence luncheon	noon – 1:15 p.m.
Closing ceremonies and Trade Show draws	1:15 – 1:45 p.m.
City tour options	1:45 – 4:30 p.m.
President’s Reception and Dinner	6:30 – 10 p.m.
Hospitality Suite	10 p.m. – midnight

### Wednesday, May 30

Early bird coffee  
6:30 – 7:45 a.m. Trade Show area

Early bird guided walking tour  
6:45 – 7:45 a.m.

Take a stroll through the cultural district of downtown and see some of Calgary’s sites, including the Calgary Tower, Olympic Plaza and the Stephen Avenue Historical District.

Breakfast  
7:30 – 8:15 a.m.

A variety of hot and cold breakfast items will be served buffet style in the Alberta Room foyer.

CAMA Annual General Meeting – Guest Bob O’Neill, Executive Director of ICMA  
8:15 – 9:45 a.m.

Keynote speaker: Dr. John Izzo – The Buzz Factor: Awakening Corporate Soul  
9:45 – 10:45 a.m.

Some workplaces have a “buzz”, a definable, palpable energy that makes people want to commit and do their best. Buzz is hard to define but we all know it when we experience it. It is characterized by high commitment, passionate belief, deep trust, and a tremendous sense of pride. We have heard about such workplaces, but what is their secret? Why do some companies and organizations have what some have called “magic.” In this keynote, Dr. Izzo shares a lifetime of learning from working with and researching many of these unique places where passionate commitment reigns as normal everyday reality. He will help leaders and colleagues understand the key factors that create “buzz”, gain practical ideas on how to create it, help each of us discover more soul in our own work, and be inspired to strive to become one of those truly engaging places to work. Dr. Izzo will guide us through the Four Paths to rejuvenating your passion for work, the purpose of your contributions and how to create a place of work that ignites commitment.

Concurrent workshops  
11 a.m. – noon

#### Leading Change and the Value of Professional Management – Bob O’Neill

Join ICMA Executive Director Bob O’Neill for provocative conversation about change and the value that professional managers bring to a community. During this interactive session you will join Bob in exploring some of the powerful forces impacting local government, such as antiquated revenue systems, powerful anti-tax movements and devolution. The changing definition of community, merging information technologies and 24/7 media or “don’t those guys ever sleep?” will also be part of this discussion. Major questions for our profession include: “What is the value of professional management? To organizations? To communities? How do we explain it? How do we measure and document it?” Come ready to share your insight and experience.

OR

#### Knowledge Management – John Lethaby

What’s a blog? How about a wiki? Does your municipality manage knowledge as a critical asset? Find out why it should — and how this would support your recruitment and retention challenges — in this informative, hands-on workshop. This workshop will provide an overview of the emerging knowledge management discipline and will show how innovative, easy to apply tools and techniques can address your recruitment and retention challenges.

CAMA Awards of Excellence luncheon  
noon – 1:15 p.m.

This luncheon is an opportunity to celebrate the improvement of the art of municipal management.

Closing ceremonies and Trade Show draws  
1:15 – 1:45 p.m.

City tour options

1:45 – 4:30 p.m.

### **Okotoks: Solar Community Study Tour**

Just 18 kilometres south of Calgary, the quiet community of Okotoks harbours a remarkable story. One local neighbourhood, Drake Landing, is North America's only sustainable solar community. It's the first community in the world to have a solar fraction of greater than 90 per cent. Tour the community and witness the many innovations that took the dream of creating an environmentally sustainable neighbourhood, the will of the town and local industries to make it work, and the trust of the residents who dared to invest in something completely different on the basis of its virtue. For all involved, Drake Landing is proving to be a success story.

### **The Bridges: Calgary Communities Study Tour – Renewing, revitalizing and re-energizing inner-city communities**

The 1998 closure of the Calgary General Hospital created a public outcry but also represented a unique opportunity to redevelop a 37-acre (15 ha) inner-city site based on city-wide and local objectives.

The Bridges is a residential/mixed-use redevelopment initiative of The City of Calgary that has gained local, national and international recognition, including the 2005 Mayor's Urban Design award.

The Bridges is designed as an urban village that integrates into the existing neighbourhood while creating a distinct environment of its own. It is pedestrian-friendly with landscape elements such as tree-lined, wide boulevards and distinctive lighting that encourages residents to walk to public transit, work, shops and recreational amenities.

This tour will provide a look at why and how The City is redeveloping the lands while balancing quality design, social objectives and sound financial performance. There will also be discussion of the "lessons learned" to date from The Bridges experience.

### **Centre City Plan/The Bow Project**

The recent announcement of the new EnCana tower, The Bow, marks an ambitious turning point in Calgary's east downtown core, ending a decade-long drought of non-development and becoming the catalyst for other initiatives such as a new downtown library, an urban campus and the re-imagined East Village which will be called The Rivers.

For years the east downtown has been choked off from the rest of the city core. As a result of its relative desolation, it has become home to many of Calgary's disenfranchised and the site of increased criminal activity. The area is in serious need of extensive infrastructure upgrades before developers will even consider injecting it with new life by building there. So The City of Calgary has adopted an innovative funding model called Tax Increment Financing (TIF). TIF allows municipalities to use future tax gains to fund current public infrastructure projects. These projects, are in turn intended to spur private sector development and result in an increased tax base. TIF has proven successful in the United States and looks promising for this area of Calgary.

In addition to a detailed explanation of how The City of Calgary will implement the TIF model, participants will tour the future EnCana site, the Seventh Avenue Transit Corridor, the Central Library and possible downtown urban campus sites, and the blighted community of East Village, with an eye for the potential.

### **Welcome to Garrison Woods**

Join the Canada Lands Company for a walking tour (weather permitting) of the award-winning community of Garrison Woods. Situated on the site of a former Canadian Forces Base, this brownfield redevelopment project represents one of the largest inner-city redevelopment initiatives in Canada and is an urban intensification success story. This vibrant new community has become a showcase for innovative and creative approaches to more sustainable planning and new urban development. Discussion will focus on the achievements and the many challenges faced by Canada Lands in designing and developing a community based on the principles of smart growth.

### **President's Reception and Dinner**

6:30 – 10 p.m.

Join fellow delegates in a wrap-up celebration in the Crystal Ballroom. A cocktail reception and gourmet meal will provide a perfect opportunity to network while the jazz trio serenades you and the live entertainment amuses you.

### **Hospitality suite**

10 p.m. – midnight

Hosted networking opportunity. Relax and enjoy the refreshments, snacks and big screen TV.

# Post-conference events — Thursday, May 31

## Footprint for Sustainable Cities conference co-hosted by CAMA/FCM/The City of Calgary

Full-day event including evening Gala:  
\$150 + \$9 GST = \$159/participant  
Evening Gala only:  
\$50 + \$3 GST = \$53/participant

The City of Calgary is hosting the Footprint for Sustainable Cities Conference on May 31, 2007, in partnership with the Canadian Association of Municipal Administrators and the Federation of Canadian Municipalities. The day is divided into a morning technical session, an afternoon of practical demonstrations through a seminar and study tours, and an evening Green Fleet Footprint Gala.

### Conference programming — at a glance

Thursday, May 31

Keynote speaker: Mathis Wackernagel followed by technical sessions	8:30 a.m. – noon
Lunch, keynote speaker and networking	noon – 1:30 p.m.
Sustainability 101 workshop OR	1:30 – 4 p.m.
Footprint study tours	1:30 – 4:30 p.m.
Green Fleet Footprint Gala	5:30 – 9 p.m.

### Thursday, May 31

Technical Sessions with keynote speaker: Mathis Wackernagel  
8:30 - noon

Mathis Wackernagel, founder of the Global Footprint Network on “Living Well Within the Means of Nature: The Ecological Footprint and Sustainability.”

Local and international experts and practitioners will share how they are using ecological footprint to help achieve community goals for sustainable development and citizen engagement. The following are some of the anticipated topics being discussed:

#### Ecological Footprint in Australia

Water is becoming a scarce resource in many countries due to climate change and other factors. The state of Victoria, Australia, now one of the leaders in water resource efficiency, is using Ecological Footprint for water conservation and efficiency education.



### **Footprint in Business**

Footprint is being used by some corporations to manage their activities, to realize efficiencies, reduce costs and improve environmental performance. In this session, corporate representatives describe their experience in using Footprint in practical, business applications.

### **Reducing Your Energy Footprints: The BedZED Zero Energy Development**

The Beddington Zero Energy Development (BedZED) is the largest carbon-neutral eco-community in the United Kingdom. BedZED is a mixed-use, mixed-tenure development that incorporates innovative approaches to energy conservation, environmental management, and sustainable development.

### **The Calgary Ecological Footprint Project**

The City of Calgary is an international leader in innovative approaches to the protection and enhancement of the natural environment. In 2007, Calgary launches the Ecological Footprint project to measure and report on Calgary's footprint, and engage citizens, business, government and institutions in partnerships to help Calgarians to live well, while reducing their demand on nature.

**Keynote lunch and networking**  
noon – 1:30 p.m.

Keynote speaker on “Sustainability in Communities.”

### **Afternoon sessions – Practical Ideas to Build Sustainable Communities**

The afternoon shifts from technical discussions to practical applications and demonstrations that are helping to put sustainability “on the ground” in communities across Canada. You can choose from a Sustainability 101 workshop, or one of four study tours to facilities around the Calgary area. (Transportation provided).

**Sustainability 101 workshop**  
1:30 – 4 p.m.

More and more communities are adopting sustainable development as a way to improve quality of life, reduce costs and to reach higher standards of air, water and soil quality, and climate protection. This session will inform and inspire participants with examples from across Canada. Learn about sustainable community planning, best practices, climate change success stories, funding programs and how to get started with your own community action plan.

This joint session is organized by the Canadian Association of Municipal Administrators and the Federation of Canadian Municipalities. CAOs, Mayors, Councillors and senior municipal staff members are encouraged to participate.

OR

**Footprint Study Tours**  
1:30 – 4:30 p.m.

### **Float the Bow/Tour Bonnybrook Waste Water Treatment Centre**

Enjoy a five kilometer guided raft trip on Calgary's Bow River by RiverWatch. Float by wildlife, development, parkland, industrial and historic sites and enjoy a unique interpretation of the sites put in the context of ecological footprint. Our paddling stops at Bonnybrook Waste Water Treatment Centre where we will tour the largest cold weather biological nutrient removal (BNR) plant in the world. Space is limited so book early.

### **Sustainable Building/Facilities Tour**

Cardel Place is a recreation facility that was awarded Alberta's first LEED gold accreditation. Country Hills Multi-Services Centre houses Police, Fire, EMS, and Animal and Bylaw services in a LEED accredited building. Learn about the many unique design features that have garnered these facilities international acclaim.

### **Explore Elbow Valley Constructed Wetlands**

The Elbow Valley Constructed Wetlands were set up to improve stormwater quality. We will tour the learning facility, look at some of the exciting environmental educational programming, and enjoy the interpretive trail. Bring good outdoor shoes for this adventure.

### **Enjoy Stampede Park Enviro Tour**

Hop on a trolley car for an entertaining and enlightening tour of how the “greatest outdoor show on earth” is going green.

**Green Fleet Footprint Gala**  
5:30 – 9 p.m.

The Green Fleet Footprint Gala will cap off the day at Stampede Park. Join the City Manager, international guests and speakers for networking, dinner, cocktails and entertainment. This event celebrates how municipal fleets can contribute substantially to footprint reduction and sustainability with an interesting array of green vehicles from vendors, senior government and the Calgary fleet. The featured speaker will discuss the policies, strategies and technologies being employed in Sweden to realize their goal of being fossil-fuel-free by 2020.

# Partner program May 29 - May 30

## Partner program registration fee

\$195 + \$11.70 GST = \$206.70/participant

Partner's registration includes a special welcome package, the opening reception on Monday evening, coffee/snacks, a ticket to Casual Night Reception/Dinner on Tuesday night and a ticket to the President's Reception and Dinner on Wednesday night. Partners are also encouraged to take advantage of the discount offerings, self-directed tours and activities/tours that have been organized for your convenience.

## Partner programming — at a glance

Tuesday, May 29

Choice of visit to Big Rock Brewery or Art Central	1 – 3:30 p.m.
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Wednesday, May 30

Cochrane tour	9 a.m. – 3:30 p.m.
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## Tuesday, May 29

Big Rock Brewery tour

1 – 3 p.m.

Take an hour walk-about of this local brewery and gain first-hand knowledge of all the stages of beer production. You'll see the Mill Room, the Mash Tun, the Lauter Tun, the Brew Kettle, the Hot Wort Tanks, and the Fermenting, Filtration, Kegging, Canning and Bottling stages. Savour four, five-ounce samples of different products in the new loft. Everyone will receive a signature Big Rock beer glass as a souvenir.

Art Central visit

1:30 – 3:30 p.m.

Art Central is a unique environment in the heart of Calgary's art scene. Located across the street from the Telus Convention Centre, it provides a unique opportunity to watch an artist at work at one of the many studios, and to explore the local, national and international art that can be found in the many galleries and shops throughout the building. Included is the opportunity to create your own piece of jewelry with one of the resident artists. Space is limited.

## Wednesday, May 30

Cochrane tour (includes transportation and lunch)

9 a.m. – 3:30 p.m.

Journey into Kananaskis Country and feel the power of nature as the spring runoff from the Rocky Mountains barrels down Elbow Falls. You will have the option to go horseback riding at a local ranch,\* or to visit numerous attractions within the Cochrane townsite.\*\* Regroup at Cochrane's historic Rancho House for a western cookout. A stroll down Main Street with an ice-cream cone from Alberta's most famous ice-cream shop might be the perfect way to round out a splendid day before boarding the bus and heading back to your hotel in Calgary. (\*Please note that an additional fee will apply to the horseback riding option.

\*\*Plenty of shopping opportunities.)



