



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

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## 2007 CAMA Calgary Conference

The CAMA Conference will be taking place in Calgary, Alberta, May 28-30, 2007. If you have not yet done so, register by March 31, 2007, to be eligible for early bird prize draws. To register for the conference, [click here](#), to print the registration form, complete BOTH SIDES and mail to the CAMA National Office at:

PO Box 128  
Station A  
Fredericton, NB  
E3B 4Y2

For information on the Conference, visit our website: [http://www.camacam.ca/conference\\_2007.asp](http://www.camacam.ca/conference_2007.asp)

The host hotel for the 2007 Conference is the Fairmont Palliser in downtown Calgary. This hotel is now full. However, the host committee has made arrangements with the Hyatt Regency Calgary. To make arrangements for reservations, please call 1 (888) 591 1234, and use the meeting name “36th CAMA Conference”.



## Board News

The next CAMA Board meeting will be held on Sunday, May 27<sup>th</sup>, 2007 at the Fairmont Palliser Hotel in Calgary. The September Board meeting will be held in St. Andrews, New Brunswick on September 5-8, 2007.

## Senior Advisor Program



CAMA and the Senior Advisor Program would like to welcome Norbert Van Wyk to the Senior Advisor Group.

Norbert retired several months ago as City Manager of Red Deer, Alberta, after a long and distinguished career, both in the public and private sectors. After taking a little leisure time, Norbert is keen to share his skills and experience. He is presently a volunteer member of the Alberta Peer Mentoring Network. This is a joint initiative of Alberta Municipal Affairs, Alberta Urban Municipalities Association, Association of Alberta Municipal Districts and Counties, and the Local Government Administration Association. He thinks CAMA's Senior Advisor Program is a good fit with his other volunteer work.

For more information on the Senior Advisor Program, please check out the CAMA website at [http://camacam.ca/about\\_senior\\_advisor.asp](http://camacam.ca/about_senior_advisor.asp)

## Member Profile



**Mark Mieto**  
**Chief Administrative Officer**  
**City of Greater Sudbury**

Mark Mieto graduated from Laurentian University with a degree in Business Administration and obtained a Masters in Public Administration from Queen's University.

A municipal employee since 1976, Mr. Mieto has served in a variety of senior leadership roles. Mr. Mieto has been the Chief Administrative Officer of the City of Greater Sudbury since 2002.

As the top administrator of the City, Mr. Mieto provides advice and makes recommendations to the Mayor and members of City Council. He ensures that the policies approved by Council are implemented and that services are provided in the most cost-effective and efficient way possible, with the needs of citizens first and foremost. Mr. Mieto is leading the new City into its next phase, from a period of transition to a period of progressive growth.

The City of Greater Sudbury, with an annual budget of \$455 million, provides municipal services to 155,000 citizens. With a geographic area encompassing some 3,627 square kilometers, the City of Greater Sudbury is the second largest City in Canada and the largest municipality in Ontario based on land mass. The City delivers services that are essential to residents and businesses, including emergency services, public works, economic development, transportation, social services, leisure, libraries and housing services.



Prior to becoming Chief Administrative Officer, he served as General Manager of Health and Social Services in the City of Greater Sudbury and was Commissioner of Health and Social Services for the former Region of Sudbury. He also served as Director of Finance and has extensive experience in strategic planning and policy analysis.

By developing key partnerships with community stakeholders and senior levels of government, Mr. Mieto has played an important role in significant community initiatives, including the new Northern Ontario School of Medicine. He has also spearheaded the establishment of a number of important health-related programs and facilities locally that have created jobs and made Sudbury the medical referral centre for Northeastern Ontario.

Mr. Mieto has been a member of a number of local and provincial organizations. He was Chair of the Provincial Advisory Committee on Ontario's Strategy for Alzheimer Disease and Related Dementias. He is on the Board of Directors of the Northeastern Ontario Medical Education Corporation, the Ontario Municipal Social Services Association, the Advisory Board of the Centre for Research in Human Development at Laurentian University, and the Steering Committee for the development of the Seniors Campus.

## Literacy

As a continuation from the last issue, we are featuring an article that appeared in the Winter 2006 edition of Canadian CEO Magazine, Issue 3, on pages 23-26, entitled, *Making the business case: Management and labour find common ground to argue that workplace education would be a key focus in the modern business environment.*

This article was compiled as a round table discussion, with the following individuals taking part: Michael Bloom, Bryan Neath, The Hon. Perrin Beatty, and, Simon Farbrother.

The second section of the article seeks to answer the question **Are employers investing enough in Literacy Programs?**

*With Canada's competitive position deteriorating, our workforce shrinking and our population aging, some argue corporations should be investing more in literacy programs. Are corporations doing enough?*

**Neath:** Do you want the guy from the union to go first? Because I will say we don't think so!

Our union, working with employers, has been involved with training and education more than any other union with the exception of the Canadian union of Public Employees (CUPE) and the municipalities. But what we find is that still, whatever happens, it's the bottom line [that counts]. It's the shareholders. This often means eliminating training or eliminating various programs, like in the late '80s and early '90s. When times get tough, corporations eliminate those programs. Then, later on, when times get good, they say we need all these people with all this training. I don't want to say *most* employers, but a lot of employers are looking for someone else to either fund a program or find ways of training the people.

**Beatty:** Again looking at our *Management Issues Survey*, we've found that just over 30 percent of companies report that they spend 3 percent or more of payroll on training each year. Is it enough? No, it never is enough. In the competitive world of the 21<sup>st</sup> century, you have to have a workforce with the skills to ensure that you're truly world-class. The real question is, what can we do to provide greater incentives for all players – business, the educational sector, government – to do more to upgrade the skills of our workforce? One of the things we'd like is to make some of the surplus from the Employment Insurance Fund available to employers to re-invest in upgrading the skills of their workers.



Bloom: One of the continuing challenges in the area of skills development, and literacy in particular, is that human capital is moveable. This is one of the concerns raised by employers. If they invest in job-specific training, they're likely able to gain a benefit. If they develop people's broader skills, there's a concern that it makes the person more marketable, and, therefore, they might leave.

A second point is the nature of training may well be changing in ways that have not come to the surface fully as yet. Starting in the early '90s, we saw a reduction in formal training at the same time that we flagged the need to develop people more. But what is not being measured yet is the extent to which formal training, which involves developing curricula and typically puts people into classrooms, is being replaced by informal training or learning that comes in and through the work. No one yet has the statistics on that, but I think that warrants serious examination.

Farbrother: Probably a critical point [regarding the development of training programs] is that an employee of an organization, or a constituent within a community, has some basic rights. Some of the growth we have seen in the work that CAMA and CUPE have done over the last 10 or 12 years – going from eight programs to over 200 municipalities taking a significant look at this particular issue of literacy – has been around those basic rights individuals have to develop at their own pace, to have a say in the kind of program that's being developed and to create a comfortable environment in which to learn.

Neath: One of the things we have found through our training centre when we do work with employers is that creating and working in a comfortable environment brings the best results and the best benchmarks. But getting employers in the private sector to take that avenue is a heck of a lot harder than to get people in the public sector to do it. Even though it seems the right approach, employers want to run in the opposite direction.

Beatty: Going back to the concern some employers have about losing workers they have trained, I think it's important to differentiate between large and small businesses. You hear that concern expressed most frequently among small businesses that often can't afford the same pay scale as some of the larger companies can. Their concern is obviously that once they upgrade the skills of their workers, they're apt to find one of the larger companies that can pay better.

What we've been saying to our members is: *This investment is important to you for your business. You will have a better, happier worker as a result of the investment that you make. This is more likely to make them decide to stay with you because they're feeling they can continue to grow and learn. This is an investment with bottom-line benefits for business.*

Bloom: One of the challenges in literacy investment in the larger businesses is that they tend not to recognize that there are literacy problems. When you interview [employers] about it, which we do, and tell them that 42 percent of the Canadian adult working population has literacy problems, they say: *Yes, it's terrible and we need to do something about it.* But when we ask them if they have those problems, many of them don't think they do.

I think that that is another piece of the puzzle. The actual need for literacy and basic skills development in the employee population is a hidden problem partly because people themselves don't want to reveal the extent of their need. If you use the word 'literacy', there's very often a sense of shame about it. Often, it's better to use a different vocabulary when talking about these skills to get people to come forward.

**The next E-Brief will discuss Best Practices for Literacy Programs.**

## CAMA Awards Program

### 2007 CAMA Awards

The date for submissions is now closed. Thanks to all of the municipalities who sent in nominations. Winners will be announced at the upcoming conference in Calgary.



## 2006 CAMA Awards

Congratulations to the City of Mississauga, Ontario on their nomination for the 2006 Willis Award for Innovation, for municipalities with a population over 20,000 for their project entitled *Court Improvement Project*.

In 1999, the City of Mississauga took over responsibility for administering the court system for Provincial Offences from the Province of Ontario for the Mississauga area. From the beginning, it was recognized that the existing facility and services were inadequate to meet the needs of Mississauga's rapidly growing and diverse population. The original facility was introduced when Mississauga had a population of approximately 374,000 and at the time of transfer, served a population of 585,000. The population of the City continues to grow (it is currently 700,000) and as a result, a new facility would need to accommodate the City's long-term needs. It was recognized that improving the efficiency and effectiveness of a public institution like a courthouse requires long term planning and the development of specific plans for implementation. In addition, it requires the active involvement of all the participants in the process, including the Judiciary, Prosecution, Enforcement agencies and Court Administration. As a result, a plan was developed to introduce a multi-faceted change agenda that included accepting payments both by phone and the internet, re-engineering services and providing one-stop services for parking first attendance, court administration and prosecution services, and introducing major technical changes into the process, including digital audio recording.

The purpose and objectives of this project were:

- To reduce wait times and activities at the counter;
- To permit citizens to interact with the court electronically;
- To provide a single service point;
- To provide a facility that will meet the city's needs for 25 years;
- To be able to hear court matters within 4-6 months;
- To improve efficiencies in court transcript production through digital recording of court proceedings.

In early 2003, it was recognized that capacity at the existing court facility was not meeting the growing demand for court space. For approximately a year, court statistics were monitored and options reviewed to develop a business case for investment in a new facility. Late in 2003, a building was purchased at 950 Burnhamthorpe Road West, Mississauga, with the intent of renovation to house a new court facility.

- Starting in the first quarter of 2004, an internal team was established to implement payment of fines using the Internet. Implementation was planned for the end of the year.
- Starting the second quarter of 2004, a steering committee and project team was established to plan and implement a new modern court facility.
- In the third quarter of 2004, a team was established to implement a digital audio recording solution during the construction of the new court facility.
- By September 2005, all phases of the project were complete.

Three major project teams were established to work on the various aspects of the projects.

- An internal team identified [paytickets.com](http://paytickets.com) as the solution for enabling citizens to pay fines via the internet 24 hours a day/ 7 days a week, and after approximately one year's planning and negotiating with the external service provider, the system was implemented in December 2004.
- Similarly, a team was established with IT to identify and implement the digital audio recording solution, which reduces storage space previously required for audio tapes, and allow CDs to be produced for prosecution and court staff, eliminating the need for transcript preparation, except where required by legislation.
- The third, and largest thrust, was the steering committee and project team that successfully planned and implemented the design and move to a new modern facility at 950 Burnhamthorpe,



which tripled the number of courtrooms, visually identifies different court waiting areas by different coloured seating, has one larger courtroom that can serve multiple purposes such as hearing and public meetings, and introduced an information desk at the front entrance to guide the public and provide the necessary forms in advance of reaching the counter, thereby saving time. This team had major contributions from a number of internal departments, external partners such as the police and the judiciary, as well as consultants and contractors. On September 12, 2005, all of the pieces came together and the new facility was open to the public. It is important to note that the old facility close at 4:00 p.m. on a Friday, and the new facility opened at 8:30 a.m. on the Monday.

The payment of tickets by the Internet has been very successful and payments are averaging 30 a day, seven days a week, with virtually no staff involvement. The digital audio system provides crystal clear playback, and has reduced the necessity for the creation of transcripts, unless required by legislation. In case where provision of a CD is adequate, the wait time to receive this information is significantly reduced from the time previously required to prepare a transcript (10 minutes to burn, including set-up, whereas a transcript averages 12 minutes per page). The new 43,000 square foot facility contains 6 courtrooms, houses parking first attendance, court administration and prosecution services in one location, for one-stop service to the public and has been embraced by all partners as meeting their unique business needs.

For more information on Mississauga's Court Improvement Project, contact Crystal Greer, Director of Legislative Services and City Clerk, at 905-869-5450.

## 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](mailto:admin@camacam.ca)
- The Board would like to welcome the following new members to CAMA:
  - Jean Vachon, Directeur général, Ville de Brownsburg-Chatham, Québec
  - Jack Ramme, Chief Administrative Officer, Yellowhead County, Edson, Alberta
  - William Kostiw, Chief Administrative Officer, County of Mackenzie, Fort Vermilion, Albert
  - Grant McMillan, General Manager of Corporate Services, City of Brandon, Manitoba.

The next CAMA e-Brief will be issued on Monday, April 9<sup>th</sup>.  
Look for the next Job Broadcast on Monday, April 2<sup>nd</sup>.

To have an item included in e-Brief, please contact Alycia Morehouse, at [alycia.morehouse@fredericton.ca](mailto:alycia.morehouse@fredericton.ca).  
To unsubscribe from this list, please reply to this email, or send an email to [alycia.morehouse@fredericton.ca](mailto:alycia.morehouse@fredericton.ca), subject: UNSUBSCRIBE.



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