



CAMARADERIE
EMBRACING CHANGE



2024 CAMA CONFERENCE & ANNUAL GENERAL MEETING

June 3-5, 2024 | Fairmont Banff Springs Hotel, Alberta



THANKS TO OUR ASSOCIATION PLATINUM PARTNERS

The Canadian Association of Municipal Administrators proudly recognizes its Platinum Partners. At CAMA, we prioritize investing in strategic partnerships with industry leaders who share our commitment to providing the products and services our membership needs, and are aligned with our strategic plan initiatives. Explore more about our Platinum Partners and access their contact information by clicking on the logos below.



TABLE OF CONTENTS

General Conference Information	1
Accommodations	3
Conference Airfare Discounts	4
Transportation	5
Tourism Information	6
Conference Registration Information	7
Welcome Messages	11
Pre-Conference Day - Sunday, June 2, 2024	14
Conference Day 1 - Monday, June 3, 2024	14
Conference Day 2 - Tuesday, June 4, 2024	22
Conference Day 3 - Wednesday, June 5, 2024	32



GENERAL CONFERENCE INFORMATION

The 50th Annual CAMA Conference and Annual General Meeting will be held in Banff, Alberta from **Monday, June 3, 2024** to **Wednesday, June 5, 2024** at the Fairmont Banff Springs Hotel which is the host hotel. The Golf Tournament and other Pre-Conference activities will begin on Monday morning. The Conference Program will end after the President's Dinner on Wednesday evening. **Delegates typically arrive on Sunday, June 2, 2024 and depart on Thursday, June 6, 2024.**

Why Attend?

This is a must-attend event for Chief Administrative Officers, municipal senior managers, and dedicated staff members that promises an enriching experience tailored to elevate your skill sets and propel your community to success. This year we're planning a wide assortment of events and activities, to make your Conference experience an unforgettable one:

- **Professional Development Opportunities:** This annual event offers a diverse range of opportunities for learning and growth in the ever-evolving municipal landscape. With seven hours of training and instruction, the Conference is designed to meet professional development and individual certification requirements for eligible delegates.
- **Information and Best Practices:** Gain valuable insights and access to best practices that will empower you to lead your community effectively. The Conference is crafted to equip you with the knowledge and tools needed for success and prosperity in your role as a Chief Administrative Officer or senior manager.
- **Unforgettable Experience:** We are committed to making your Conference experience unforgettable. From inspiring keynote speakers who will invigorate your perspective to exceptional networking and social events, we've planned a series of activities to ensure you leave with not just knowledge, but lasting memories.
- **Interactive Tradeshow:** Explore the latest products and services in the municipal industry at our interactive tradeshow. Engage with companies showcasing innovative solutions that can benefit your municipality and stay ahead of the curve in terms of technology and services.
- **Explore Beautiful Banff:** Immerse yourself in the beauty of Banff. Beyond the Conference sessions, there will be activities to see and learn about in this picturesque location. Take advantage of this opportunity to both enhance your professional skills and enjoy the stunning surroundings.
- **Networking Opportunities:** Connect with peers, industry experts, and thought leaders. The Conference provides a platform for meaningful connections, allowing you to share experiences, exchange ideas, and build a network that will be valuable throughout your career.

Don't miss out on this unique opportunity to grow both professionally and personally. The 2024 CAMA Conference is tailored to meet the needs of CAOs and municipal leaders like you. Join us in Banff for an enriching experience that will leave you inspired and equipped for the challenges and opportunities that lie ahead.

Eventmobi App CAMA 2024

Introducing the 2024 Eventmobi App – your all-in-one companion for an immersive and interactive Conference experience! Download the Eventmobi App to unlock a world of convenience and engagement throughout the 2024 CAMA Conference. Seamlessly navigate the Conference schedule, access real-time updates, and customize your agenda to tailor the event to your preferences. Connect with fellow attendees, speakers, and exhibitors through the app's networking features, fostering meaningful connections. Embrace the future of event technology and enhance your Conference journey with the Eventmobi App – where information meets innovation.

The App is accessible in both English and French, offering a bilingual experience for all attendees. It will be available prior to the event to ensure a seamless Conference experience.

CAMA Conference: Elevate Your Expertise, Unleash Innovation – Where Every Session Sparks Lasting Impact!



DAVID STEWART, CAO
MUNICIPALITY OF HASTINGS
HIGHLANDS, ON

“The CAMA Conference is one of the best Conference experiences I've had as a municipal professional. I found the professional development sessions I attended to be excellent and relevant to the day-to-day opportunities and challenges I face as a municipal CAO. I had many takeaways from each session that I continue to reference since returning to the office.”

50% off first year
camacam.ca/membership

CAMA  ACAM



ACCOMMODATIONS

While CAMA has successfully secured a negotiated Conference rate at the Fairmont Banff Springs Hotel (the host hotel) and the Rimrock Hotel (the overflow hotel), we regret to inform you that both properties are currently fully booked. Detailed information about these hotels is available on the [CAMA website](#). Please refer to the options listed below for alternative accommodations at various Banff lodging properties.

Banff Lodging Company

Banff Lodging Company is an employee owned and operated company in the heart of Banff. They have eleven properties located in the Banff National Park ranging from hotels to condos and suites, at separate price points. They do not offer room blocks, however we have negotiated a **20% discount** for all CAMA delegates at their properties subject to availability for the period of June 2-7, 2024. Rates fluctuate based on dynamic pricing and the discount will be applied to the rate at the time of booking.

Book Now! The only way to book a hotel at the Banff Lodging Company is to [click here](#) for their website and use the promo code **CAMA** to get 20% off the posted rates.

All these hotels are located between 2.4 km and 5.5 km from the Fairmont Banff Springs Hotel and are between \$350.00 to \$640.00 per night and are in a ROAM Transit service area (except for the Rocky Mountain Resort which is outside the Town boundary).

Banff Lodging Deposit and Cancellation Policy

- **Deposit.** There is no deposit required when booking with any of the Banff Lodging hotels. All you need is a credit card on file as a guarantee on the room.
- **Cancellation Policy.** Free of charge cancellations are offered up until 72 hours before you're due to check in. If you cancel within 72 hours (or don't show up) than you will be charged the cancellation fee which is the total of the first night of your stay, plus tax.

Campgrounds in Banff National Park

Banff National Park offers a variety of campgrounds where visitors can enjoy the stunning natural beauty of the park. [Click here](#) for a list of campgrounds.

Please note that these campgrounds are subject to seasonal openings and reservations, especially during the peak summer months. It's advisable to check with Parks Canada or the official Banff National Park [website](#) for the most up-to-date information and to make reservations if required, as these campgrounds are popular and can fill up quickly.

CAMA Conference: Bridging Perspectives, Igniting Inspiration – Where National Connections Transform Municipal Visionaries!



MEREDITH STAVELEY-WATSON
MANAGER OF GOVERNMENT RELATIONS AND POLICY, EASTERN ONTARIO WARDENS' CAUCUS

“I was able to meet Chief Administrative Officers, municipal staff, and business representatives from not only Ontario, but across the entire country. This national perspective gave me a vantage point to learn about different challenges, perspectives and solutions. It made the national municipal community approachable and I came away feeling refreshed, inspired and motivated to contribute to the municipal sector.”

50% off first year
camacam.ca/membership

CAMA  ACAM

CONFERENCE AIRFARE DISCOUNTS

Exclusive Airfare Discounts with Air Canada and WestJet for CAMA Conference Attendees



We are happy to confirm that for the 2024 CAMA Conference, Air Canada offers a discount for **North America travel: 5% applies on standard fares, and 10% on flex fares & higher. For International Travel there is a 10% discount on standard fares and higher.** You will need the discount code listed below to take advantage of this offer. Please visit the [Air Canada website](#) to make a booking online.

Applicable Rules

- The booking is to be made to the following City: Calgary, YYC (CA)
- The travel period begins Sunday, May 26, 2024 and ends Thursday, June 13, 2024.
- Travel is valid Monday, Tuesday, Wednesday, Thursday, Friday, Saturday, and Sunday.

Promo Code: P3KZBJC1

For the 2024 CAMA Conference, WestJet is pleased to offer **5% off Econo and 10% off EconoFlex and Premium fares for travel within Canada and 2% off Econo, 5% off EconoFlex and 10% off Premium base fares for guests travelling Trans-border. No discount will apply to Basic or Business class bookings.** To take advantage of this offer, you will need the discount code listed below. Please visit the [Westjet website](#) to make a booking online.

Applicable Rules

- The booking is to be made to the following City: Calgary, YYC (CA)
- The travel period begins: Sunday, May 26, 2024 and ends Thursday, June 13, 2024

Coupon Code for Guest web / Travel Agent web: 2H8V8UP

Promo Code for Travel Agent GDS only: YBH25

TRANSPORTATION

Delegates are responsible for their own transportation from airports to the Fairmont Banff Springs via rental cars or shuttle services. Below are some options from the Calgary Airport to the Fairmont Banff Springs Hotel:



BANFF AIRPORTER.
> Leading the way

Receive a 20% discount on the Banff Airporter's daily shuttle service between the Calgary Airport and Banff. This code is valid for travel between May 30 and June 9, 2024.

Click Banff Airporter and then Book Now. Proceed through the reservation and type - CAMA2024 - in the "Promo Code?" section on the final payment page to receive the discount. **The discount code works up to two weeks before the event starts.** To guarantee availability, make a reservation at least a month prior to travel.

Remember Your National Park Pass: Essential for Your Journey

Ensure you have your National Park Pass before embarking on your journey to Banff. If you're renting a vehicle, the pass is a necessity and can be conveniently obtained online. Avoid the line ups and purchase the pass through the provided link, remember to display it on your rearview mirror, and you can use the bypass lane enroute. Alternatively, you can purchase a pass in person at the Banff National Park gate. The pass costs \$22.00 per day, or you may opt for an Annual Discovery Pass, valid at 80 Parks Canada destinations. Visit this [link](#) for additional details and to make an online purchase.



TOURISM INFORMATION

Banff National Park is famous for its vibrant lakes, majestic mountains, and easy access to outdoor adventures of all kinds.

The park spans 6,641 square kilometres (2,564 square miles) of striking mountainous terrain in the vast wilderness of the Canadian Rockies. Canada's first national park and the world's third, it has a rich heritage as one of the world's most awe-inspiring mountain destinations.

The bustling [Banff townsite and Village of Lake Louise](#) are uniquely located in the national park. In this one-of-a-kind place, there's something for everyone to discover. Whether you come for the spectacular valleys and rugged peaks, the authentic Canadian eats, the vibrant arts and culture scene, or a little bit of everything, there's no shortage of unforgettable ways to immerse yourself in Banff National Park. We look forward to welcoming you! Watch this [video](#) to see all that we have to offer and check out our [website](#) for all your trip planning needs.



CONFERENCE REGISTRATION INFORMATION

Delegate Program

Register for the Conference by April 1st, 2024 and you will receive the Early Bird Rate. **All CAMA members must enter their e-mail address to receive the member rate.**

Please note that **regular CAMA members who are attending their first CAMA Conference** are eligible for a \$150.00 discount off the registration fee. If you would like some of your senior managers to attend the Conference and they are not CAMA members they can **sign up** for \$160.00 (50% off the first year) and also attend the Conference for \$600.00 as a First Time Delegate.

Delegate Type	Early Bird Registration Fee by April 1, 2024 (+5% GST)	Registration Fee after April 1, 2024 (+5% HST)
*CAMA Member (Municipal)	\$750.00 + \$37.50 GST = \$787.50	\$950.00 + \$47.50 GST = \$997.50
*First Time Attendee Regular CAMA Members (Municipal) & Municipal Interns	\$600.00 + \$30.00 GST = \$630.00	\$800.00 + \$40.00 GST = \$840.00
**Non-Member (Municipal)	\$1150.00 + \$57.50 GST = \$1207.50	\$1350.00 + \$67.50 GST = \$1417.50
**Affiliate CAMA Member (Non-Municipal) / CAMA Business Partner	\$1150.00 + \$57.50 GST = \$1207.50	\$1350.00 + \$67.50 GST = \$1417.50
**Non-Member (Non-Municipal)	\$1700.00 + \$85.00 GST = \$1785.00	\$1900.00 + \$95.00 GST = \$1995.00
Retired Member/ Honourary Member	\$425.00 + \$21.25 GST = \$446.25	\$600.00 + \$30.00 GST = \$630.00

***Municipal" refers to an individual who is currently employed with a municipal government organization.*

***"Non-Municipal" refers to all other individuals.*

[Link to Registration for Delegates, Companions and Golf](#)

The registration fee for members, municipal interns, non-members, affiliate members, and business partners includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, lunches, Casual Night Out, the President's Dinner and the hospitality suites. Additional tickets to the Casual Night Out (\$120.00) and the President's Dinner (\$130.00) can be purchased for companions not participating in the full Companion Program.

Additional fees will be charged for the Pre-Conference activities on Monday and for the Study Tours and the Workshop on Wednesday afternoon.

The registration fee for retired/honourary members includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, Casual Night Out, and the hospitality suites. At an additional cost, tickets can be purchased to the lunches, the President's Dinner and the Monday and Wednesday additional activities.

Conference Registration for Members in Transition

Going in to "transition" is a very difficult situation that all too many members face at some point in their local government careers. Any job change is difficult, but when it's forced on someone for reasons that often have nothing to do with their job performance it can be traumatic.

If you are a "Member in Transition" and have been fired or forced to resign your position in local government and are now "in transition", CAMA will provide a complimentary registration for you. Hotel and travel expenses are at your cost. Register under the "Member In Transition" category on-line, but CAMA's membership department must have been notified of your status for you to use this option.



Companion Program

The Companion Program includes the Opening Reception, Opening and Closing Keynote Speakers, Casual Night Out, President’s Dinner, and Hospitality Suites. **The Companion Program does not include breakfasts or lunches with the delegates.**

Delegate Type	Early Bird Registration Fee by April 1, 2024 (+ 5% GST)	Registration Fee after April 1, 2024 (+ 5% GST)
Companion of a CAMA Member/ Retired Member/Honourary Member (Municipal)	\$310.00 + \$15.50 GST = \$325.50	\$360.00 + \$18.00 GST = \$378.00
Companion of a Non-Member (Municipal)	\$335.00 + \$16.75 GST = \$351.75	\$385.00 + \$19.25 GST = \$404.25
Companion of an Affiliate CAMA Member (Non-Municipal)/ CAMA Business Partner	\$360.00 + \$18.00 GST = \$378.00	\$410.00 + \$20.50 GST = \$430.50
Companion of a Non-Member (Non-Municipal)	\$410.00 + \$20.50 GST = \$430.50	\$460.00 + \$23.00 GST = \$483.00

**"Municipal" refers to an individual who is currently employed with a municipal government. organization.
"Non-Municipal" refers to all other individuals.*

Companions have the option of joining the delegates for the Golf Tournament, Monday Pre-Conference Events and Wednesday Study Tours at an additional cost. [Link to Registration for Delegates, Companions and Golf](#)



Important Registration Information

- If you are paying by cheque, you **are not** considered registered until payment is received.
- If you are attending the full Conference, the tickets to social functions are included in the delegate registration price. Add tickets only if you wish to purchase additional tickets for another individual. **Tickets to social events are non-refundable and non-transferable.**
- An administration fee of \$200.00 for each cancelled registration applies until April 15th, 2024. **No refunds will be issued after April 15th, 2024.** Substitutions are permitted. Please request substitutions in writing to: admin@camacam.ca
- CAMA will take photographs and some video at the 2024 Conference and may use them in CAMA news or promotional materials whether in print, electronic or other media, including the CAMA website. By participating in the CAMA Conference, you grant CAMA the right to use your name and photograph for such purposes.
- **Delegate Portals to register at a later date.** If you are not sure at the time of registration what Pre-Conference Activity or Study Tour you would like to attend, if your Companion will be attending, or if you want to play golf or need to add clubs, etc.? No worries. Upon receiving your delegate registration receipt, you'll be provided with a dedicated delegate portal. This portal, using your e-mail address as the username and a designated password, allows you to revisit and complete your registration at your convenience. Simply click on the provided link in the receipt whenever you're ready to add or modify your choices for other activities.

Exhibitor Registration and Sponsorship Opportunities

To register as an exhibitor or explore sponsorship opportunities, reach out to **Jennifer Goodine, CAMA Executive Director** at admin@camacam.ca

CAMA Conference: Uniting Public Servants,
Fostering CAMA-raderie -
An Experience of Collaboration!



KAYLA THIBEAULT
DIRECTOR OF LEGISLATIVE
SERVICES/CLERK
TOWN OF GRAVENHURST, ON

“Sitting at a table at the CAMA Conference, and sharing a meal with public servants from across the country – British Columbia, Yukon, Alberta and New Brunswick all at one time – was an amazing experience. Through our conversations, I truly built a nationwide CAMA-raderie. It was an exercise of collaboration that I will never forget.”

50% off first year
camacam.ca/membership

CAMA  ACAM

GREETINGS FROM THE PRESIDENT OF CAMA

Welcome to the CAMA 50th Annual Conference in Breathtaking Banff!

Get ready for an unforgettable mountain adventure at our 50th Annual Conference! I'm Tony Kulbisky, your CAMA President, and on behalf of the CAMA Board of Directors, I'm thrilled to welcome you to the most exciting Conference yet.

Theme: CAMA-RADERIE - Embracing Change. This year, we're diving into the heart of change with sessions that explore everything from cracking the code on 3D communication strategies to charting the course of good governance with our Councils. Join us for a rollercoaster of topics that promise to reshape the way we lead, work, and thrive in local government.

Professional Insights and Celebrations. Discover the human side of unconscious bias, your first 100 days as a CAO, and municipal-indigenous partnerships. Plus, gain valuable tips on resiliency, creating positive cultures, and conducting organizational reviews. We'll also be celebrating personal milestones at the Long Service Awards Luncheon and highlighting excellence with the CAMA Awards of Excellence.

Explore Banff in Style! The Pre-Conference program is nothing short of spectacular. Picture this: golf at Silvertip Resort, thrilling Banff Rafting, a scenic cruise on Lake Minnewanka, a visit to the iconic Lake Louise and Moraine Lake, and a gondola ride through Banff's historic highlights. The challenge? Choosing which adventure to embark on!



*Tony Kulbisky,
CAMA President*



Casual Night Out in the Mountains. Network with your colleagues at the Mount View BBQ. Immerse yourself in a unique, western Canadian experience with entertainment by the Kickstart Band Western Duo. It's a night of CAMA-raderie, line dancing, and fun against the stunning mountain backdrop.

Fun and Educational Study Tours. Don't miss the Study Tours - an afternoon filled with off-site excursions! Explore Banff's infrastructure, tour the Biomass Energy Centre, try your hand at driving a transit bus simulator, or dive into Cree Culture with an immersive experience of plant exploration and medicine product making with Matricia Brown. Suzanne Gibson will also lead an inspiring workshop on "Leading Through Change".

Mountain Casual Vibes at Fairmont Banff Springs. This year's Conference is all about "Mountain Casual." Bring out your finest plaid flannel as we enjoy the beautiful, casual setting at the Fairmont Banff Springs.

President's Dinner Extravaganza. End the conference with a bang at the President's Dinner! This year's theme is "Mountain Garden Gala" where you can throw on your most fabulous pastel colors or floral patterns and grab a stylish sun hat or straw hat! You will want to strike a pose at the fun photo booth, and dance the night away to the tunes of **Two Bit Bandits Band**.

Special highlights await, thanks to the incredible support of the Town of Banff CAO Kelly Gibson and his dedicated staff.

This year's event is already buzzing with excitement. Secure your spot by using our online registration system. This is an incredible opportunity to visit one of Canada's iconic destinations in the heart of the Banff National Park, an UNESCO World Heritage Site.

We can't wait to see you in the beautiful and majestic mountains!

Tony Kulbisky
CAMA President

CAMA Conference: Forging Futures, Building Connections - Your Gateway to Leadership Excellence!



CONNOR DOREY, CAO
HASTINGS COUNTY, ON

“My experience at the CAMA Conference was tremendous and the connections that I made were invaluable. The ability to network and learn from municipal leaders with years of experience will truly assist me as I embark in this next chapter of my career as a newly appointed CAO.”

50% off first year
camacam.ca/membership



Unlock Leadership Together: CAMA - Where Fellowship Thrives, CAMA-raderie Prevails!



TARA LODEWYK
CITY MANAGER
THE CITY OF RED DEER, AB

“Fellowship is key to leadership. It is not only about having topics and issues in common. Fellowship is having a community of interest that experiences what you experience and feels what you do. CAMA creates a quality CAMA-raderie with meaningful communication and lasting relationships.”

50% off first year
camacam.ca/membership



WELCOME FROM THE MAYOR AND HOST TOWN MANAGER

Welcome to Banff!

We're thrilled to host this year's Canadian Association of Municipal Administrators Conference and we extend a warm welcome to all attendees visiting the jewel of the Canadian Rockies.

The Town of Banff is a global tourist destination that welcomes four million visitors a year, but we're also a small community of about 9,000 residents who call this place home. We're unique in that we were the first municipality incorporated in a national park, but we share the same goals as many small towns in this country to ensure our residents have a high quality of life.

Banff National Park is part of a UNESCO World Heritage Site and Canada's first national park, and we're incredibly proud of our role as stewards of the land. You'll see that everywhere you look in the park, and in our community, we strive to protect this special place.

You'll have lots of opportunities to explore Banff and see what makes this place so special, and we hope you take the time to enjoy the many amenities we have to offer.

Banff is a wonderful place for adventure, but it also inspires through its natural beauty. We hope you experience some of that inspiration over while you are here.

Thank you again for choosing Banff as the home of the 2024 CAMA Conference.



Corrie DiManno, Mayor



Kelly Gibson, Town Manager

Corrie DiManno, Mayor

Kelly Gibson, Town Manager

PRE-CONFERENCE DAY

Sunday, June 2, 2024

2:00 p.m. to 6:00 p.m. Conference Registration

Sponsored by [Strategic Steps](#)

Strategic Steps is a management consultancy focused on solving the unique challenges faced by various governments, public and private sector organizations, and non-profits in Canada regarding governance, leadership, and organization.

Brace yourself for a whirlwind of excitement at the CAMA Conference Registration Desk, brought to you by the trailblazing team at Strategic Steps! From the moment you step in, be prepared for a warm Banff welcome from the CAMA Staff and our Registration Desk Partner, Strategic Steps. Grab your name badge like a badge of honor and dive headfirst into the heart of the CAMA Conference. Picture this - breathtaking landscapes, networking opportunities, and surprises waiting to be unveiled. Your epic CAMA adventure is not just a Conference; it's a journey, and it all starts at our vibrant registration desk.

DAY ONE

Monday, June 3, 2024

7:15 a.m. - 1:30 p.m.	Pre-Conference Activity: Whitewater Thrills at Horseshoe Canyon
7:30 a.m. - 3:00 p.m.	Golf Tournament at the Silvertip Resort
8:00 a.m. - 12:00 Noon	Pre-Conference Activity: Discover Banff, It's Wildlife Wonders & Gondola Escapade
9:00 a.m. - 12:00 Noon	Pre-Conference Activity: Minnewanka Magic: Lake Adventure Extravaganza
11:00 a.m. - 8:00 p.m.	Conference Registration
1:00 p.m. - 5:00 p.m.	Pre-Conference Activity: Lakeside Bliss: Afternoon Extravaganza at Lake Louise & Moraine Lake
6:30 p.m. - 9:00 p.m.	Opening Reception at Tradeshow
9:00 p.m. - 10:30 p.m.	Hospitality Suite at Fairmont Banff Springs

7:15 a.m. to 1:30 p.m.
Whitewater Thrills at Horseshoe Canyon
Maximum Capacity: 24 People



Cost: The tour includes transportation from the Fairmont Banff Springs Hotel (and the Rimrock Hotel), the rafting adventure with professional guides with instruction and facilities, photos, and all safety equipment (including clean and dry wetsuits, wetsuit booties, fleece, spray jacket, life jacket and helmet).

Every participant will be required to sign a waiver form. No rafting experience is necessary.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition/Honourary Members	\$ 225.00 + GST
Non-Members (Municipal)	\$ 240.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 255.00 + GST
Non-Members (Non-Municipal)	\$ 265.00 + GST

Attention thrill-seekers and adventure enthusiasts! Get ready for a wild ride on our adrenaline-pumping Alberta rafting expedition! Brace yourself as the foamy rapids whisk you through the breathtaking foothills of the Canadian Rockies. This River Class 3-4 journey is perfect for intermediate thrill-seekers, featuring three major rapids that will leave you exhilarated. Our expert river guides will be your companions on this aquatic adventure, ensuring a safe and thrilling experience. For those who love a splash, be prepared for big waves and a short stretch of calm at the end, allowing you to unwind and enjoy some fun Class 1-2 rapids. Oh, and did we mention the spectacular scenery that will leave you in awe? Dive into the excitement - let the river be your playground!

What Should You Wear/Bring?

- Wear your swimsuit under your clothes and bring warm clothes, and a towel in a bag for after the tour. Bring a toque or hat for colder days, for under your helmet. Your belongings can be stored on the bus while you are on the river.
- You can wear sunglasses/glasses if these are secured with a strap or piece of string, and contact lenses are usually okay if you are comfortable swimming with them.
- Sunscreen is great on a hot day for any areas not covered by the wetsuit but avoid putting it above or near your eyes.
- You can bring your own waterproof camera or GoPro which can be secured with your own chest harness or on a helmet with a GoPro mount, but Discover Banff Tours is not responsible for loss or damage of your equipment.

Detailed Itinerary:

7:15 a.m.	Depart the Fairmont Banff Springs Hotel and ride the wave of excitement to the Chinook Rafting River Base.
8:10 a.m.	River Ready! Dive into adventure as you arrive at the Chinook Rafting River Base. Your rafting escapade awaits - gear up and let the thrills begin!
12:30 p.m.	Celebrate your conquering the river as we wrap up the rafting trip. High-fives and memories guaranteed!
12:45 p.m.	Bid farewell to the river and depart for the Fairmont Banff Springs Hotel.
1:30 p.m.	Arrive at the Fairmont Banff Springs Hotel and let the post-rafting pampering commence!

**This itinerary is subject to change, and adjustments may occur.*

**Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*



7:30 a.m. to 3:00 p.m. CAMA Golf Tournament - Silvertip Resort

Cost per participant includes transportation, green fees, the use of the driving range, the use of a shared power cart, a hot breakfast buffet and a hot lunch.

CAMA Members (Municipal)/Retired Members	
/Municipal Interns/Members in Transition/Honourary Members\$ 275.00 + GST
Non-Members (Municipal)\$ 290.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners\$ 305.00 + GST
Non-Members (Non-Municipal)\$ 315.00 + GST

Golf club rentals will be available for \$70.00 (plus GST) and must be reserved and paid for on the on-line registration form.

Located in the heart of the Canadian Rockies, Silvertip Resort offers one of the finest mountain golf and event settings anywhere in the world.

Rated one of the best courses in Canada, it is unlikely that you have ever played a golf course of such character and challenge. This is a course to match the grandeur and scale of the Canadian Rockies. Envision yourself teeing off at the edge of an immense, untouched wilderness reserve, gazing out across 600 acres of spectacular mountain, grassland, and valley views.

Silvertip Resort boasts a spectacular 18-hole, par 72 championship golf course, designed by master golf course architect, Les Furber. Fairways rise and fall through 600 feet of elevation change and challenge with championship tees with a slope rating of 153. With five sets of tees and a course length between 5,100 and 7,200 yards depending on tee placement, it is a course that offers both scratch golfers and recreational players a challenging but enjoyable round.

**Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

Get ready for a blast on the green with thrilling hole contests that will challenge you to hit closest to the pin, and, of course, unleash the adrenaline with an epic showdown for the title of the longest drive!

Rise and Shine at 7:30 a.m. by stepping outside your room at the Fairmont Banff Springs and jump aboard your motorcoach for a 30-minute mountain drive – consider it your warm-up for the golfing greatness ahead! At 8:00 a.m. you will fuel up with a hot breakfast buffet at the clubhouse. And if you’re feeling ambitious, hit the driving range – because who doesn’t want to show those mountains how far they can drive a golf ball? At 9:00 a.m. it’s “Tee Time Extravaganza” where you will grab your shared power cart, and get ready for a shot-gun start that’ll have you swinging into action. It’s not just a golf game: it’s a golf adventure! Wrap your day up at 2:00 p.m. with a Burger BBQ buffet back at the clubhouse. Relive the highlights, share stories of epic shots and near misses, and crown the day’s golfing champions. The only thing better than a perfect swing is a perfect ending to a day on the greens!



8:00 a.m. to 12:00 Noon

Pre-Conference Activity: Discover Banff, It's Wildlife Wonders & Gondola Escapade

Capacity: 24 People

Cost: This is an all-inclusive package featuring transportation from the Fairmont Banff Springs Hotel (and the Rimrock Hotel) aboard a comfortable motorcoach guided by a knowledgeable tour guide. There is also a snack included along with a breathtaking gondola ride. Transportation back to the hotel after your gondola ride is your responsibility.

Is there a significant amount of walking during the tour? Only half of your journey will be on the bus, and at each stop, you'll have the chance to enjoy a leisurely stroll. All the viewpoints are conveniently located, requiring only a short and pleasant walk.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members\$125.00 + GST
Non-Members (Municipal)\$140.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners\$155.00 + GST
Non-Members (Non-Municipal)\$165.00 + GST

Embark on a whimsical journey through Banff, a World Heritage Site, bursting with tales of the past and alive with the beauty of its wildlife in their natural winter habitat. Join us as we explore iconic landmarks like the Fairmont Banff Springs Hotel, Bow Falls, Surprise Corner Lookout, Hoodoos Viewpoint, and Lake Minnewanka - each a piece of Banff's captivating history. But that's not all! Savor the sweetness of maple cookies and fresh water at one of our scenic stops and end with a gondola ride with stunning views. This tour is your all-in-one pass to Banff's wonders, with a local guide who'll reveal the mountain haven's hidden gems.

Detailed Itinerary:

8:00 a.m.	Pick up at the Fairmont Banff Springs Hotel (The “Castle of the Rockies”) and travel to Bow Falls.
8:10 a.m.	Arrive at Bow Falls where the water crashes over ancient limestone creating a spectacle of sound and sight.
8:35 a.m.	Arrive at Surprise Corner Viewpoint and see a higher view of Bow Falls and the majestic Fairmont Banff Springs Hotel.
9:00 a.m.	Arrive at Hoodoo’s Lookout and understand the lay of the land as you look out over Bow Valley.
9:25 a.m.	Arrive at Two Jake Lake, a glacial lake surrounded by towering mountain peaks, dense forest, and pristine wilderness, creating a picturesque setting.
9:45 a.m.	Arrive at Lake Minnewanka and learn about an underwater village and native history with a pleasant break at Banff National Park’s largest lake.
10:00 a.m.	Arrive at Lower Bankhead, a ghost town that once thrived as a coal-mining community in the early 20th century and a place where history and nature converge.
11:00 a.m.	Conclude your journey at the Banff Gondola where the breathtaking views continue.

**This itinerary is subject to change, and adjustments may occur.*

Participants will return to the hotel (approximately 4.5 km to the Fairmont and 3.5 km to the Rimrock) on their own. Transportation options such as taxis or the convenient Roam Transit system are readily available for a seamless journey back to your hotel.

**Please note: Participants staying at the Rimrock Hotel will be picked up at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*



9:00 a.m. to 12:00 Noon
Minnewanka Magic:
Lake Adventure Extravaganza
Capacity: 40 People



Cost: Includes transportation (from the Fairmont Banff Springs Hotel and the Rimrock Hotel) in a vintage inspired open-top car with a one-hour private cruise with an interpretive guide.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members	\$ 140.00 + GST
Non-Members (Municipal)	\$ 155.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 170.00 + GST
Non-Members (Non-Municipal)	\$ 180.00 + GST

Get ready for a journey like no other with our exclusive Banff Adventure Tour. Buckle up as we whisk you away from the Fairmont Banff Springs Hotel in style – aboard our open-top vintage-inspired car. Feel the wind in your hair and the thrill of the Rockies in every turn as we embark on a sightseeing escapade like never before.

We make a splash as we arrive at the docks, and it's time to take on Lake Minnewanka – Banff National Park's largest water wonder! Known to the Stoney people as "Minn-waki" or the "Lake of the Spirits", this place is a treasure trove of mysteries waiting to be unraveled. Our interpretive guides will regale you with tales of native folklore, the submerged village of Minnewanka Landing, and point out the local VIPs – big horn sheep, majestic bald eagles, and the occasional bear!

Hold on tight because the real showstopper is Devil's Gap – a glacial marvel carved through the lake from the foothills of the Rockies. But that's not all! Our vintage-inspired car, the 'Open Top,' ensures the journey is as breathtaking as the destination. Marvel at the picturesque views with stops for those Instagram-worthy shots. And don't worry about the weather – our ride transforms with a glass or canvas-top roof in case the skies decide to join the adventure.

Detailed Itinerary:

9:00 a.m.	Time to kick off the day in style! Your adventure begins with a pick up at the Fairmont Banff Springs Hotel (or the Rimrock Hotel) in our open-top car, setting the stage for an epic sightseeing excursion.
9:45 a.m.	Arrive at Lake Minnewanka for an exclusive one-hour private cruise, because why settle for ordinary when you can cruise in style?
10:00 a.m.	We're floating on cloud nine as we depart from the Minnewanka dock on our water cruise – the coolest way to navigate the day!
11:15 a.m.	The thrills continue as we bid farewell to Minnewanka and dive into more jaw-dropping sightseeing. But wait, the adventure doesn't end there!
11:45 a.m.	It's decision time – choose your own adventures! Opt for a drop-off downtown for a bit of urban exploration or go for the full grandeur and have us drop you off right at your hotel by 12:00 Noon.

**This itinerary is subject to change, and adjustments may occur.*

**Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

11:00 a.m. to 8:00 p.m. Conference Registration

Sponsored by [Strategic Steps](#)

1:00 p.m. to 5:00 p.m. Lakeside Bliss: Afternoon Extravaganza at Lake Louise & Moraine Lake Maximum Capacity: 24 People

Cost includes transportation, and the expertise of a certified professional guide.

Is there a lot of walking involved? There will be one stop at each of the lakes; Lake Louise and Moraine Lake. At every stop you will have the opportunity to get off the bus and stretch your legs and all the viewpoints are a short walk. The Rockpile at Moraine Lake is an optional easy short trail of less than 500 metres that offers fantastic views, and both lakes offer an easy, flat shoreline walk.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members	\$ 50.00 + GST
Non-Members (Municipal)	\$ 65.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$ 80.00 + GST
Non-Members (Non-Municipal)	\$ 90.00 + GST

Prepare to have your breath taken away as we embark on a tour of two of nature's masterpieces - Lake Louise and Moraine Lake which are both part of a UNESCO World Heritage Site because of their priceless natural beauty! These alpine wonders, often deemed too beautiful to be real, are the crown jewels of the Canadian Rockies. And guess what? You're about to witness their splendor up close!

Throughout the tour, our guides will spin tales of the early mountaineers who fell head over heels for these landscapes in the 1890s. History, nature, and jaw-dropping beauty - it's all part of the package!



Here's the play-by-play:

1:00 p.m.	Our adventure kicks off with a pickup at the Fairmont Banff Springs Hotel (or the Rimrock Hotel).
1:45 p.m.	First stop at the "Jewel of the Canadian Rockies" – Lake Louise. Spend an awe-filled hour wandering its shores, soaking in views of the majestic Victoria Glacier and the iconic Fairmont Chateau Lake Louise Hotel. But that's just the warm-up.
2:45 p.m.	Next up, buckle up for a scenic drive from Lake Louise to the enchanting Moraine Lake, nestled in the breathtaking Valley of the Ten Peaks.
3:15 p.m.	Visit Moraine Lake and take a short walk up the Rockpile for that postcard-perfect view – the same one that graced the Canadian \$20 bill. It's like stepping into a dream!
4:00 p.m.	Bid farewell to Moraine Lake and hop back on our adventure mobile.
5:00 p.m.	Drop off at the Fairmont Banff Springs Hotel or Rimrock Hotel.

Get ready to fill your day with wonder, snapshots, and unforgettable moments. This is not just a tour; it's a rendezvous with the extraordinary!

**This itinerary is subject to change, and adjustments may occur.*

**Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

6:30 p.m. to 9:00 p.m. Opening Reception at Tradeshow

Get ready to mix business with pleasure at our Opening Reception and Exhibitor Tradeshow! It's not just an event; it's a vibrant fusion of networking, laughter, and fantastic opportunities.

Reconnect with old friends and make new ones in a laid-back atmosphere that's perfect for exploring cutting-edge resources and services that'll make your job easier.

Join us for a feast of food, fun, and the chance to win some valuable prizes. This is your golden ticket to making work feel less like a task and more like an adventure. Let's turn the ordinary into extraordinary – see you there!

And guess what? You will have the opportunity to swap those outdated selfies with a crisp, professional portrait that's bound to leave a lasting impression. So flash your brightest smile, and let our photographer capture the essence of the incredible professional you are!

9:00 p.m. to 10:30 p.m. Hospitality Suite at the Fairmont Banff Springs Hotel

Sponsored by [Alberta Counsel Lobbyists](#)

Alberta Counsel is a multi-partisan government relations firm with deep roots in Alberta, specializing in advocacy for diverse clients including industries, not-for-profits, and Indigenous communities, with a primary emphasis on municipalities. Our mission is to navigate the complexities of government policies and regulations to drive positive outcomes for our clients. Explore their services further at www.albertacounsel.com.

Welcome to our Hospitality Suite and indulge in an evening of relaxation and networking as you unwind in the company of fellow colleagues. Our suite is more than just a space; it's a haven where meaningful conversations flow naturally, and valuable connections are forged. Bask in the harmonious backdrop of Jon Frolick's musical mastery, a vocalist extraordinaire who has enchanted audiences since 1994 with his popular dance band, Suzie Q.

Join us for an evening of CAMA-raderie, to discuss industry insights, share experiences, or simply enjoy the ambiance. Our Hospitality Suite is the perfect backdrop for cultivating relationships that extend beyond the Conference room.

DAY TWO

Tuesday, June 4, 2024

6:00 a.m. to 7:00 a.m.	Morning Run
7:00 a.m. to 4:30 p.m.	Conference Registration
7:30 a.m. to 8:15 a.m.	Breakfast
8:15 a.m. to 9:15 a.m.	Annual General Meeting
9:15 a.m. to 9:30 a.m.	Opening Ceremonies
9:30 a.m. to 10:30 a.m.	Opening Keynote: "The Human Side of Unconscious Bias" (Tina Varughese)
10:30 a.m. to 11:00 a.m.	Tradeshow Refreshment Break
11:00 a.m. to 12:00 Noon	Plenary Session: "City Management Unveiled: Navigating the First 100 Days and Mastering Key Relationships in Local Government" (Patrick Moyle, Bill Given, Sheila Bassi-Kellett)
12:00 Noon to 1:00 p.m.	Long Service Awards Luncheon
1:00 p.m. to 1:30 p.m.	Treats & Java in the Tradeshow Area
1:30 p.m. to 2:30 p.m.	Concurrent Sessions Session #1: Fostering Collaboration: Municipal-Indigenous Partnerships for Sustainable Communities Session #2: Developing a Positive Culture: After a Decade's Worth of Work - Are We There Yet? Is the Work Ever Done on Improving Culture? (Zoran Postic)
2:30 p.m. to 3:00 p.m.	Tradeshow Refreshment Break
3:00 p.m. to 4:00 p.m.	Concurrent Sessions Session #1: Navigating Uncharted Skies: Municipal Leaders as Pilots of Progress (Sara Wegwitz) Session #2: Empowering Municipal Leaders: DIY Organizational Reviews for Achieving Peak Performance (Maxime Boissonneault, Claudy St-Onge, Kim Parent)
6:30 p.m. to 9:00 p.m.	Casual Night Out at Mount View BBQ with Two Bit Bandits Band
9:00 p.m. to 10:30 p.m.	Hospitality Suite at Mount View BBQ

6:00 a.m. to 7:00 a.m. Morning Run (Meet in the lobby of The Fairmont Banff Springs)

Rise, Shine, and Run Wild in the Rockies! Join us for the ultimate morning run at the Banff Conference - where breathtaking views and endorphin highs collide! Lace up your sneakers, embrace the crisp mountain air, and hit the trails with fellow Conference enthusiasts. It's not just a run; it's a journey through Banff's natural wonderland. So, whether you're a seasoned marathoner or a casual jogger, let's turn the sunrise into your personal starting line. Don't just attend the Conference; conquer the morning with invigorating runs that set the pace for an unforgettable day!

7:00 a.m. to 4:30 p.m. Conference Registration

Sponsored by [Strategic Steps](#)

7:30 a.m. to 8:15 a.m. Breakfast

Sponsored by [The Partnership Group - Sponsorship Specialists™](#)

Partnership Group - Sponsorship Specialists® is Canada's leading sponsorship marketing agency assisting municipalities in generating incremental revenue outside of user fees and taxes. The team works with the municipality to determine what is saleable in a sponsorship program, assigns real marketing value to those assets and properties and then assists to build the internal capacity for long term renewable revenue through corporate sponsorship. Municipalities as small as Marwayne Alberta to as large as the City of Toronto, from Nanaimo BC on one coast to Summerside PEI on the other, the Partnership Group - Sponsorship Specialists® delivers results.

Rise and shine, Conference-goers! Kick-start your day with a Breakfast extravaganza, sponsored by the fantastic Brent Barootes from The Partnership Group Sponsorship Specialists. Fuel up for a day of brilliance on the mountainside as you enjoy delicious bites. It's not just breakfast; it's a morning mingle, a networking feast, and the perfect way to begin your Banff adventure.

8:15 a.m. to 9:15 a.m. Annual General Meeting

Join us for the CAMA Annual General Meeting, where President Tony Kulbisky will dazzle you with the annual report on all things CAMA. It's not just a meeting; it's a celebration of achievements, a glimpse into the future, and a chance to connect with colleagues from across the country. Be there to make AGM history together in the stunning backdrop of Banff!

9:15 a.m. to 9:30 a.m. Opening Ceremonies

The curtain rises on the CAMA Conference with a spectacular Opening Ceremonies featuring Mayor Corrie Di Manno and the Presidents of local Alberta Provincial Administrator Associations.

9:30 a.m. to 10:30 a.m. Opening Keynote - "The Human Side of Unconscious Bias"

Sponsored by the [Canoe Benefits Program](#)

The Canoe Benefits Program is built specifically to address the unique needs and objectives of municipalities, public sector entities, and not-for-profit organizations. The program develops and delivers innovative, cost-effective, and sustainable solutions tailored to members' unique human capital needs and wants.

Speaker: Tina Varughese

This session is ideal for anyone seeking to enhance productivity, foster creativity, drive innovation, and cultivate a healthier, happier workplace through the promotion of diversity and inclusion.

Are issues like these causing stress, conflict, and confusion in the workplace?

- Emily is 30 years old. This role involves a lot of travel – should she be promoted? What if she decides to have children?
- Manuel has such a strong accent that I'm just not sure if he's a good cultural fit for our organization.
- As an ambitious white male, I am the minority these days! I can't check any of the boxes. Will I be passed over for this promotion yet again? I'm ready to quit.
- Should Morton really lead the charge of the IT department? He just seems ancient to me.

Why this topic?

First impressions, positive or negative, are often made in seven seconds or less. We all make quick assessments of others without even realizing it. We are not born with bias. Biases are formed by past situations, experiences, background, and culture. Unconscious biases typically exist towards gender, race, religion, sexual orientation, age, disability (both physical and mental), and weight. Most of us will say "I see people for who they are" but do we? Unconscious biases affect and impact decision making both professionally and personally with real impact. Recognizing, managing, and mitigating unconscious bias promotes diversity and inclusion; diversity and inclusion drives innovation, increases productivity, and stimulates creativity while promoting a healthy, happy, and engaging workplace culture.

Key Takeaways:

- The neuroscience behind Unconscious Bias ("No blame, no shame").
- Managing and mitigating Unconscious Bias in recruitment, retention, and employee engagement.
- Breaking bias - strategies for gender, maternal, affinity, and ageism.
- Sesame Street 2.0 - one of these things is not like the other, one of these things just doesn't belong...or does it? How diversity drives innovation, creativity, and productivity.
- Why creating a culture of inclusion affects positivity, profits, and purpose.

About the speaker:

Tina Varughese

An Indo-Canadian daughter of first generation East Indian parents, Tina Varughese says her cultural background allows her to find "the best of both worlds" and shed light, knowledge, and, most importantly, universal humour into the changing workplace. Her highly entertaining, interactive, and practical keynotes leave attendees inspired to think, behave, act, and communicate with intention.



Tina Varughese

For fifteen years Tina Varughese worked with immigrants in her roles with the Province of Alberta's immigration office. She also ran her own successful relocation and settlement firm. Varughese draws from her experiences as an entrepreneur, mother, daughter, wife, sister, and friend when delivering keynotes on diversity and inclusion - topics that resonate with her both professionally and personally.

Recognized as one of "Canada's Top 10 Notable Speakers" by Ignite Magazine, she breaks down barriers and champions inclusivity, featured in Dove's Real Beauty campaign. As the past-president of the Canadian Association of Professional Speakers (Calgary), Tina contributes as a writer for various publications and serves as an educational consultant with the NHL Hockey League, addressing diversity, inclusion, and combatting racism.

10:30 a.m. to 11:00 a.m. Tradeshow Refreshment Break

Connect with exhibitors, forge new partnerships, and savor the flavors of innovation in a relaxed and vibrant setting. Don't miss this opportunity to elevate your tradeshow experience - because the best connections happen over a cup of coffee and a shared bite!

11:00 a.m. to 12:00 Noon Plenary Session - "City Management Unveiled: Navigating the First 100 Days and Mastering Key Relationships in Local Government"

Speakers:

Patrick Moyle, Retired CAO

Bill Given, CAO, Municipality of Jasper, AB

**Moderator: Sheila Bassi-Kellett, City Manager, City of
Yellowknife, NWT / CAMA Board Representative for
Northwest Territories, Yukon Territory & Nunavut**

They say you never get a second chance to make a first impression, and in the realm of municipal management, the first 100 days on the job can set the tone for an entire tenure. Join Patrick Moyle, a seasoned municipal administrator with three decades of experience spanning seven municipalities, as he imparts invaluable insights from his firsthand experiences. Learn how to strategically utilize your initial days to make a lasting impact, laying the foundation for a successful leadership journey.

Transition seamlessly into exploring the "Most Important Relationships in Local Government" with Bill Given, who uniquely offers perspectives from both sides of the table - as a former Mayor of the Alberta City of Grande Prairie and as CAO for the Municipality of Jasper, Alberta. Drawing on a survey of Alberta municipal colleagues, Bill provides a blueprint for structuring and nurturing the crucial relationship between Mayors and City Managers.

Discover how this dynamic duo can share leadership harmoniously, avoiding conflicts and fostering collaborative success with Council. Don't miss this comprehensive session that combines practical wisdom, real-world experiences, and strategic guidance for effective municipal leadership. Sheila Bassi-Kellett will guide you through an engaging interactive Q & A at the end.

About the speakers:

Patrick Moyle

Retired CAO

Patrick has provided management consulting services to local government, Provincial Ministries and not for profit associations. He has also assisted several municipalities by serving as an interim CAO, Commissioner, and Senior Operations Director. As part of these engagements, Patrick undertook management reviews, assessed budget processes, and managed the recruitment of permanent positions. Prior to establishing his consulting practice, he served as a CAO in several Ontario municipalities for over three decades as well as leading the Association of Municipalities of Ontario and working in the private sector managing a development company. Patrick has also served as an advisor to a number of Provincial ministries, most recently as the facilitator for a stakeholder group providing advice on regulations to implement recent environmental and conservation legislation. His most significant contribution is as a proud grandparent of three young boys with boundless energy who remind us of what's really important in life.



Patrick Moyle

Bill Given

Chief Administrative Officer
Municipality of Jasper, AB

Bill Given's experience in Alberta local government stretches back to 2001. He was elected to Grande Prairie City Council at just 24 years old and would move on to become both the city's youngest ever and longest serving Mayor before he concluded his time as an elected official.

In 2021, he transitioned to the role of Chief Administrative Officer in the Municipality of Jasper where wildfire risk, housing and the tourism-based economy are always top of mind.

Bill has served as a director on the boards of the Alberta Urban Municipalities Association, the Alberta Municipal Services Corporation and Alberta Law Enforcement Response Team (ALERT). He has been appointed to serve on the Health Minister's Opioid Emergency Response Commission and Alberta's Power and Natural Gas Consumer's Panel.

Bill holds a Certificate in Local Authority Administration (from U of A), a Master's in Leadership (from Royal Roads University) and is a certified business continuity professional.



Bill Given

About the moderator:

Sheila Bassi-Kellett

City Manager
City of Yellowknife, NWT
CAMA Board
Representative for
Northwest Territories,
Yukon Territory & Nunavut

Toronto native Sheila Bassi-Kellett relocated to Yellowknife in 1986 following her undergraduate degree, embarking on a 35+ year career in the Northwest Territories focused on governance development and capacity building.



Sheila Bassi-Kellett

Beginning with the Government of the Northwest Territories (GNWT) at Municipal and Community Affairs (MACA), she progressed from a researcher to a key contributor to the Community Transfer Initiative, empowering local governments. In 1994, she became the Senior Administrative Officer (SAO) in Tulita. After roles as an Indigenous Self-Government Negotiator and Director of Corporate Affairs for MACA, she served as Assistant Deputy Minister in 2005 and Deputy Minister of Human Resources from 2011 to 2014.

Following three years of running her consultancy, Sheila returned to public service as City Manager for Yellowknife in March 2017. In 2020, Municipal World honored her as a Woman of Influence in Canadian Local Government, recognizing her profound impact on local governance development throughout her career. Passionate about the vital role of CAOs and understanding their daily pressures, Sheila brings a wealth of experience to her current role.

12:00 Noon to 1:00 p.m. Long Service Awards Luncheon

Get ready to roll out the red carpet because we're about to spotlight our CAMA members!

CAMA's Long Service Recognition Program is not just a nod; it's a standing ovation for the unwavering commitment of our incredible members to public service and municipal management. These awards are based on the number of years of full-time, paid employment in municipal government in a management capacity (a Chief Administrative Officer or reporting directly to a Chief Administrative Officer). Awards are granted at ten years, and then, the celebration kicks in every five years!

The CAMA Special Long Standing CAO Service Award is for those that have been in the position of Chief Administrative Officer for twenty-five years or more, all while rocking the CAMA membership for at least a decade. Now, that's what we call commitment!

Let's celebrate YOU at this epic ceremony - because in our CAMA family, every year counts. Recipients with twenty years of service or more will be presented with their awards at this ceremony. For those with ten and fifteen years, we've already sent your awards by mail.

Cheers to the years, the milestones, and the incredible individuals who make CAMA shine!

1:00 p.m. to 1:30 p.m. Treats & Java in the Tradeshow Area

Join us in the tradeshow area for a delightful rendezvous of desserts and coffee, all while surrounded by the buzz of innovation at our exhibitor booths.

Take the opportunity to explore the tradeshow booths that are brimming with the latest and greatest in municipal services. Engage with our exhibitors, discover groundbreaking solutions, and, here's the cherry on top - get your passport stamped so that you can enter for a chance to win fantastic prizes!

This is your invitation to savor the flavors and prizes that await you in the heart of the CAMA Tradeshow - where innovation meets indulgence!

1:30 p.m. to 2:30 p.m. Concurrent Session: "Fostering Collaboration: Municipal-Indigenous Partnerships for Sustainable Communities"

Speaker: Janine Windolph, Director of Indigenous Arts, Banff Centre Arts and Creativity

This session explores the vital role municipalities play in building strong, collaborative relationships with Indigenous First Nations. We will delve into best practices, case studies, and strategies for fostering meaningful partnerships that promote cultural respect, economic development, and environmental sustainability. Learn how to navigate the complexities, ensure equitable representation, and create pathways for shared prosperity between municipalities and Indigenous communities. Join us to discover the transformative potential of these alliances and how they can lead to more vibrant, inclusive, and resilient local communities.

About the Speaker:

Janine Windolph

Director of Indigenous Arts
Banff Centre Arts and
Creativity

Janine Windolph (Atikamekw/Woodland Cree) is the Director of Indigenous Arts at Banff Centre Arts and Creativity, from Associate Director. Windolph is known as an Interdisciplinary artist: writer, artist, filmmaker, educator, curator, and storyteller. She has a Master of Fine Arts Interdisciplinary in Indigenous Fine Arts and Media Production from the University of Regina.

Filmography includes *Our Maternal Home* (Director/Writer), *Stories Are In Our Bones* (Director/Writer) *Lifegivers: Honoring Our Elders and Children* (Director/Writer), *The Land of Rock and Gold* (Director/Writer/Producer), *Ayapiyâhk ôma niyanân "Only us, we are here at home"* (Production Mentor/Narrator), *From Up North* (Producer), *The Beacon Project: Stories of Qu'Appelle Valley* (Production Support/Storyteller/Producer), and *RIIS from Amnesia: Recovering the Lost Legacies* (Co-Director and Co-Producer).

Janine was a Statement Gatherer for the Truth and Reconciliation helping to take statements from Residential School Survivors, Intergenerational School Survivors, and Canadians. For ten years Janine was President of *mispon: A Celebration of Indigenous Filmmaking, Inc.* and served as Treasurer for the Saskatchewan Filmpool Cooperative, Inc. Janine advocated for the City of Regina to accept the TRC Calls to Action and to municipally designate the Regina Indian Industrial School where Indigenous children are buried. This led to her helping with the formation of Reconciliation Regina (as Chair) and the RIIS Commemorative Association, Inc. (as President). Currently, Janine serves two boards: Regina International Film Festival and Awards and Prince's Trust Canada.



Janine Windolph

1:30 p.m. to 2:30 p.m. Concurrent Session: "Developing a Positive Culture"

Speaker: Zoran Postic, Deputy City Manager of Public Works, City of Vaughan, ON

Embark on a transformative journey: In 2013, Vaughan's Public Works Department faced trust issues and undervalued staff. But change was on the horizon as a multi-year culture revamp was launched. Over the next several years, the Deputy City Manager, Directors, and a Culture Change Committee, triggered significant conversations and drove much-needed change. Leadership training and various culture change initiatives propelled a domino effect of culture evolution. Witness the leap from 35% to 70% staff engagement from 2014 to 2022!

The session will look at the following major topics:

- **Importance of Staff Engagement in Achieving Service Excellence:** Recognizing the significance of staff engagement and organizational culture in an institution that strives to deliver service excellence to various stakeholders (i.e. Members of Council and the general public)
- **Continuous Improvement:** Exploring organizational culture as an ongoing journey with ebbs and flows and emphasizing the value of remaining on course in the face of resistance.
- **Journey and Progress:** How to engage in effective change management strategies and approaches to get buy-in from senior leadership and frontline staff. This session includes a comprehensive step-by-step roadmap illustrating the successful execution of culture change at the City of Vaughan.
- **Commitment to Betterment:** Embracing a proactive approach in identifying opportunities for improvement, fostering an environment where individuals are motivated to voice their opinions and provide feedback.
- **Enhancing Communication and Fostering Unity:** Exploring adept methods to facilitate seamless communication between staff and management, promoting unity and collaboration.

About the Speaker:

Zoran Postic

Deputy City Manager of
Public Works
City of Vaughan, ON

Zoran Postic, a seasoned municipal service professional with over 25 years of expertise in local and regional agencies and multinational consulting firms, currently serves as the Deputy City Manager of Public Works at the City of Vaughan. In his role, he oversees a team of 250 public works professionals, fostering a culture of high-performance, efficiency, and citizen-centricity.

Since joining in 2014 as the Director of Transportation Services, Parks and Forestry Operations, Mr. Postic has been instrumental in spearheading award-winning initiatives, including a groundbreaking long-term performance-based contract for winter road maintenance. Notably, he initiated the Vaughan Inventors Program, recognized by the Ontario Good Roads Association and CAMA.

Beyond his municipal contributions, Zoran actively engages in the public works community, directing programs for the Ontario Good Roads Association and participating in professional organizations. His educational background includes an MBA from Queen's University, a master's certificate in municipal management from York University, and a transportation engineering graduate diploma from Mohawk College. Additionally, he volunteers his time to support community groups like Big Brothers Big Sisters of York.



Zoran Postic

2:30 p.m. to 3:00 p.m. Tradeshow Refreshment Break

Dive into the Networking Oasis during this refreshment break! Savor delicious treats, sip on your favorite beverage, and take the opportunity to connect with exhibitors at their booths. Fuel up and forge new connections in a relaxed setting that combines refreshment and networking.

3:00 p.m. to 4:00 p.m. Concurrent Session: Navigating Uncharted Skies: Municipal Leaders as Pilots of Progress

Speaker: Sara Wegwitz, RN BSN, ECPC, HPTC

In the cockpit of leadership, we chart limitless horizons. Join us, esteemed municipal administrator, as captains of progress in the dynamic skies of governance. Discover strategies to foster psychological safety, enhance leadership, and navigate workplace challenges. Our distinguished speaker, Sara Wegwitz, your co-pilot, will guide you with professionalism, grace, and humour. Learn to construct a cockpit of trust, enabling your teams to flourish amidst turbulence. Gain practical wisdom to soar to new heights in municipal governance.

About the Speaker:

Sara Wegwitz

RN BSN, ECPC, HPTC

Sara Wegwitz is a Resiliency Educator, Psychological Safety Training Facilitator, and Workplace Team Coach. She specializes in transforming teams and individuals to foster resilience and build a culture of trust through "bite-sized" immersive training and coaching programs.

Sara brings over 25 years of experience and education in the fields of critical care, health sciences, program development, facilitation, leadership, and coaching. Since September 2011, she has been offering reputable programs that are tailored to meet the specific needs of organizations and groups. These dynamic programs consistently deliver results. Some of these results include a 40% reduction in sick and overtime costs; a consistent 3:1 ROI on health and wellness programming; gold medals at athletic World Championships; building more resilient and resourceful people; and enhanced workplace cultures. In addition to delivering these types of results, she has been described as a gifted listener, dynamic presenter, perspective shifter, and compassionate supporter of her clients and workplace teams.

She has a demonstrated and proven track record working with first responders (police and fire), health care professionals, branches of the federal, provincial (BC and SK), and municipal government, athletes and athletic teams, corporations, and non-profit organizations.



Sara Wegwitz



3:00 p.m. to 4:00 p.m. Concurrent Session: Empowering Municipal Leaders: DIY Organizational Reviews for Achieving Peak Performance

Speakers:

**Maxime Boissonneault, Chief Administrative Officer,
City of Rigaud, QC**

**Claudy St-Onge, Deputy Chief Administrative Officer,
City of Rigaud, QC**

**Kim Parent, Associate Chief Executive Officer,
City of Rigaud, QC**

In the context of municipal governance and the ever-increasing expectations placed on municipalities, the key to success lies in the efficient utilization of human resources. Conducting a successful organizational review becomes a pivotal endeavor in achieving this goal. This session is designed specifically for Chief Administrative Officers (CAOs), Senior Managers, and municipal leaders who wish to undertake this essential process without relying on external consultants. You will hear from representatives from the City of Rigaud that have successfully conducted an in-house organizational review. They will offer practical guidance and insights, along with the various stages followed in their transformation.

Key Takeaways:

- **Understanding the Necessity of Organizational Review:** Explore the reasons why municipal organizations must periodically reassess their structures and adapt to evolving community needs.
- **DIY Organizational Review Strategies:** Learn the fundamental steps and strategies to plan and execute an organizational review within your municipality, even without external consultant support.
- **Tools and Resources:** Discover a range of tools, templates, and resources that will assist you in conducting a comprehensive review, aligning your team with strategic objectives, and achieving operational excellence.

By attending this session, you'll be equipped with the knowledge, strategies, and resources to conduct a successful organizational review within your municipality, tailored to the unique challenges and opportunities of the public sector. You can take the lead in optimizing your organization's structure, ensuring that the right people are in the right places to serve your community effectively. Why not learn from those who have navigated the organizational review process within their own municipal settings.

About the Speakers

Maxime Boissonneault

Adm.A., CRHA, OMA, DMA
Chief Administrative
Officer

City of Rigaud, QC

Holder of a Bachelor's Degree in education from Université de Sherbrooke, Maxime is a member of the *Ordre des Administrateurs agréés du Québec*. Additionally, he holds a membership with the *Ordre des conseillers en ressources humaines agréés*, and possesses titles such as Certified Municipal Officer, along with specializations in leadership communication, political skills, personnel management, and succession development from HEC Montréal and COMAQ. Furthermore, Maxime is a Certified Municipal Director by the Association des directeurs municipaux du Québec (ADMQ).

With a wealth of training and experience, he actively engages in diverse municipal projects. His involvement spans the implementation of public engagement policies, forging partnerships with community organizations for collaborative projects, developing strategic plans for present and future coordination, revising organizational charts for innovative decentralization, and integrating mobilization approaches for quality service in line with the ISO 9001:2015 management systems standard. Additionally, he has played a key role in establishing a projects office.

He is particularly interested in optimizing resources in a spirit of organizational agility. Recipient of the Merit Award - Strategic Positioning from the ADMQ in 2017, the Merit Award - Municipal Management in 2019, the Excellence Award for Young Professionals in Public Administration from the *Institut d'Administration publique du Québec* in 2022, as well as being TC Média / Max 103 - Caisse Desjardins Salaberry-de-Valleyfield Personality of the Month in June 2017.

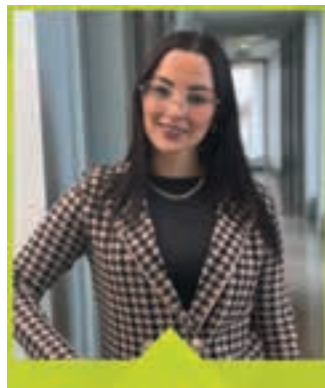


Maxime Boissonneault

Claudy St-Onge

Deputy Chief
Administrative Officer
City of Rigaud, QC

Claudy holds a technical diploma in interior design from *Cégep du Vieux Montréal* and a bachelor's degree in urban planning from UQAM's School of Management. A member of the *Ordre des Urbanistes du Québec* as a candidate to the urban planning profession, she also holds a Certificate in Leadership and Management Skills from the *Institut de leadership du Québec*.



Claudy St-Onge

Through her training and experience, she has evolved in the municipal field at various levels and within a variety of municipal departments before becoming the Deputy Chief Administrative Officer of the City of Rigaud. A key player in the city's organizational and structural overhaul, she is responsible for the largest municipal department, Planning and Development, which includes the Urban Planning and Public Works divisions.

Claudy is particularly interested in people and active listening, to find solutions and help employees grow within the organization.

Kim Parent

Associate Chief Executive
Officer
City of Rigaud, QC

After earning her paralegal diploma from Cégep de l'Assomption and a law degree from the University of Ottawa, Kim then became a Member of the Quebec Bar practicing primarily administrative, civil, criminal and family law. She was recently certified from the Institut de leadership du Québec after completing a Certificate in Leadership and Management Skills.

Through her training and expertise, Kim first became involved in the municipal field in 2022. She quickly became a pillar within the municipal organization, supporting her colleagues through departmental changes and the City of Rigaud's main goal of being a forward-looking organization. Appointed as the CAO's associate, she brings her vision, color, and expertise to the general management team as she aspires to, one day, become a Chief Administrator Officer.

With a focus on promoting conciliation and the dedication to search for solutions, she is a good listener and gives generously to those who are surrounding her.



Kim Parent

6:30 p.m. to 9:00 p.m. Casual Night Out: Mount View BBQ

Yeehaw, party people! Get ready to kick up your cowboy boots and dust off those dance moves because CAMA's Casual Night Out at the Conference is about to turn Mount View BBQ in Banff into the hottest hoedown this side of the Rockies!

Just a stone's throw from downtown Banff, Mount View BBQ is not your ordinary event venue - it's a rustic paradise nestled in the heart of the mountains, boasting a 360-degree view that'll have you reaching for your cameras faster than a prairie dog in a sprint. Picture this: you, surrounded by towering peaks, breathing in that crisp mountain air, and soaking in the warm glow of the central bonfire at the roundhouse. It's like a scene straight out of a wild west movie, only with a modern twist and a whole lot more barbecue.

Speaking of barbecue, get ready to indulge in a feast fit for a cattle ranch king or queen. Sink your teeth into savory delights that'll make your taste buds do a happy jig. But the night doesn't stop at delicious eats - oh no, we've got a lineup of entertainment that'll have you two-stepping 'til the cows come home.

Introducing the Kickstart Band Western Duo - and don't worry if you've never line danced before - these folks are not just here to play, but to teach you a move or two! Get ready for some boot-scootin' boogie as they lead you in a line dancing extravaganza that'll have you spinning, twirling, and do-si-do-ing like a pro.

But the fun doesn't end on the dance floor. After the sun sets behind those majestic peaks, we're inviting you to kick back, relax, and enjoy the breathtaking mountain views. Grab a seat outdoors, let the cool mountain breeze ruffle your hair, and try your hand at some classic lawn games.

So, dust off your Stetson, wear your cowboy boots and denim, and get ready for a night of laughter, music, and good ol' mountain magic. CAMA's Casual Night Out at the Conference is not just an event - it's a memory in the making, and a darn good time you won't soon forget! Let's make this night one for the Banff history books, y'all!

****Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.***

9:00 p.m. to 10:30 p.m. Hospitality Suite at the Mount View BBQ

Sponsored by [ThinkDox](#)

ThinkDox is a Records Management company that specializes in paperless office technologies for the Canadian public sector. They provide electronic and physical document/records management software, eForms, process automations, eSignatures and Certified Records Management consulting.

The festivities from the Casual Night Out will seamlessly transition into the welcoming embrace of our Hospitality Suite, ensuring the celebration carries on well into the night with the Kickstart Band.

DAY THREE

Wednesday, June 5, 2024

6:00 a.m. to 7:00 a.m.	Morning Runs
7:00 a.m. to 3:00 p.m.	Conference Registration
7:30 a.m. to 8:15 a.m.	Breakfast
8:15 a.m. to 9:15 a.m.	Plenary Session: "Crack the Code: 3D Communication Strategies for Difficult Conversations" (Pamela Barnum)
9:15 a.m. to 10:15 a.m.	Plenary Session: "Mastering Effective Leadership: Charting the Course of Good Governance & Thriving Versus Surviving" (Tracey Lorenson)
10:15 a.m. to 10:45 a.m.	Tradeshow Refreshment Break
10:45 a.m. to 11:45 a.m.	Closing Keynote: Blueprint to the Future: Leading in a New World of Work (Eric Turmuende)
12:00 Noon to 1:00 p.m.	CAMA Awards of Excellence Luncheon
1:00 p.m. to 1:30 p.m.	Closing Ceremonies and Tradeshow Draws
2:00 p.m. to 5:00 p.m.	Workshop: Leading Through Change - Helping your Organization, Teams and Stakeholders Navigate Change (Suzanne Gibson)
2:00 p.m. to 4:00 p.m.	Study Tour: Discovering Banff's Tourism Backbone: A Comprehensive Infrastructure Tour
2:00 p.m. to 4:00 p.m.	Study Tour: Biomass Energy Centre and Roam Transit Operations & Training Centre Tour
2:00 p.m. to 4:00 p.m.	Study Tour: Wapakwanis Plant Walk, Make & Take - An Afternoon of Discovery and Connection
6:30 p.m. to 7:00 p.m.	President's Reception
7:00 p.m. to 11:00 p.m.	President's Dinner and Dance

6:00 a.m. to 7:00 a.m. Morning Run

Embrace the Rockies: Morning Run Edition #2! Embark on a captivating morning run at the Banff Conference, where the majestic beauty of the Rockies serves as your running backdrop. Gear up, inhale the pure mountain air, and traverse the scenic trails alongside fellow Conference colleagues. This isn't merely a run; it's an exploration of Banff's enchanting natural landscape. Whether you're an experienced marathoner or prefer a leisurely jog, let's transform the sunrise into your exclusive starting point. Attend the Conference with zest and conquer your morning with an energizing run, setting the tone for a remarkable day!

7:00 a.m. to 3:00 p.m. Conference Registration

Sponsored by [Strategic Steps](#)

7:30 a.m. to 8:15 a.m. Breakfast

Engage in meaningful conversations with fellow conference attendees as you relish the first meal of the day in a setting designed to foster networking and CAMA-raderie. The breakfast at the CAMA Conference is not merely a meal; it's an opportunity to fuel your mind, connect with peers, and set the tone for another day filled with inspiration and knowledge sharing.

8:15 a.m. to 9:15 a.m. Plenary Session - Crack the Code: 3D Communication Strategies for Difficult Conversations

Speaker: Pamela Barnum

City Managers, Chief Administrative Officers and Senior Appointed Officials face unique communication challenges. Because most communication is nonverbal, we often miss essential cues when we ignore what is **not** being said. **Learn the secret second language** reserved for communication experts and specialized law enforcement to communicate confidence, elevate influence, and improve negotiation outcomes with colleagues, community members, and the Council.

Discover tools and techniques to:

- **Display** calm confidence in every situation. Learn when to move toward, not away from, difficult conversations, making them less stressful and more productive.
- **Decode** nonverbal cues with certainty. Understand what is being said, regardless of the words used, resulting in better outcomes.
- **Deliver** results with greater accuracy using science-backed techniques, enabling you to lead effectively through change and uncertainty.

About the Speaker:

Pamela Barnum

Expert in Body Language,
Human Behaviour &
Communication

Pamela Barnum, a former undercover operative in the Drug Enforcement Section, seamlessly transitioned from a successful 20-year career in law enforcement to become a federal prosecuting attorney. Armed with insights gained from deep undercover work, she honed her skills as a trust strategist and body language expert during countless courtroom hours.

After graduating from law school, Pamela delved into corporate negotiations in graduate school, fusing her diverse background into a unique expertise. Drawing on decades of experience, she now empowers others to enhance communication, trust, and effectiveness within corporations, associations, and law enforcement agencies.

Pamela's presentations, marked by humor and energy, reveal the secrets of her "second language" – the nonverbal cues and trust-building techniques she mastered in the field. Her real-world strategies, shaped by narcotics undercover work and legal practice, provide audiences with actionable insights to decode trust, improve professional relationships, and boost effectiveness.

Beyond her dynamic speaking engagements, Pamela is a sought-after expert and contributor in print media, radio, and television news programs across Canada and the United States. Whether before live or virtual audiences, ranging from 50 to 12,000.



Pamela Barnum

9:15 a.m. to 10:15 a.m. Mastering Effective Leadership: Charting the Course of Good Governance & Thriving Versus Surviving

Speaker: Tracey Lorenson

In the dynamic landscape of municipal governance, Chief Administrative Officers (CAOs) play a pivotal role in steering organizations toward success. Join us for a customized session that promises valuable insights and best practices to cultivate a positive culture of success within your Council, all without overwhelming your workload or the need for external consultants.

Demonstrating to Councils that their concerns are understood and actively addressed promotes continuous improvement for the betterment of the municipality. You are the architect of organizational success and will leave with an actionable checklist for immediate implementation ensuring that your municipality not only survives but thrives under your effective leadership.

This session will deliver the following key takeaways:

- **Strategies for Council Success.** Explore the CAO's influential role in creating a positive governance culture, equipping Mayors with effective leadership tools to empower Council members for lasting success.
- **Decoding Conduct - Beyond Codes of Conduct:** Go beyond traditional Codes of Conduct and support elected officials in clarifying expectations and defining essential boundaries for effective governance.
- **Collaborative Annual Governance Review:** Recognize the critical role of an annual governance review with Council members emphasizing collaboration and transparency in evaluating organizational performance effectively.
- **Proactive Governance Calendar:** Embrace a proactive approach with regular check-ins and quarterly assessments and explore the concept of a governance calendar for streamlined processes and timely compliance.
- **Taking Charge of Performance:** Delve into the significance of CAOs leading the way in performance, fostering a culture of accountability and continuous improvement of the organization including your own review. Show your elected officials that you worry about the same things that they do!

About the speaker:

Tracey Lorenson

Experienced Local Government Lawyer
Certified Corporate Coach
Designation in Governance
from McMaster University

Award-winning speaker Tracey Lorenson is known for her humour and candour in helping her clients manage difficult situations. Her warm, energetic style combines her leadership experience, practical advice and real-life examples that resonate with audiences of all levels. With a keen interest in problem-solving, Tracey has developed a series of proven techniques that help organizations identify their issues and take action to improve their situation.

Tracey has worked with local governments in a variety of capacities for more than 20 years. After six years practicing workplace law in the public sector, Tracey was Executive VP for E-Comm, provider of 911 fire, police and ambulance services for local governments in southern BC. In her current role as the principal in the management consulting firm CivicExcellence/Paragon Strategic Services Ltd, Tracey improves her clients' ability to perform by working with both elected and staff on areas that include conflict resolution, strategic planning and leadership training.

A sought-after lecturer, Tracey has spoken extensively on a variety of topics including leadership, strategic planning, human resources, governance, and developing regional strategies. In addition, she has lectured at UBC's Faculty of Law, Royal Roads University, Capilano University, the Justice Institute of BC, the Local Government Leadership Academy and is a member of the faculty for BC's Local Government Management Association's MATI programs.

Tracey has recently founded "CivicExcellence", an online community for eLearning and connection for local government professionals.



Tracey Lorenson

10:15 a.m. to 10:45 a.m. Tradeshow Refreshment Break

Explore the exhibit hall while enjoying a variety of refreshments. Don't miss the chance to engage with booth representatives, exchange ideas, and discover the latest innovations. It's not just a break; it's a journey of networking and exploration.

10:45 a.m. to 11:45 a.m. Closing Keynote: Blueprint to the Future: Leading in a New World of Work

Sponsored by The [Canoe Procurement Group](#)

The Canoe Procurement Group of Canada works with municipal associations across the country. The associations work with Canoe to provide member organizations access to preferential pricing on trade-compliant purchasing programs that leverage the collective buying power of all involved. Canoe works hard to specialize in certain product areas, and has created customized programs for our membership in response to popular demand.

Speaker: Eric Termuende

While the trends, charts, graphs, and predictions about the future of work are interesting, the rhetoric around the future of work is often stuck on what it might look like, not how we get there. Instead of wasting time trying to predict what's next, leaders need to better understand the specific steps we need to take to focus on building incredible teams that thrive in the face of adversity and uncertainty; and have each other's backs along the way.

In this engaging, insight-filled, and actionable presentation, workplace culture and leadership expert Eric Termuende shares his research-backed blueprint for successful leadership in a world that has yet to be created.

Attendees will receive a practical guide to building teams that are more productive, engaged, creative, and innovative. They'll learn from the experiences of the National Football League, category-leading companies, and trailblazers from around the world about the importance of building trust, removing friction, and creating a culture of experimentation. Attendees will discover ways to 'future-proof' their teams by making a series of one-degree shifts that result in an improved sense of belonging, psychological safety, and engagement. Attendees will walk away with immediate, actionable, budget-free steps to become the type of leader that builds resilient, innovative teams, no matter what else is going on in the world.

What audiences come away with:

- Practical strategies to boost trust, resilience, and camaraderie.
- Research-backed insights on building team agility and excitement toward impending change.
- An understanding of how to harness the power of one-degree shifts.
- Methods for finding and reducing friction within teams.
- Actionable steps to cultivate a culture of experimentation, risk free.

Perfect for those looking to:

- Understand what to expect in the future of work.
- Navigate lasting talent shortages.
- Build an action plan to navigate uncertainty.
- Discover trends in talent/work location/demographics/economic trends.
- Build agile, human-centered leaders.

About the Speaker:

Eric Termuende

Future of Work, Leadership Expert

A globally recognized thought leader, bestselling author, and speaker, Eric Termuende brings a fresh perspective to workplace culture and the future of work. His actionable and entertaining keynotes combine research, storytelling, and case studies to help leaders attract and retain top talent and build teams that thrive. Audiences will leave energized, empowered, and equipped with the tools needed to build trust, remove friction, and create a culture of experimentation within their organizations.

Termuende has a deep understanding of the next generation of work and how to attract and retain the right talent. As co-founder of NoW Innovations, Termuende advises industry-leading organizations, institutions, and associations on future-proofing their teams, talent management, and rehumanizing the workplace. His bestselling book, *Rethink Work*, has become a must-read for today's leaders.

A former World Economic Forum Global Shaper, Termuende was recognized as one of the Top 100 Emerging Innovators under 35 by American Express, and his ideas have been featured in *Forbes*, *Thrive Global*, *The Huffington Post*, *The Globe and Mail*, and more. From the stage of TEDx to BUILDDEX to Coca Cola and the Milken Global Conference, Termuende inspires, challenges, and opens minds to opportunity and doors to growth.



Eric Termuende

12:00 Noon to 1:00 p.m. CAMA Awards of Excellence Luncheon

Year after year, CAMA proudly elevates the pinnacle of municipal management through the Excellence in Municipal Administration Awards Program. Our esteemed members consistently demonstrate an unwavering commitment to excellence, establishing themselves as global leaders in municipal governance and service delivery.

Join us at this distinguished Luncheon, an exclusive celebration that transcends the ordinary. It is a moment to bask in the collective achievements and successes of your esteemed colleagues, recognizing the profound impact of their work on our profession. The categories of Inspiring Workplace, Environmental Leadership and Sustainability, Innovation, and Collaboration will be illuminated, showcasing the epitome of municipal brilliance.

This Luncheon is not merely an event; it is a grand affair dedicated to honoring the exceptional and inspiring a legacy of municipal excellence.

1:00 p.m. to 1:30 p.m. Closing Ceremonies and Tradeshow Draws

As the curtains draw to a close on this spectacular Conference journey, join us for CAMA's Closing Ceremonies. Engage in the excitement as we conduct the eagerly awaited Tradeshow Draws, where prizes and surprises await our fortunate winners. The energy will be palpable, the CAMA-raderie contagious, and the memories everlasting.

2:00 p.m. to 5:00 p.m. Workshop: Leading Through Change - Helping your Organization, Teams and Stakeholders Navigate Change

Facilitator: Suzanne Gibson

Cost includes

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members	\$100.00 + GST
Non-Members (Municipal)	\$115.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$130.00 + GST
Non-Members (Non-Municipal)	\$140.00 + GST

Join this energizing learning session to examine how you and your organization can more effectively navigate fast paced and turbulent change.

Facilitated by Suzanne Gibson, participants will identify and reflect on the complex changes that many of us are experiencing in the municipal landscape. We will learn about and apply two key frameworks and one powerful tool to better understand the impact of change on the people around us and how to respond more proactively. We will also explore key factors for personal resilience to uncover practical strategies that foster adaptability, responsiveness, and agility.

This workshop provides an opportunity to pause, take stock and reflect on how you and your teams can perform better in complex and changing environments. You will leave the session with concrete strategies, approaches, and actions that will help you to navigate change with greater finesse and success.

Suzanne Gibson
 Suzanne Gibson &
 Associate

Suzanne Gibson “awakens the potential” of your organization to achieve its mandate and vision. Suzanne has worked extensively in the charitable and government sectors and specifically enjoys supporting municipalities to achieve their goals and aspirations.



Suzanne Gibson

Over the past 25 years, Suzanne has:

- inspired organizations to “dream big,” unite around an idea and turn those dreams into reality;
- uncovered creative solutions to complex social and organization problems mobilized diverse groups into strong teams;
- facilitated and supported leaders, staff and community members to achieve their personal and collective potential;
- applied her entrepreneurial flair to start up innovative new ventures; and
- equipped organizations to secure much-needed knowledge, skills and resources.

Suzanne specializes in leadership development, strategic planning, social innovation, governance and change management. She has been an instructor at York University’s Schulich School of Business in the Non-Profit Management Leadership Institute as well as at Metropolitan Toronto University and the Coady Institute.

2:00 p.m. to 4:00 p.m.
Study Tour: Discovering Banff’s Tourism Backbone:
A Comprehensive Infrastructure Tour
Maximum Capacity: 55 People

Cost includes transportation and guided tours.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members	\$50.00 + GST
Non-Members (Municipal)	\$65.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$80.00 + GST
Non-Members (Non-Municipal)	\$90.00 + GST



Join us for an afternoon that's not just a tour; it's a Banff Bonanza! A captivating tour hosted by the Town of Banff, exploring the cutting-edge infrastructure that shapes this picturesque, tourism-based community.

Banff Avenue - A Pedestrian Paradise: In 2020, Banff Avenue became a pedestrian zone to enable social distancing and support struggling businesses during the pandemic. Due to its popularity, it was extended until 2023. The zone offers stunning vistas, outdoor dining, and amenities. In 2023, the Town of Banff will seek input on a potential annual summer pedestrian zone, with decisions to be made by the Town Council. Director Darren Enns will unveil the zone's fascinating history and share insights into its future.

Bear Street: Where Pedestrian-Friendly Meets Urban Chic: A \$9.5-million project that revitalized Bear Street into a pedestrian-friendly haven. This revitalization turned a commercial and service hub into a space where people can leisurely shop, dine, and access services. With its level surface, absence of curbs, and the removal of clear sidewalk and road delineations, Bear Street is a welcoming space for all. Lush landscaping, trees, and block pavers not only add a touch of greenery but also enhance safety and comfort for pedestrians and cyclists.

Ped Bridge: Bridging Nature and Connectivity: Experience an infrastructure marvel designed to enhance walkability, transit connectivity, and reduce congestion. This bridge spans the Bow River with minimal impact on the ecosystem, maintaining a low profile to preserve breathtaking mountain views. Thoughtfully crafted to allow wildlife like elk to roam freely, the Ped Bridge connects downtown to attractions on Cave Avenue, including the historic Cave and Basin National Historic Site, horse stables, and the Recreation Grounds for events.

Pavilion - Sustainability and Innovation in Harmony: Step into the future with a visit to the pavilion, the first building constructed under the Town's innovative Municipal Sustainable Building Policy. The building was constructed to achieve Passive House Low Energy Building Certification for its innovative design, as well as Rick Hansen Accessibility Certification. Explore the synergy of sustainability and innovation in this remarkable structure.

Don't miss the chance to witness Banff's infrastructure evolution - a harmonious blend of progress, sustainability, and the preservation of natural beauty.

Detailed Itinerary:

2:00 p.m.	Hop on the Roam transit bus at the Fairmont Banff Spring Hotel, where the excitement kicks off. Get ready for an afternoon of laughter and discovery in Banff.
2:15 p.m.	Banff Avenue Bonanza! The bus drops you off at Banff Avenue, the heartbeat of the town. From here, let loose as you explore the trendy Bear Street, wander across the Pedestrian Bridge, and soak in the architectural wonder of the Pavilion and the Recreational Grounds - all with a guide.
3:45 p.m.	The bus will pick up participants and go back to the hotels.
4:00 p.m.	Arrive at the Fairmont Banff Springs Hotel but the memories of your Banff adventure will linger on. Share your tales, laughter, and newfound Banff love.

**Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

2:00 p.m. to 4:00 p.m.

Study Tour: Biomass Energy Centre and Roam Transit Operations & Training Centre Tour Maximum Capacity: 55 People

Cost includes transportation and a guided tour.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members\$50.00 + GST
Non-Members (Municipal)\$65.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners\$80.00 + GST
Non-Members (Non-Municipal)\$90.00 + GST

Get ready for a tour that's not just about buses; it's a journey into the heart of Banff's eco-friendly marvels. Join us on the Roam and Roll Study Tour, where the Roam Transit Operations & Training Centre takes the spotlight!

In June 2021, the Town of Banff inaugurated the Roam Transit Operations & Training Centre, a cutting-edge facility with an administration component, a high-tech training simulator, storage garages, and eco-friendly features. The facility boasts panoramic mountain views and is designed for environmental efficiency, achieving LEED Silver certification and producing net-zero carbon emissions from annual operations. It's heated by the Biomass Energy Centre, burning waste wood to reduce greenhouse gas emissions and eliminate fossil fuels. Join Director of Operations Paul Godfrey on a tour of these facilities and try your hand at driving a transit bus simulator through the streets of Banff.

Detailed Itinerary:

2:00 p.m.	All aboard the Roam Ride! Our adventure begins with a bus pick-up by the Roam Transit Bus at the Fairmont Banff Spring Hotel. Buckle up as we embark on an unforgettable journey.
2:15 p.m.	The Roam Transit Bus drops us off at the Roam Transit Operations & Training Centre, where we will explore the cutting-edge facility, witness the panoramic mountain views, and learn about the eco-friendly initiatives that make this centre truly unique. Also, don't forget to drive the bus simulator through the streets of Banff!
3:45 p.m.	The Roam Transit Bus swings by to pick us up.
4:00 p.m.	The adventure concludes as we arrive back at the Fairmont Banff Springs Hotel. Share your transit stories, newfound knowledge, and perhaps a laugh or two on an afternoon well spent.

**Please note: Participants staying at the Rimrock Hotel will be picked up and dropped off at this location, and specific timing details will be communicated in advance of the event. For those staying at a different hotel, it will be your responsibility to get to the Fairmont Hotel at the designated pick-up time.*

2:00 p.m. to 4:00 p.m.

Study Tour: Wapakwanis Plant Walk, Make & Take - An Afternoon of Discovery and Connection

Maximum Capacity: 25 People

Cost includes a guided tour and instruction on creating a medicinal product.

CAMA Members (Municipal) / Retired Members / Municipal Interns / Members in Transition / Honourary Members	\$55.00 + GST
Non-Members (Municipal)	\$70.00 + GST
Affiliate CAMA Members (Non-Municipal) / Business Partners	\$85.00 + GST
Non-Members (Non-Municipal)	\$95.00 + GST

Indigenous people view the environment from a different lens, seeing the flowers, trees, shrubs, plants as food and medicine. This immersive experience starts with an hour of plant exploration on grounds within walking distance of the Banff Springs Hotel, followed by hands-on medicine product making, such as salve, lotion, or other medicine from the plant harvest. This allows participants to walk away with knowledge of the indigenous culture and a product they have developed themselves. Experience led by Matricia Brown: passionate about sharing her Cree culture with travellers to Jasper through her acclaimed company Warrior Women.

Detailed Itinerary:

2:00 p.m.	Gather at the lobby of the Fairmont Banff Springs Hotel where our adventure begins with a warm welcome and a brief round of introductions. Get ready to forge connections and embark on a journey of discovery.
2:20 p.m.	Introduction to Nature’s Pharmacy. Venture into the lush grounds surrounding the Banff Springs Hotel. Let Matricia Brown introduce you to the unique perspective of Indigenous people as we explore the flora, discovering how each plant holds the keys to food and medicine.
3:20 p.m.	Hands-On Medicine Making. Engage in a hands-on experience of creating your own medicine product. Let the plants guide you in crafting a product infused with Indigenous wisdom.
3:50 p.m.	Homeward Bound with Nature’s Gifts. As our immersive experience concludes, take a leisurely stroll back to the Fairmont Banff Springs Hotel. Reflect on the knowledge gained, the connections made, and the unique product you’ve created, a tangible reminder of this culturally rich journey.

6:30 p.m. to 7:00 p.m. President's Reception

Get your glass of bubbly champagne to kick off the President's Reception. And don't forget to strike a pose at the Snap Beauty Photo Booth - not only will you snag some fabulous printed pics for keepsakes, but we've got the digital magic too, so you can instantly dazzle your social media with the glamour of the night!

7:00 p.m. to 11:00 p.m. President's Dinner, Entertainment and Dance

Sponsored by [Lidstone & Company](#)

Lidstone & Company is a local government law firm with offices in British Columbia and Alberta. Each of their lawyers has specialized knowledge and particular expertise in the areas of municipal law and collaborate closely with local government officials. They are known for their problem solving, proactive, preventative approach which reduces risk. They do not have conflicts of interest because they do not act for developers, realtors, banks, resource companies, interest groups, etc. They look after local government. Period.

Lidstone & Company has a reputation for successful litigation - defending claims, defending bylaws, and enforcing bylaws. This is because they have dedicated litigation lawyers, and not just municipal lawyers who litigate when necessary. They also provide special services without charge to their clients, including quarterly newsletters, regular bulletins, annual client seminars, in-house workshops, templates and checklists.

Get ready for a night of presidential pizzazz at the CAMA Conference! Join President Tony Kulbisky for a three-course meal and set the stage for an evening of culinary delights. But that's not all - once the last bite is savored, kick off your dancing shoes and hit the floor with the toe-tapping tunes of the Two Bit Bandits Band! Let's turn the President's Dinner into a night to remember - good food, great company, and a dance floor that's just waiting for your best moves.

Our theme this year is "Mountain Garden Gala" where we can embrace the beautiful natural surroundings and stunning landscapes. Throw on your most fabulous pastel colors or floral patterns, grab a stylish sun hat or straw hat, and don't forget those delightful fascinators! Embrace the colors of the garden in full bloom, including shades of green, pink, lavender and yellow.

So, let the mountains be your backdrop and your wardrobe be the canvas. Show off your floral flair, unleash your inner garden glam, and let's run Banff into a runway of natural elegance. We can't wait to see the garden of elegance you bring to this unforgettable night!

SEE YOU NEXT YEAR IN MONT TREMBLANT

Mark the Dates: May 25-28, 2025

1-866-771-2262 or 1-866-771-CAMA
admin@camacam.ca | camacam.ca



PO Box 128, Station A | Fredericton, NB | Canada E3B 4Y2

