



e-Brief

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

May 22, 2006

In this **e-Brief**:

- 2006 CAMA Montréal Conference
 - Board News
 - Member Profile
- Community Leadership / Literacy Project
 - CAMA Awards Program
 - Membership Notes

2006 CAMA Montréal Conference

Are you ready?

The 2006 CAMA Conference will be held, beginning in just one week, 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.

PLEASE NOTE: CAMA SWING DAY - SUSTAINABILITY WORKSHOP

On June 1st, a workshop on Sustainable Community Development hosted jointly by CAMA and FCM was to be held on the subject of sustainable communities. You recently received a notice on the workshop objectives and invite by CAMA on behalf of the organizers. However, due to low registration numbers, it has been decided that the workshop will be postponed for this year. The organizers hope to offer the session once again next year, on the day between the CAMA and FCM conferences. Stay tuned in coming months for further details.

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

We look forward to seeing everyone in Montréal next week!! It should be a great time!

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



Duncan E. Campbell

Duncan is currently the Associate Director General of the City of Montreal, a position he has held since the merger of the island municipalities in 2002 to create the new city of Montreal. Up to this merger, he was the Director General of the Town of Mount Royal since 1989. Prior to 1988, Duncan worked for the Canadian National Railways in numerous engineering and management positions across the country. There are many a day (& usually nights) where a return to the simple life of riding a track motor car

through the wilds of Algonquin Park in minus 40 degree weather appears more attractive than facing a hall of unhappy citizens!

Initially, the position of Associate DG was to coordinate the implementation and integration of the borough system across the new City of Montreal with Duncan being responsible for 11 West Island boroughs of the 27 created. As the 2002 merger was not met with universal approval, the provincial government allowed for communities to de-merge via referendum in 2004 and the city of Montreal subsequently lost 15 of its original constituent municipalities to independence in 2006. Though the majority of these newly-created cities came from the area that Duncan was responsible for, it is strictly coincidental and no other conclusion should be drawn!

In any event, since 2003 Duncan has been heading up a project team charged with implementing an Oracle-based integrated management system for finance, purchasing and human resources for the new City of Montreal. Though this may appear to be yet another technology project, it has evolved more into a change management situation where the culture and business practices are being challenged and modified. With the City going through mergers and de-mergers, decentralization and budget restrictions, the 'stable environment' recommended for such projects has not been easily attained, if at all, and this has drawn considerably on Duncan's skills and experience to manage.

Duncan has been a CAMA member since entering the municipal field and was CAMA President from 1995-96. As the Association was in financial trouble at the time, Duncan & his successor Doug Lychak and their respective boards took the drastic actions required to turn the situation around to ensure CAMA would continue as a viable national association for municipal managers. Duncan has promoted the relevancy of CAMA membership if for nothing else than to provide a forum for individual members to network and to realize the stresses of municipal life are common to all of us across the country and are not just isolated in our own community. He has made presentations on municipal issues to many groups including CAMA and ICMA annual conferences and has penned articles for local and national newspapers as well as appearing on radio.

He holds a Bachelor of Civil Engineering from Carleton University and a Master of Business Administration from the Ivey School of Business at the University of Western Ontario.

Duncan and his wife Barbara reside in Baie d'urfé, Quebec (one of the demerged cities of Montreal). Their only child Robert is currently studying in the States, so Duncan must work a second job on winter weekends as a CSIA Level 3 ski instructor at Tremblant.

**If you would like to be profiled, or would like to recommend a member for profiling in this section, please contact alycia.morehouse@fredericton.ca, or CAMA at the contact information below.*

Community Leadership/ Literacy Project

The 2006 Literacy Awards will be presented at the 2006 CAMA Conference, taking place next week in Montréal.

Congratulations to all of the nominees this year on your excellent submissions.

For information on the CAMA Municipal Leadership Project, please contact Patricia Nutter at pnutter@lincsat.com; (613) 264-0111.

CAMA Awards Program

2005 CAMA Awards Highlights

Congratulations to the City of Calgary on its nomination for the 2005 CAMA Willis Award for Innovation, in the category for municipalities with a population over 20,000, for its E-Business Initiative.

The Development & Building Approvals (DBA) business unit of the City of Calgary has taken a significant stride forward, establishing new delivery channels for Calgarians across all facets of service. The E-Business Initiative has improved service quality and delivery for the citizens of Calgary. Successes of the Initiative include:

- Improved quality of information being distributed
- Improved timeliness of the information distributed
- Easy access to information anytime, anywhere
- Improved internal efficiency and processes
- Enhanced financial accountability

Over the past several years, Calgarians have been demanding better and better service, and increased access to information. Businesses are requesting more information than ever before and in a timelier manner. The City of Calgary is establishing a philosophy for corporate efficiency and financial accountability. The combined effects of these factors influenced DBA to review current business practices and to identify areas for service improvement.

As a result, DBA established the Quality Services Initiative and the One Window Initiative, which continue to act as guiding principles.

The Quality Services Initiative targeted a balance between two competing factors:

- Maintenance of quality service delivery and customer service
- Financial sustainability and accountability

The One Window Initiative focused on connecting Calgary by:

- Linking Calgarians to Information and Services
- Building Better Communities
- Facilitating Economic Growth

DBA developed and launched Online permits as the first E-Business action at the end of 2003. The City of Calgary partnered with a principal technology vendor to deliver this. Online Permits was a breakthrough allowing trade contractors working in Calgary, to, over the web:

- Apply for Permits
- Request Safety Code Officer Inspections
- Access information about their permits

This was well received by the contractors and several registered with the City of Calgary for this service.

Any individual is now able to access information about their application through the web, as each Permit or Licence is now printed with a Job Access Code. Logging on provides a wealth of information identifying:

- Which steps in the application process have been completed
- The results of completed steps
- Contact information for the individual who is processing the application
- Inspection results (pass or fail) for Building permits
- Other information that pertains to the permit

The initial success of VISTA (web application tool) in 2004 prompted DBA to develop an enhancement in January 2005. DBA has several high volume customers who use VISTA for monitoring their application and inspection results. As a result, they view a large number of permits, each requiring its own login. In response to this, DBA has developed a registered users system where a user may login once and see all of their current permits.

DBA's customers are currently using VISTA extensively to track their applications and active permits.

A final component of the E-Business initiative that was started in 2004 focused on improving the application process for a business licence. DBA, in partnership with the Information Technology Services Business Unit, have designed a web tool that is currently in development. This will allow individuals who are interested in opening a business to determine:

- If, and what type of licences they require
- What type of land use they require for that type of business
- The licence fee for opening that business
- Any additional requirements that may exist

The customer will progress through a series of questions and answers over the web. For certain types of businesses they will be able to apply for a licence once they above items have been determined. DBA intends to eventually allow applications for all licence types to be made on the web.

For more information on the City of Calgary's E-Business Initiative, contact Gary Klassen, Director of Development & Building Approvals at (403)-268-5310.

2006 CAMA Awards

The 2006 CAMA Award Nomination deadline has now passed. The 2006 award winners will be announced at the Annual CAMA Conference in Montréal, from May 29-31st. Plaques for the award winners, and certificates will be presented by a member of the CAMA Board of Directors at the Luncheon during the Conference.

The 2006 Award winners, and nominees will be featured in E-Brief following their announcement at the Conference.

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

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.
- On behalf of the CAMA Board of Directors, we would like to welcome the newest members to our Association:
 - Brian Desjardins, Executive Director, Local Government Administrators of the NWT, Yellowknife, NT

The next CAMA e-Brief will be issued on Monday, June 5, 2006

Look for the next Job Broadcast on Monday, May 29, 2006

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.