



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

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CAMA Notes

CAMA Professional Development Grants Program – Applications Now Being Accepted

As approved by the CAMA board of directors meeting earlier this year, Canada's national association for municipal administrators is pleased to offer five professional development grants valued at \$2,000 as a pilot program for the 2007-2008 fiscal year.

Applications are now being accepted for this program. The grants will be awarded to CAMA Member Municipalities who qualify and are selected by the CAMA National Board, for a total of \$10,000 per fiscal year. All grant applications under the *CAMA Professional Development Grants Program* shall be assessed using the evaluation criteria and all applications shall normally be submitted on the form provided by CAMA.

Preference will be given to municipalities who demonstrate that the event addresses an identified professional development need and who makes it available to other municipalities. Applications should also demonstrate that qualified individuals will deliver the event (e.g., seminar or workshop) and such events are well organized and publicized and will be an efficient use of resources.

The deadline for grant applications shall normally be April 15th, but for the initial year (2007-08), the **deadline for grant applications is September 1, 2007** for events proposed for the period October 1, 2007 to March 31, 2008. It is noted that the CAMA Board will make a final decision at its September Board meeting and successful recipients will be notified shortly thereafter. Late applications will only be reviewed if not enough qualified applications are received by the deadline period.

It is expected that CAMA will likely receive more grant requests than it can fund. The aim of the *CAMA Professional Development Grants Program* is to share available resources throughout the country. Grants are intended to provide modest levels of support and assistance to CAMA member municipalities. The program tries to balance current needs of the profession, innovative initiatives and a rotation of new applicants.

For more information on the program, and to obtain the application form, log on to http://www.camacam.ca/about_professional_dev.asp.

Conference Presentations Online

The presentations from this year's CAMA conference are now available online at the CAMA website: http://www.camacam.ca/conference_2007_presentations.asp. If you have any questions please contact the CAMA National Office for more information.

Board News

The next CAMA board meeting will be held from September 4-8th, 2007 in St. Andrews, New Brunswick. A Strategic Planning session will be held in which a number of the issues that were raised at the Annual General Meeting on May 30th, 2007 will be discussed.

CAMA Awards Program

CAMA e-Brief continues its efforts to profile the 2007 CAMA award winners honoured at this year's national conference in Calgary, AB. The **Willis Award for Innovation**, for a municipality with a population over 20,000, went to the City of Calgary for its innovative Affordable Housing Implementation Plan. Read on for the details...

City of Calgary Development & Building Approvals Affordable Housing Implementation Plan

In 2002, affordable housing was formally recognized as a Calgary City Council priority. Accordingly, Council endorsed a *Corporate Affordable Housing Strategy* outlining the City's roles and objectives in the provision of affordable housing. In 2003, a corresponding *Affordable Housing Implementation Plan* was developed to direct Corporate energies on realizing these objectives.

The implementation plan involves a variety of initiatives that all contribute to the necessary goal of increasing Calgary's supply of affordable housing. Importantly, the plan carries an interdepartmental approach, whereby all of the Corporation's affordable housing resources are directed on identified program deliverables.

Specifically, the following describes the City of Calgary's Development and Building Approval's (DBA's) four-pillar framework for addressing affordable housing. This work is noteworthy because it exemplifies how a planning agency typically involved with development regulation can employ its unique expertise to contribute to broader municipal housing objectives.



A four-pillar framework for affordable housing

The City of Calgary has a vested interest in contributing strategically to the provision of affordable housing.

Given the reality of both limited resources and jurisdictional responsibility, the City is best positioned to facilitate and support rather than lead affordable housing development. Indeed, the *Corporate Affordable Housing Strategy* recognizes that the City must be sensitive to the multiple stakeholders involved in affordable housing. Therefore, it is considered imperative that the City integrate its efforts with those of other agencies and stakeholders.

DBA was recently tasked with contributing resources towards the *Affordable Housing Implementation Plan*. Specifically, the program scope required that DBA work to target City resources to align with affordable housing needs, and to further position City resources for future building. Importantly, these directives were underpinned by the requirement that DBA respect the City's facilitative and integrative roles in Affordable Housing provision.

DBA's four-pillar framework for affordable housing involves a number of distinct program initiatives. While these initiatives are unique unto themselves, they heed concurrent evaluation as they reflect a multi-faceted yet coordinated response to Calgary's housing situation. Preliminary research work informed program direction for the response, and the majority of program implementation occurred in 2005-2006.

Workplace Literacy and Learning

CAMA e-Brief is pleased to be able to profile the winners of the 2007 CAMA Community Leadership Awards presented at the 2007 national conference. In this issue, read the inspiring story about the City of Kingston's Joint Employee and Education Development program from the Learner Achievement category.

City of Kingston: Restart Your Education

Background

Early in 2006, City of Kingston Joint Employee Education and Development (JEED) committee members began consultations with a local Board of Education to discuss how we might be able to assist employees with obtaining their Grade 12 Diploma. In the recent needs assessment, a number of employees indicated they wanted opportunities to acquire education in the workplace. They wanted to complete their Grade 12 Diploma. Limestone School Board was instrumental in assisting us with developing an innovative program called *Restart Your Education*. This program:

- Provided City of Kingston employees with an opportunity to earn credits toward a Grade 12 Ontario Secondary School Diploma
- Allowed students to earn up to three co-op credits for hours worked on the job along with course assignments and journals
- Required completion of a Senior English course credit

We held *Restart Your Education* information sessions for employees in the spring. Rob Snyder came to our first information session and shortly thereafter enrolled in the program along with four other employees. We are thrilled that he completed his last lesson and his Grade 12 Diploma with Honours in February 2007!



What Life Challenges did Rob have to overcome in order to succeed in the workplace learning program?

When Rob Snyder started with the City of Kingston 20 years ago, he needed his Grade 12 Diploma to become a Bus Driver. He advised the manager at the time to give him two weeks to prove that he could do the job and if he was not satisfied, he would leave. He not only stayed but was able to win numerous Transit Rodeos and represent Kingston Transit at the Nationals. His goal was to complete his Grade 12 because he left school at an early age to help his mother support her family. He was also motivated to go back to school because he wanted to show his youngest son the importance of getting your Grade 12. He explained to his son that he was doing this through self-study and because of his efforts, dedication and support, his son also finished his Diploma.

He found it very challenging to complete his Grade 12 because he got up to go to work every morning around 5:00 AM and went to his job as Kingston Transit Bus Operator. He got home around 5:00 PM and his eyes and mind would be tired; however he would have a quick bite to eat and sometimes ate dinner while trying to read course materials. He would work last many nights to get a section done. He gave up overtime opportunities and family outings with his grandson who is his pride and joy. This was very difficult for him as he is a very family orientated person. On weekends, he would often do the schoolwork from the time got up until the time he went to bed. His wife was concerned that he would burn out. But as he got very close to finishing, she knew she needed to continue to support him in any way she could.

As Rob had no formal computer training, a lot of work had to be hand written first. Then because he completed the assignments on the computer, he had to teach himself how to use word processing software, use the online dictionary and spell check and search the web because he did research projects for sections such as health and safety. Clearly, he successfully overcame a number of challenges including mastering both essential skills and technological skills: overall a great learning experience!

How has the Program helped Rob in the workplace, at home and in the community?

Rob is so satisfied that he was able to achieve a life long goal. When he was completing his Grade 12 English, he found that the curriculum had changed greatly since he was taught 30 years ago. Some of his assignments included completing a brochure and newsletter that he chose to do on himself promoting Kingston Transit by using a photo of himself doing 'circle checks' of the buses and sharing information about routes and the transit system with the public. He got a mark in the 90's for that project. He was proud to be able to use his life experiences as part of this and other projects to promote his job and the City.

Most jobs in the City now require a Grade 12 Diploma as a requirement and consequently, now he is eligible to apply for other jobs and more importantly he can show proof that he has indeed completed his Grade 12! His wife Brenda reports that he feels so much better about himself and that he feels very proud to be an employee of the City of Kingston. He tells customers every day on the bus that you can do anything you set your mind and heart to. And never give up. He has a great relationship with his riders and many are students. He assures them of the importance of education. Even though it was not an easy task, he has advised his own family and friends to stick with it and not get discouraged.

What are the Learner's Goals for the future? Is he committed to achieving a GED Diploma?

It is clear that Rob is a very dedicated, committed person as he was our first employee to successfully achieve his Grade 12 Diploma in our *Restart Your Education* program. His future goals are to keep his mind active and be involved in continuous learning by taking courses and workshops to further his knowledge and education. He is an excellent example for others in the workplace and community that he meets and greets each day.

His family is very proud of his hard work and dedication. His wife explains he put this goal on hold for many years in order to support his family. This experience has strengthened his family unit because they have all contributed and endured in some way through his efforts but now feel it has been so worthwhile because they are all able to enjoy his success.



Developing and offering this type of workplace education program confirms that we have been able to support the goals of our JEED committee:

- To provide flexible access for employees;
- To support endeavours to improve education level, skills and abilities;
- To attract and retain staff;
- To raise awareness of skills required in a knowledge-based municipal workplace;
- To be respectful of our service delivery needs.

The City of Kingston and his family have encouraged and supported Rob and are very pleased that he has been able to meet his life-long goal. Several other employees are pursuing their Diplomas and are expected to complete them in the near future. It is evident that this workplace education program has proven to be a valuable and worthwhile initiative.

Membership Notes

- On behalf of the CAMA Board of Directors, we would like to welcome the following new member:
 - Luc Gagnon, Acting CAO, Town of Tecumseh, ON
- Congratulations to the following member on the move...
 - Brian Hamblin, City Manager, City of Camrose
- 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, July 16th.
Look for the next Job Broadcast on Monday, July 9th.**

To have an item included in e-Brief, please contact wayne.knorr@fredericton.ca.

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