



An Electronic update of news and events from the
Canadian Association of Municipal Administrators.

In this issue...

December 4, 2006

- [2007 CAMA Calgary Conference](#)
- [2006 CAMA Montreal Conference](#)
- [Board News](#)
- [Member Profile](#)
- [Article spécial - La mission d'une ville: la publiciser et la développer](#)
- [CAMA Awards Program – City North Vancouver](#)
- [Membership Notes](#)

2007 CAMA Calgary Conference

The CAMA Conference will be taking place in Calgary, Alberta, May 28-30, 2007.
For information on the Conference, visit our website:
http://www.camacam.ca/conference_2007.asp

Board News

- Board meetings were held in Ottawa, from November 23-25, 2006. Based on these meetings, CAMA members can look forward to some new programs that will be offered in 2007. More information to come in future E-Briefs.
- The next meetings will be held in London, ON, from March 1-3, 2007.



Member Profile



David Gourlay, CMA
City Manager
City of Grande Prairie

Dave was appointed City Manager for the City of Grande Prairie in 2001. Previously he held the position of Financial Services Director (City Treasurer) since 1998. A Certified Management Accountant since 1974, he joined the City's finance department in 1989, where he helped shape the fiscal direction for the organization.

Grande Prairie, an innovative city, is the regional trading centre of the Alberta and British Columbia Peace Country. In addition to being a commercial and retail centre, the local economy is founded on oil and gas, forestry, and agriculture. With a population nearing 50,000, Grande Prairie is one of the fastest growing cities in Canada. The Real Estate Investment Network has named it the second best place in Alberta to invest in real estate. BMO ranks Grande Prairie as a small business hotbed, third among Top Prospects for Small Business in Canada. MoneySense Magazine rates Grande Prairie the fourth best place to live in Canada. All are testimonials to the City's mission statement – The Greatest Place To Be!

Prior to joining Grande Prairie, Dave held various positions over 17 years with North West Trust Company, serving as Vice President Branch Operations during the last 7 years with the company. It was there he developed the business skills, including strategic planning, that he brought to Grande Prairie. The City of Grande Prairie was one of the first Alberta municipalities to implement strategic and business planning.

As one of the senior leaders of the organization, Dave contributes to the corporate culture in Grande Prairie through the development of staff. One such example is the implementation of the Customer First Service program. This program emphasizes the importance of every employee in the delivery of municipal services. Through this process city employees take responsibility for productivity and innovation in their jobs and eliminate non-value activities. Under his leadership, the City of Grande Prairie was the first City in Canada to sign on with the federal Aboriginal Work Place Initiative. In partnership with CUPE Local 787, GPFPA Local 2770 and CAMA, the City has developed a workplace learning project that targets literacy and numeracy skill development for employees. Dave is an active member in both CAMA and ICMA.

Dave has served as director on the boards of: Aquatera Utilities Inc., Community Foundation of Greater Grande Prairie, Grande Prairie Airport, Swan City Breakfast Lions and currently sits as a director on the Centre 2000 board. His work with the Alberta Urban Municipalities Association includes service on the Energy Environment and Sustainability Committee. Dave and the Corporate Leadership Team for the City of



Grande Prairie recently received the 2006 Dedicated Senior Municipal Team award from AUMA.

Dave and his wife Marg live in the city of Grande Prairie. They have three adult children who do not live at home. In addition to his professional activities, Dave is active in the community and spends as much time as possible in the outdoors in various pursuits.

David can be via email at dgourlay@cityofgp.com

**If you would like to be profiled in this section, or would like to recommend someone to be profiled, please contact Alycia Morehouse at alycia.morehouse@fredericton.ca, or CAMA Administration at the contact information below.*

Article spécial

La mission d'une ville: la publiciser et la développer

En parcourant les sites web de plusieurs Villes canadiennes, force est de constater que la mission de la Ville est difficile d'accès pour le visiteur, si ce n'est qu'elle est carrément absente du plan du site. Les quelques Villes qui en font mention, l'intègrent souvent à l'intérieur de l'onglet administration parfois intégré à la présentation du plan stratégique. On semble presque la réserver aux employés plutôt qu'à la population.

Or, la mission est à mon avis, l'élément le plus important que la Ville puisse transmettre, autant à sa population qu'aux visiteurs ou investisseurs. Elle indique notamment les valeurs sur lesquelles la Ville pose ses enjeux et orientations. Pour le contribuable, elle permet de connaître le niveau de réponse à ses attentes, si ce n'est carrément de confirmer si les élus de la Ville ont été à l'écoute des priorités du contribuable.

En consultant la panoplie des missions, on peut catégoriser les éléments les plus mentionnés :

1- Offrir des services :

C'est la base même de l'essence d'une Ville, la communauté s'est groupée pour rendre des services que les citoyens pourraient difficilement obtenir individuellement.

2- Efficience :

La Ville doit trouver les moyens, méthodes et processus permettant de rendre au moindre coût possible, les services exigés en quantité et en qualité par la population. À ce titre, la préservation et le maintien en bon état du bâti et des infrastructures sont des enjeux qui permettront à une génération de ne pas refiler les coûts à une autre génération.



3- Qualité de vie :

Ceci est l'élément qui comporte le plus grand nombre de sujets : l'environnement, le développement durable, la santé des contribuables, la participation démocratique, les parcs, la sécurité, etc. C'est par cet élément qu'essentiellement le contribuable signifie ses attentes aux élus.

4- La prospérité :

Le développement économique, l'attrait des entreprises ou leur rétention, le développement des infrastructures, sont les principaux enjeux mentionnés.

La Ville, même si elle conserve au fil du temps dans sa mission les éléments précités qui sont quasi intemporels, se doit de réviser ponctuellement les enjeux, allant même jusqu'à redéfinir sa mission. Par exemple, les mouvements de déplacements de la population des régions vers les villes-centres et l'apport de plus en plus fréquent d'immigrants, nécessitent des ajustements aux services traditionnels.

Quand j'apprends dernièrement qu'une petite municipalité de région a un budget de 30 000\$ pour l'achat de couches de bébé dans le but de retenir les jeunes familles, on peut constater jusqu'à quel point on peut ajuster les enjeux de la mission.

En résumé, je recommande à mes collègues de mieux faire connaître à la population la mission, les valeurs et les enjeux de la Ville et d'anticiper les changements à y apporter plutôt que de réagir aux effets extérieurs.

Jean Savard , Directeur de l'Arrondissement de Charlesbourg
Ville de Québec

CAMA Awards Program

2006 CAMA Awards

Congratulations to the City of North Vancouver, on their nomination for the 2006 CAMA Environmental Awards, for municipalities with a population over 20,000, for their project entitled, *Local Action Plan for the Management of Energy and Greenhouse Gas Emissions*.

In support of the commitment to energy efficiency and community sustainability, the City of North Vancouver has developed a Local Action Plan (LAP) for the Management of Energy and Greenhouse Gas Emissions. The plan will enable the City to better manage the impacts of urban development related to energy, greenhouse gases and air quality, while achieving broader community objectives related to affordable housing, transportation management, job creation and local economic development.



The LAP focuses on cost-effective actions to reduce energy consumption and resulting greenhouse gas (GHG) emissions that provide significant environmental, economic and social benefits. By 2010, implementation will reduce energy consumption by 230 000 gigajoules (GJ) per year, including corporate greenhouse gas emissions reductions of 20% and community-wide GHG emission reduction of 6%.

The LAP has been developed to integrate seamlessly with the City's 2002 Official Community Plan, both with the broader vision of community sustainability, and with more direct linkages to many of its goals and objectives. A sustainable community will effectively address the issues of energy management and greenhouse gas emissions by implementing "Smart Growth" principles in land use and transportation planning, and by considering long-term social, economic, and environmental considerations when implementing new policies and programs. The LAP provides the framework to achieve these goals in the City of North Vancouver.

The City of North Vancouver is committed to being a leader in environmental stewardship and community sustainability. In March 2005, the City became in first municipality in the Greater Vancouver Regional District (GVRD), and only the second in British Columbia, to complete a Local Action Plan for the Management of Energy and Greenhouse Gas Emissions, in accordance with the Federation of Canadian Municipalities' and International Council for Local Environmental Initiatives' *Partners for Climate Protection Program*.

Prepared by the Vancouver-based Shelatir Group, the LAP promoted energy awareness by emphasizing the direct linkage between the consumption of energy and the resulting greenhouse gas emissions. The burning of fossil fuels is resulting in increased concentration of GHG in the atmosphere contributing to global climate change. In the City of North Vancouver, 98% of the GHG emissions are produced by the consumption of fossil fuels. Therefore, the focus of the LAP is on implementing opportunities to use energy more efficiently, as well as reducing the carbon intensity of fuels consumed in the City.

As a relatively small community, located within a larger region, North Vancouver acts as a regional town centre, providing local employment opportunities, housing and services with easy access by public transit to additional employment opportunities in downtown Vancouver. As a result, energy consumption is largely attributable to transportation and building related services.

With a population of 48,000, the City of North Vancouver has a population of 75.8 people per hectare, surpasses only by the City of Vancouver within the GVRD. This has a significant impact on energy use as it provides a population base to support public transit. In addition, the highest densities and majority of the multi-unit residential developments are located within the town centre, making walking and cycling practical alternatives to cars.



The implementation of the LAP will result in a reduction in corporate energy consumption with a corresponding GHG emissions reduction of 810 tonnes per year.

Areas of program focus include:

- Energy efficiency retrofits of existing civic buildings;
- High efficiency “green” building guidelines for all new civic buildings (i.e. LEED Certified library currently being planned);
- Fuel switching for light and heavy duty fleet vehicles (including participation in the regional Bio-diesel program, and continued use of gas/ electric hybrids)
- Driver training and enhanced vehicle maintenance program for fleet vehicles; and,
- Expansion of the existing Energy Efficiency/ Green Procurement Policy.

Community-wide initiatives will focus on efforts to play a catalytic role in bringing together potential projects and proponents with available resources. Areas of program focus include:

- Residential building retrofits through enhanced marketing of the Energuide for Houses Program and participation in Province of BC’s Community Action on Energy Efficiency Program;
- Land use planning that supports the principles of Smart Growth;
- Commercial building retrofits through the facilitation of Energy Innovators Financing;
- Support for expansion of the Community Energy System in areas where is feasible;
- Expansion of the City’s existing Sustainability Guidelines, providing green building recommendations for new residential and commercial buildings;
- Transportation demand management; and,
- Public engagement and outreach.

The development of the City’s Local Action Plan presented a significant challenge. Only one other plan has been completed in BC (municipality of Windsor), so there were very few other examples to review. Further, the Whistler plan was prepared for a resort municipality, with very different characteristics from the dense urban environment of the City of North Vancouver. The city is only 12km², and completely surrounded by the rest of the Greater Vancouver Regional District. While all 21 GVRD member municipalities have joined the Partners for Climate Protection Program, none had yet completed their Local Action Plans (Note: City of Vancouver has since completed their LAP).

The scope of the LAP also provided a considerable challenge, as it required participation from a variety of corporate and community stakeholders, including City residents, City businesses, City Departments, North Vancouver School District, and North Vancouver Recreation Commission.

These groups were brought together through a series of workshops and interviews to review the background energy and emission data collected for the City, to share ideas and experience on energy efficiency programs and projects, and provide recommendations on appropriate actions to be included in the LAP.



In 2001, the City completed an Energy and greenhouse Gas Emissions Inventory in order to set corporate and community reduction targets and establish a baseline for monitoring the effectiveness of future initiatives. Through that process, 1995 was established as the baseline year, with total energy consumption at 4.4 million GJ, which equated to approximately 193 000 tonnes of GHG emissions. With a 1995 population of approximately 41 000, overall energy consumption per capita was 107 GJ per year. That predicted energy consumption in 2010m base on a business as usual scenario, would be expected to increase to 5.4 million GJ (or 234 000 tonnes per year), representing a 30% increase.

Through the implementation of the LAP, the City has committed to reducing corporate emissions by 20% below the 1995 baseline, representing a decrease of 810 tonnes per year. For the overall community, a reduction target of 20% per capita (6% overall, or 218,000 tonnes per year) below the 2010 forecast was established. This challenging target takes into account the community's steady population growth as a Regional Town Centre.

Combining the corporate and community reduction goals, the LAP is expected to reduce overall energy consumption by 230,000 GJ by 2010. With a projected population of 51,700, the per capita energy consumption will decrease by 7.8% to 99 GJ per person, per year.

For more information, contact the City of North Vancouver at 604-985-7761.

Membership Notes

- To have a job posting appear in CAMA's job broadcast, and on our website, the cost is \$100 for members, and \$200 for non-members. For more information, or to have your job listed, please email admin@camacam.ca.

The next CAMA e-Brief will be issued on Monday, December 18th.
Look for the next Job Broadcast on Monday, December 11th.

To have an item included in e-Brief, please contact Alycia Morehouse, at alycia.morehouse@fredericton.ca.

To unsubscribe from this list, please reply to this email, or send an email to alycia.morehouse@fredericton.ca, subject: UNSUBSCRIBE.



CAMA
P.O. Box 128
Station A
Fredericton, NB
CANADA E3B 4Y2

Tel./Tél.: 1-866-771-2262
Fax./Télé.: 506-460-2134

ACAM
BP 128
succursale A
Fredericton, N.-B.
CANADA E3B 4Y2