



e-Brief

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

March 27, 2006

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2006 CAMA Montréal Conference

The 2006 CAMA Conference will be held May 29-31st, in Montréal, Québec. The theme of this year's conference is **Worklife Quality**.

The conference will allow you to learn how worklife quality affects employee engagement, organizational performance and financial performance; how changing demographics will affect your workplace; how to measure work-life quality and monitor your progress; how to leverage your existing programs, policies and practices, and; how to design and implement effective work-life quality strategies

A block of rooms has been set aside at a rate of \$205.00/night plus taxes. Please call the Hilton Montréal Bonaventure and reserve your room at 1-800-445-8667, or 1-514-878-2332.

Conference brochures have been mailed out to all members, and is also available on our website. Please complete the registration form and fax it to 506-460-2134, or mail it to:

CAMA National Office
PO Box 128, Station A
Fredericton, NB
E3B 4Y2

At this year's conference, Peter Birch will be speaking on: *Managing Stress*.

Peter Birch attended the University of Waterloo, both as an undergraduate and as a graduate student in Clinical Psychology. He has worked as both a Consultant and as the Manager of Employee Assistance and Staff Development for the past 32 years. Peter coordinates a very successful Personal Growth and Well-Being Program for the employees of the Waterloo Region District School Board and their family members. Peter presents workshops on wellness, stress management, communication, team building, visioning, goal setting, action planning etc. throughout Ontario, and has presented many keynote addresses at conferences locally, provincially and nationally. Peter combines humour with content for a highly enjoyable and informative presentation.

***Please note:** In error, the date given for the Golf and Walking Tour and Lunch Cruises was misprinted in the conference brochure. This event will be taking place on *Pre-conference Day May 29th, 2006, and not May 28th*. Sorry for the inconvenience.

For information on the conference, visit our website at: http://www.camacam.ca/conference_2006.asp, or email admin@camacam.ca.

Board News

- The next Board meeting will be held on Sunday May 28th, 2006, in Montréal, with the AGM being held on Wednesday May 30th in Montréal.

Member Profile

J. ROY BRIDEAU, CLGM, CMM



With more than 20 years experience in municipal government management, Roy has held the position of Chief Administrative Officer for the Town of Wolfville in Nova Scotia since 1995. As the CAO, he believes that a key element for success is having a clear sense of priorities. He has served as the Executive Director of the New Brunswick Council on Recreation for the Disabled and the Chief Administrative Officer for the Town of Sackville, New Brunswick.

Roy also served 12 years as a Senior Municipal Manager with the Alberta Government (managing I.D. #16). This provided a unique opportunity to work for the Provincial Government while managing a Municipal unit. The Alberta experience continues to be shared with Nova Scotia municipalities and has produced some positive results, the certification of municipal managers being one.

As a member and champion of the Wolfville Sustainable Community Planning Task Force, much has been accomplished. The Town of Wolfville, with the support of the FCM Green Municipal Fund Program and the provincial department of Service Nova Scotia and Municipal Relations, is undertaking a complete review and revision of its Municipal Planning Strategy and Land Use Bylaw. What makes this different from past reviews is the inclusion of sustainability principles and The Natural Step process. This multi-partnership process also includes the Centre for Rural Sustainability and the Wolfville Sustainability Initiative. Community circles, surveys, public education and process hearings will all contribute to enhanced planning strategies. To learn more about this process visit the Town's web site at: <http://WWW.Town.Wolfville.ns.ca>

An active member of the Association of Municipal Administrators of Nova Scotia (AMANS), he currently sits on the Board of Directors representing the Annapolis Valley Region. He has held the position of Chair of the AMANS Education Committee and is a strong proponent of the Certified Municipal Manager Project. Roy currently serves as Chair of the AMANS Certification Equivalency Committee. He is also a member of the Society of Local Government Managers of Alberta, the Canadian Association of Municipal Administrators, and served on the 1999 CAMA Conference committee. Roy has represented the Town and his profession by serving on several provincial and inter-municipal committees and has recently joined IPAC and ICMA.

Roy also co-chairs the e-Government Joint Venture Municipal/Provincial Committee. The committee is in its fourth year, working to achieve an integrated, one-stop access to municipal and provincial government services and programs through electronic channels for the public, businesses, administrators and elected officials. The committee provides a means to foster cooperative and collaborative initiatives among provincial, municipal and community interests, where there are currently 19 municipal members.

Some of the initiatives have included seminars on e-Government, an e-government manual for municipalities, a manual for electronic councils (Wolfville has gone to paperless Council meetings), municipal website templates, a design manual for municipal websites, a municipal SAP rollout, a license purchase for all municipalities for the free use of the GOOGLE search engine for their websites and Self Surveys for electronic surveys. Tour the web site at <http://www.gov.ns.ca/snsmr/muns/egov.asp>

His educational background includes Mount Royal College (Therapeutic Recreation Administration Program), Banff School of Management, and the University of Alberta (Local Government Certificate Program, Senior Executive Fellows Program, graduating with distinction). Through his lifelong learning commitment he has recently completed the National Advanced Certificate in Local Authority Administration offered jointly by Dalhousie University College of Continuing Education and the University of Alberta.

Outside of the municipal government world, Roy's interests include golf and fishing. He is a Rotarian with the Wolfville Rotary Club. He is a member of the Avon Valley Golf Club and serves on the club's Planning and Development Committee. For the past six years he has served as the President of the Hantsport Scholarship Foundation.

Roy has, through his association with the New Brunswick Council on Recreation for the Disabled, served as Chef de Mission for the provincial team at the Canada Games and served as an administrative member of the 1980 Canadian Olympic Team for the Physically Disabled.

Roy's wife Sherry is a teacher in Hantsport. Their son Matthew lives in Alberta and works for the Municipal District of Greenview #16.

Community Leadership/ Literacy Project

CAMA Literacy Project is developing a clear language resource for municipal workplaces

What is clear language?

Clear language is an approach to communication that puts the reader first, and focuses on action. Clear design means using the visual aspects of communication, such as type, formatting, and graphics, to enhance the message. This is an inclusive approach to communication, which works to make information accessible for all people. In this sense, clear language and design are aspects of the issue of literacy.

New technology also means working with new and more complex equipment and dealing with new workplace hazards. Now, more than ever, we need to be able to read and understand instructions, pay attention to warnings, and follow safe procedures.

Municipal workplaces have changed as well. Municipalities are bigger and much more complex now. When we can't communicate well with the public, with co-workers, and in labour/management relations, we face a host of problems.

What kind of problems does unclear language cause in municipal workplaces?

- breakdown or lack of access to HR processes, resulting in grievances and human rights complaints
- danger to health and safety
- errors, wasted time and taxpayer money
- legal liability (for workplace safety, proper process in human resources, failure to deliver benefits and services to the public)
- poor labour/management relations
- unproductive meetings and delayed decision making
- individual frustration and fear about being able to meet new workplace demands

Benefits of clear language to municipalities

- Provide better access to benefits and services for the public.
- Improved customer service.
- transparency and accountability in municipal government
- better quality of working life for management and unionized staff
- greater union democracy

We hope to have the clear language resource on the CAMA web site in late summer. For more information about this initiative and the CAMA Municipal Leadership Project, please contact Patricia Nutter at pnutter@lincsat.com.

Please note: Deadline for Literacy Award nominations is March 31st, 2006.

CAMA Awards Program

2005 CAMA Awards Highlights



In 2005, the District of Pitt Meadows was honored to receive the Education Award for municipalities under 20,000. Following on that award, Pitt Meadows was recognized at the 2005 centennial Union of British Columbia Municipalities (UBCM) conference for Community Excellence in Annual Reporting.

Business and strategic planning has been a corporate focus of ours for the last six years. “I am very proud of the work we are doing here. Being recognized by your peers is not only an honor for me but for the entire organization.” Jake Rudolph, CAO commented.

The District of Pitt Meadows business planning process is ultimately a cycle of continuous improvement. Essentially, the project began with the creation of a Council strategic plan which set the direction for subsequent business plans and all other organizational and individual work plans. All plans are aligned with the strategic plan, and as such, goals (objective and strategies) and resources are identified to further the achievement of the strategic plan. The process has shifted the District from a reactive, fiscal focused group to a proactive strategic thinking organization. Our success has produced a number of results

1. *Establishes a framework for decision making built on a system of continuous improvement.*
Council and staff are faced with many significant and conflicting demands for the use of the limited resources available. Thus, their needs to be a fair, and comprehensive process to support the resource allocation decision. The business planning process is not only comprehensive, but, cyclical and continuous. It includes planning, doing, measuring and evaluating.
2. *Promotes organizational alignment and a focus on achievement of desired results.*
A primary goal of business planning is to develop a results-focused organization in which each department and its employees contribute to the attainment of a common vision and a set of goals as outlined in the corporate strategic plan (organizational alignment).

The various business plans must support the Corporate Strategic Plan, and the individual work plans must support the related business plans. This ensures that people are expending their energies on the things that matter most.

Departments must set specific goals and performance measures, and report on the related achievements on a quarterly basis. As the Hawthorne rule states “What gets measured, gets done.” In fact, it is proven that even saying something will be measured, will improve results.

3. *Promotes communication and clarification of roles and responsibilities*
Through the corporate strategic plan, business plans, and individual work plans a number of fundamental questions are answered:
 - What is the organization’s or department’s reason for existence?
 - What are our services?
 - Who are our clients/customers?

- How do the department business plans support the corporate strategic plan?
- What are we trying to achieve, and what are our related goals, objectives and strategies for the longer term and the coming year?
- Who is responsible for implementing the identified strategies, and by when?
- How will we demonstrate achievement of our goals and objectives?
- What is the financial impact of the service? etc.

As the business planning process is very inclusive and open, and includes a number of presentations and reports to the public, Council, the senior management team and various staff groups within the organization, this important and fundamental information is well communicated.

4. *Promotes improved results for our customers/clients*

At all levels, the developed goals and related measures must relate to the identified desired results from our clients/customers point of view. This helps focus staff attention on client/customer results rather than internal activities and should help us concentrate on providing more effective and efficient programs and services.

5. *Improves individual, departmental, and corporate accountability*

We have an obligation to report on the results we are achieving with the resources that have been entrusted to our care. This is especially true, given that our major source of revenue is through “no-choice” taxation vs. “sales” of our services or products to willing customers.

The business planning framework provides a format to regularly report on results. Corporate and departmental results are reported on each quarter, with a comprehensive report prepared at the end of each year. Individual results are reviewed and reported as part of the individual performance appraisal system annually.

6. *Acts as an educational tool for staff and public*

The Business and Corporate Plan are valuable tools for new employees and individuals wishing to learn more about the organization and the various functional areas. The plan gives guidance and direction, as well as, an orientation to the organization. The Annual Report provides a snapshot of the fiscal health of the organization and provides a historical account of the previous year’s accomplishments.

For copies of the business plans and strategic plans please visit the Pitt Meadows website at www.pittmeadows.bc.ca

2006 CAMA Awards

The 2006 CAMA Award Nomination deadline has now passed. The Award Jury thanks all nominees for their applications and response has been excellent.

For more information on CAMA Awards, please visit the website at www.camacam.ca.

Membership Notes

- The CAMA Winter 2006 Newsletter is now in circulation. It appeared as the centerfold in the latest issue of Forum Magazine, and can also be read online through the CAMA website: <http://www.camacam.ca/downloads/NewsletterWINTER2006.pdf>

**Forum is read by more than 30,000 senior municipal decision-makers across Canada. Elected officials and senior staff of FCM Municipal Members and employees of FCM Corporate Partners receive Forum magazine as a benefit of membership, and is also distributed to Members of Canada's Parliament, federal departments, provincial and territorial governments, private companies across North America, provincial/territorial municipal associations, major newspapers and other media, libraries, universities, international municipal organizations, and municipal governments overseas.*

- 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.
- On behalf of the CAMA Board of Directors, we would like to welcome the newest members to our Association:
 - Tom MacDonald, Executive Director, Local Government Management Association of B.C. (Affiliate Member)
 - Thomas Webster, Chief Administrative Officer, Town of East Gwillimbury, ON
 - Brian MacRae, City Manager, City of Brandon, MB
 - David Szwarc, Acting Chief Administrative Officer, Region of Peel, ON
 - Shawn Wells, Director of Finance, Town of Grande Cache, AB

- Carol Mason, Chief Administrative Officer, Regional District of Nanaimo, B.C.

The next CAMA e-Brief will be issued on Monday, April 10, 2006

Look for the next Job Broadcast on Monday, April 3, 2006

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

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