



E-BRIEF

CAMA-ACAM

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. There is still room to register. 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

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”.



Conference Keynote Speaker – Dr. John Izzo - to be featured on the Biography Channel

After almost a year of preparation, my five hour TV show on **The Five Things We Must Discover Before We Die**, will premiere on the Biography Channel starting tonight at 8pm tonight. Some of you may already have Biography; if you are a Rogers digital cable customer in Ontario it's channel 91, if you have Bell Expressvu (ch. 622) or Star Choice (ch. 515). If you are a digital cable subscriber in Canada, you can still order biography for one month for less than \$3.00 by calling your local cable company now! Later in April the show will air in prime time on Omni TV in Vancouver, Winnipeg and Toronto. (full broadcast schedule at the bottom of this email!)

I know this series of talks, and this first for Canadian Television, will inspire you and your family to live more purposeful and successful lives. Please watch and let us know what you think.

If you can not access the show or you want to watch it at your own pace, the five part series is now available on DVD on our website click here. I know these five hour talks on finding out what really matters in life-wisdom gained from 200 people who had lived a long, purposeful life, will add value to your life and career.

Many Regards,



John Izzo



The Five Things You Must Discover Before You Die Biography Channel Premier & telecast schedule

We are pleased to announce the show schedule to you as the airing of this anticipated five part series will starting April 2nd.

Biography Channel Canada

Monday-Friday, April 9th-13th 8am-9am / 1pm-2pm / 6pm-7pm
Rogers Digital Customer in Ontario (Channel 91)

OMNI 10 - Vancouver & BC

Starting Monday, April 23rd 10pm for five consecutive weeks

OMNI 11 - Winnipeg & Manitoba

Starting Monday April 23rd 8pm for five consecutive weeks

OMNI 1- Toronto & Ontario

Starting April 28th & 29th (Saturday and Sunday) at 9pm for five weeks

OMNI 2- Toronto & Ontario

Starting Saturday, April 28th at 7pm for five weeks

Need to Subscribe?

Details to sign up for Biography Canada-all digital cable customers can sign up to receive the Biography Channel for less than \$3.00 per month. Call your own cable company now and sign up to be able to watch Dr. Izzo's five hour special



Footprint for Sustainable Cities Conference – May 31, 2007

CAMA and FCM's Centre for Sustainable Community Development are pleased to have you join us for an afternoon of fast-paced one-on-one discussion with some of the leading municipal CAO's from across Canada who have put sustainability at the core of their day-to-day operations.

In the past year, there has been a lot of press coverage about the environment and sustainable development. The panel discussion is meant to help answer any questions you may have about how to start on the exciting path towards developing a sustainable community. You will learn from the leaders about barriers and solutions to applying successful sustainable approaches to deliver municipal programs and services.

Our keynote speaker is Paul Kovac, Executive Director of the Institute for Catastrophic Loss Reduction (ICLR). The mission of the ICLR is to reduce the loss of life and property damage caused by severe weather and earthquakes.

Since the 1960s, disaster damage has been doubling every five to seven years. This is an alarming international trend. Natural disasters killed more than 650,000 people worldwide over the last ten years and caused more than C\$1 trillion in damage. Communities are becoming more aware of the need to prepare and invest in strategies to promote resilience in the face of such potential disasters. Resilient communities and knowledgeable individuals are best able to prevent hazards from becoming disasters.

The full-day event, including the evening Gala is available at a cost of \$159 (GST incl.), per participant. The evening Gala only is \$53 (GST incl.)

For more information, email footprint@calgary.ca, or call 1-403-268-5131.

For registration information and forms, visit <http://camacam.ca/2007-conference/registration-accommodation.html>

Board News

The next CAMA Board meeting will be held on Sunday, May 27th, 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.

Member Profile

**Thomas Goulden, City Manager
City of Humboldt, Saskatchewan**



Hello to all my colleagues across the country. I guess it is my turn to outline my background and present position at the City of Humboldt for you. Many of you may be preparing for your summer and I would encourage you to spend time with friends and family during your much deserved holidays.

I am entering my third year with the City of Humboldt, Saskatchewan. Saskatchewan's newest City is approaching a population of 6000. Humboldt is located 100 km's east of Saskatoon and is the economic center of about 35,000 people. Our strength lies in a diversified manufacturing, mining and farming economy. Our city offers most, if not all, that you would expect to find in an urban center in Saskatchewan. The construction of a new hospital in 2007-2008 and a large retail development has kept us busy at City Hall doing all of the necessary planning and development work needed for these types of projects.



The City of Humboldt has seen consistent, predictable growth over the last decade and while the predictability makes things somewhat easier we are still behind in infrastructure renewal and have taken steps to address our own “infrastructure deficit.”

I have been the City Manager in Humboldt for almost three years. Before this position I was the Administrator in the community of Bredenbury, Saskatchewan. My education came from the University of Regina where I majored in Indian Studies. I have completed the Economic Development course offered by the University of Waterloo and have taken the first year of a Business Administration course from SIAST (Saskatchewan Institute of Applied Science and Technology)

During my time at the City of Humboldt, I have come to know and appreciate my colleagues here in Saskatchewan and would like to thank them for their help and guidance.

One of my interests and passions has been to begin the implementation of a leadership development program for our employees. I believe that each member of our organization is asked to assume a leadership role at one time or another and I hope to engage their skills to strengthen our organization. Our role as municipal employees can be challenging and each of our employees should develop the skills to adapt, cope and shine within an ever changing work environment. This program has taken time to design and implement but I am certain the results will be well worth the work put into it.

The Province of Saskatchewan is entering a challenging but optimistic future. Global demand for the resources we have in abundance should have an effect on our communities. These communities will need strong guidance from staff such as those represented by this Association and I would like to thank CAMA for helping me during my first few years of municipal management.

I have a wonderful wife, Jennifer and two children. My son, Calen just turned 6 and is in Kindergarten and my daughter, Amarah is 3. When I am not working I am either golfing, skiing or busy being a father.

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 third, and final section of the article looks at **Best Practices for Literacy Programs.**

What are the necessary elements for an effective literacy program?

Neath: When you have cooperation from both sides, that’s going to be the absolute best you can have. At United Food and Commercial Workers Canada (UFCW), we run a lot of these programs, but we run them – for lack of a better term – “behind the employer’s back”. In other words, *we* run them, not the employers. It’s from our funding, and we know our people feel comfortable in those programs because we do them in a way that creates a relaxed learning experience. To Michael [Bloom’s] point, there is still that challenge to get people to say that they have a problem, and often they are afraid to do that in front of their employer.

I totally agree that the large employers don’t tackle the literacy issue as strongly as they should. But again, if everybody in the organization can say there is a problem and we’ve got to work on that problem, then it will work. If an employer simply says, ‘We’ve got to do this’, and it’s being run unilaterally, often that program won’t work.



Farbrother: We use a [multiple-step] process [to develop programs] based around a partnership model. As you work through each step, you keep everyone on board.

Just to highlight five learnings we have observed; it's a collaborative effort, but we really believe you've got to ground the initiative in sound values and principles; all stakeholder groups should be on the committee, whatever governance structure you use; there's sound planning; the communication piece is important to keep everybody in the loops and informed as you work through the design; and, obviously, there is some measurement as you start to see the outcomes of the work that's been done.

Probably the real key piece is collaboration – start small and build on the successes that you have had.

Bloom: I like what you've said. We emphasize the need for balanced, collaborative competition between labour and management. On other piece our research suggests, is that you must have worker involvement in designing, implementing and evaluating the programs.

Neath: We also find it's incredibly important that we have peer training, as well – workers training workers. It takes away a lot of the fear about the formal classroom setting that they feel they often failed in and would fail in again.

Have testing and assessment changed?

Neath: From a union perspective, we are often concerned with testing. There are going to be obvious places where testing is necessary and you can't eliminate it. If you have individuals, however, who are already limited in terms of their literacy, testing becomes another big hurdle for them. [At UFCW], we're not afraid of testing, we just want to make sure it's done right and not in a way to simply get the answer that the tester or employer may want.

Farbrother: Certainly, with the programs that are done jointly by CUPE and CAMA, there is very little formal testing, but there is constant one-on-one evaluation.

Bloom: Our research shows that people who go through literacy and basic-skills programs definitely improve their performance in many measurable ways, and I think that's of greater interest to an employer than how you perform on a literacy test.

Beatty: My perspective is similar. There's a difference between certification that requires testing and the perspective of employers who are less focused on some sort of numerical score than they are on the capacity of the individual to do the job.

To what extent are development and implementation of workplace literacy programs being brought to the bargaining table?

Neath: At UFCW, I'd say it's part of most of our negotiations, but it really depends on the employers. If there is interest, they will come aboard. In other cases, employers may be concerned about being involved with a union because of their proprietary programs, which they don't want anyone else to see. In a case like ours, where we represent [through locals] different employers in the same industry, some [employers] may not relate as well as others to the programs.

Beatty: It's less a case of whether negotiations bring you into doing these programs than of seeing that this, as an investment, bears a return. Much of the industry is not unionized today, but a wise employer, with or without pressure from a union, should be looking at where he or she should make an investment that is going to make the business more competitive. As we agreed earlier, with the nature of the global economy today, it's essential that we have a workforce with the skills that allow us to compete. Our argument to industry is that this is an investment, not an expense. It bears bottom-line returns that are positive for the employer.



Neath: But does that message get out there? We don't feel that message gets out to the employer.

Beatty: We need to do more. Canadian Manufacturers & Exporters (CME) has done work, both with governments and with its own members, to make the point that an employer is going to want to see the business case [for investing in training]. Anybody who studies best practices will say that the most successful businesses are those that reinvest in their employees and, as a result, have a more competitive company.

Bloom: In an increasingly competitive job market, where the demand for people is rising, I think an increasingly common strategy among employers is to offer literacy and language training as a way of identifying themselves as a preferred employer, and as a way of creating that sense of connection and loyalty that we spoke of earlier. In some regional labour markets, it's difficult to raise wages to a level that would attract people, so you have a real difficulty in filling many jobs. But if you can offer people opportunities to develop themselves and provide skills that lead to careers, you can create a connection to people and draw them to your workplace. This may be a time when we see more employers taking up literacy and skills development as a means to attract employees.

Farbrother: I think the City of Winnipeg is a classic example in our area, with about \$3 million set aside over two collective agreements that use some of the CAMA essential-skills programs as part of that investment. In terms of employee retention, I think it's one of many elements that an employer has to think about. It's really about developing that connection. If you can build that connection, you're probably more likely to keep that individual.

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 Richmond, British Columbia on their nomination for the 2006 CAMA Environmental Award, for municipalities with a population over 20,000 for their project entitled *Richmond Olympic Speed Skating Oval Project – Environmental Assessment Report*.

The City of Richmond has been selected by the Vancouver Olympic Committee to host the long track speed skating competition for the 2010 Olympic and Paralympic Winter Games. In order to host this event, the City is proposing to construct and operate the Richmond Olympic Speed Skating Oval Project. The Project will be located in Richmond, B.C. on municipally-owned land along river Road, south of the Fraser Middle Arm and between the No. 2 Road and Dinsmore Bridges.

The Oval building will be a multi-purpose facility, which will not only host the long track speed skating competition during the 2010 Games, but will also serve as a world class multi-use legacy for sport and wellness for the local and international community. Along with its focus on high performance athlete training and competitions, the Oval will also provide opportunities and services for enhancing active lifestyles and wellness in the community through sport programming for all ages and abilities, and will incorporate a High Performance Sport and Lifestyle Centre. It is envisioned that the Oval will include a state-of-the-art fitness centre, lifestyle and performance coaching services, nutritional assessment and training services, lecture theatre and meeting rooms, and a premier sports medicine clinic to support the needs of high performance athletes and the general public. It is also anticipated that the Oval will be used as a research centre for sports medicine and wellness. Given its location, size and flexible design, the Oval



will also serve as a waterfront venue for hosting festivals, cultural and arts performance and community celebrations.

The Project triggers a screening level environmental assessment under the *Canadian Environmental Assessment Act (CEAA)* due to the contribution of federal funding support. As the federal funding agency, Canadian Heritage is the coordinating Responsible Authority to ensure that the environmental assessment meets CEAA requirements. The purpose of this report is to identify and evaluate potential environmental and socioeconomic effects that may occur during the life of the Project, and to recommend mitigation measures and enhancement strategies such that the Project does not result in significant adverse effects. The conclusions and commitments outlined in this environmental assessment will be used by Canadian heritage to prepare a screening level assessment report and to render a determination under CEAA.

During preparation of this environmental assessment, the City undertook a series of consultation initiatives and activities to advise and solicit input from potentially affected stakeholders, including the public, First nations, and regulatory agencies regarding the design, construction and operations of the Project. The City separately consulted with potentially affected First nations including the Musqueam Indian Band, Stó:lō Nation and Tsawwassen First Nation.

The biophysical features considered in this environmental assessment include potential effects to air quality, noise, groundwater, surface water, fish and fish habitat, plant species and communities, wildlife and wildlife habitat, species of concern and soils. This environmental assessment also addresses potential for socioeconomic effects (i.e., employment, income, quality of life), as well as potential for effects on traditional uses by First Nations, and on archaeological resources.

The environmental assessment methods were developed to meet the requirements of CEAA, such that a standard evaluation process could be followed to identify potential for adverse residual effects to the result from the construction, operation/ legacy, and decommissioning phases of the Project.

Given the nature of the Project and its location in an already developed urban centre, the potential effects of the project are predicted to be limited in scale, and can be mitigated through the implementation of Best Management Practices (BMPs). The City is committed to ensuring high standards of sustainable development with respect to developing and implementing the Project.

One of the primary design drivers identified by the City is to incorporate Leadership in Energy and Environmental Design principles into the structure and operation of the proposed Project. The Leadership in Energy and Environmental Design (LEED™) Rating System is a voluntary consensus-based standard for developing high-performance, sustainable buildings.

Environmental design components of the proposed Project include:

- Incorporating green building technology for optimizing public health, minimizing generation of waste, and minimizing resource use demands (e.g., energy, water and materials), to achieve a minimum of a Silver LEED™ building certification;
- Incorporating multi-servicing greenway routes such as combined pedestrian and cycling trails, shuttle bus services;
- Constructing a foreshore intertidal marsh and waterfront park to provide an overall net increase in the total area and quality of rearing, refuge and food-nutrient habitat;
- Providing connectivity along the Fraser River foreshore to other habitat area upstream and downtown of the Project area;
- Implementing stormwater BMPs to manage onsite stormwater runoff, such as water-efficient landscaping, permeable surfaces, and rain gardens to regulate runoff rates and water quality into Hollybridge Canal and the Fraser River Middle Arm;
- Committing to continue discussion with the Musqueam Indian Band for placement of cultural art and/or artifact display space within the design of the facility and surrounding environmental features; and



- Providing opportunities for environmental education, awareness and public access through interpretive signage at strategic locations within the project site, including such elements as historical photographs and renderings depicting the Fraser River, Richmond, estuarine habitats; and First Nations art.

The environmental assessment identified potential for residual effects on local plant communities, wildlife resources, surface water resources (stormwater quality and flow), and air quality biophysical components. Consequently, these project-specific effects formed the basis for evaluating potential cumulative environmental effects in combination with previous, current and planned Projects or activities. The cumulative environmental effects assessment includes consideration of the following Project-specific effects:

- Stormwater Discharge Rate and Quantity;
- Air Emissions from the Oval Building;
- Loss of Vegetation; and,
- Loss of Wildlife Habitat.

Based on the mitigation measures and environmental design criteria proposed for the Project, it is predicted that the Project will not result in significant adverse cumulative effects.

During the detailed design of the Project and prior to construction, the City will develop a Construction Environmental Management Plan (EMP) that will provide performance-based environmental specification and BMPs on matters related to air, noise, water (including stormwater, sediment and erosion control) and vegetation. Among the components of the EMP, will be an Emergency Archaeological Resource Management Plan to be implemented by the City in the unlikely event that archeological remains area exposed during the course of construction.

Given the City's commitments to sustainable development, this environmental assessment concludes that the Project is not likely to cause significant residual effects based in the implementation of the best management practices, mitigation measures, and enhancement strategies recommended in the environmental assessment report.

For more information on this project, contact Ted Townsend, Senior Manager, Corporate Communications at 604-276-4399, or ted.townsend@richmond.ca

Membership Notes

- The deadline for the CAMA membership renewals for the April 1st, 2007 to March 31st, 2008 fiscal year was on March 31st, 2007. If you intend on renewing your membership, or have already done so, please forward payment to the CAMA National Office if you have not already done so.
- 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 Board would like to welcome the following new members to CAMA:
 - Gary Drouin, Assistant Director, Funded Partnership Programs, Transport Canada
 - Rick Butler, Executive Director, Calgary Regional Partnership.



The next CAMA e-Brief will be issued on Monday, April 23rd.
Look for the next Job Broadcast on Monday, April 16th.

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.



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