



## e-Brief

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

May 8, 2006

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### **2006 CAMA Montréal Conference**

The 2006 CAMA Conference will be held May 29-31<sup>st</sup>, 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

\*Registrations are being accepted until May 15, 2006.

At this year's conference, **Normand G. Laurence** will be speaking on: *Synergy*

**Normand G. Laurence** has specialized in the area of university teaching for over 30 years, where he teaches courses in leadership, management skills, behavioural sciences and management development at Université de Montréal, HEC, Business School. Normand joined Grid International in 1990 as an associate and since then has been working as senior consultant with national and international organizations such as Kruger, Mouvement Desjardins, ABB, Avon, Bombardier, Barr-Rosin, Merck-Frosst, Hospital Ste. Justine, Health Canada, Neurochem, Dana and Bell Canada. His experience also extends to facilitating Grid in Togo, Africa. Normand holds a Bachelor of Arts with a major in Education from Colorado College and Masters studies in Andragogy.

Cette année, conférencier **Normand G. Laurence** parlera sur: *Synergie*.

Au cours des trente dernières années, **Normand G. Laurence** s'est spécialisé dans le domaine de l'enseignement universitaire où il donne des cours portant sur le leadership, sur les compétences en gestion, sur les sciences du comportement et sur le perfectionnement des cadres à l'École des hautes études commerciales affiliée à l'Université de Montréal. M. Laurence a joint Grid International en 1990 à titre d'associé et depuis, il travaille comme conseiller en chef auprès d'organisations nationales et internationales telles que Kruger, le Mouvement Desjardins, ABB, Avon, Bombardier, Barr-Rosin, Merck-Frosst, l'hôpital Sainte-Justine, Santé Canada, Neurochem, Dana et Bell Canada. Son expérience contribue également à soutenir Grid au Togo, en Afrique. Il est titulaire d'un baccalauréat en arts avec majeure en éducation du Colorado College et d'une maîtrise en andragogie.

### **FCM/ CAMA Swing Day Workshop**

Municipalities continue to face challenges to deliver services and make infrastructure investments with limited resources. Applying the concepts and best practices of sustainable community development are becoming increasingly useful in finding economic efficiencies and contributing to an improved quality of

life. Canadian municipal leaders are now proving that applying sustainable community development can have a real impact.

This joint workshop, sponsored by the Federation of Canadian Municipalities (FCM) Centre for Sustainable Community Development and the Canadian Association of Municipal Administrators (CAMA), will introduce the concept of sustainable community development and present numerous innovative and real examples that are saving money and the environment.

CAMA is pleased to partner with FCM in providing municipal elected and appointed officials this practical and meaningful opportunity to gain knowledge and share information about a relevant and timely subject. Sustainable community development is a core consideration of most federal-provincial-municipal infrastructure investment programs. CAMA members and municipal elected officials looking for tools and approaches that can help their communities become more sustainable will want to attend this session.

The swing day takes place **Thursday, June 1<sup>st</sup>, 2006, from 12:00 p.m. until 4:300 p.m.** *Lunch will be provided.*

To register, contact:  
Jennifer Goodine  
Tel: 506-460-2090  
Fax: 506-460-2134  
E-Mail: [admin@camacam.ca](mailto:admin@camacam.ca)

For information on the conference, visit our website at: [http://www.camacam.ca/conference\\_2006.asp](http://www.camacam.ca/conference_2006.asp), or email [admin@camacam.ca](mailto:admin@camacam.ca).

## **Board News**

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

## **Member Profile**



**Dale B. Lyle**  
**City Manager**  
**City of Portage la Prairie**  
**Manitoba**

Dale, his wife Rhonda and two teenage sons, Benjamin and Travis enjoy living in Portage la Prairie where he has been the City Manager since 1996. Portage la Prairie is located in the fertile central plains region of Manitoba, 80 kilometers west of Winnipeg on Highway #1.

During his 30 year career, Dale has worked as the CAO for the Town of Neepawa, Manitoba and Treasurer for the Regional District of South Okanagan-Similkameen, B.C. In addition he had brief stints of work with Thorne Ernst & Whinny, Chartered Accountants and as Chief Financial Officer for a mining exploration company.

After completing the Certified Manitoba Municipal Administrator program in 1982, Dale finished the Certified General Accountant program in 1985. In addition, he completed the Diploma in Public Administration program through the University of Victoria in 1995.

Being in a prosperous agricultural region, Portage la Prairie has attracted world class wet industry, including two large French fry plants, oat and pea processing facilities to name a few. All this wet industry has resulted in the City spending over \$80 million on water and sewer plant upgrades in the last few years. The City and Rural Municipality have cooperatively worked together on wet industry development and recently entered into the first comprehensive property tax sharing agreement in Manitoba.

Dale enjoys being back home on the Prairies and raising a family in a small City. There are advantages to living in a smaller community and meeting friends and acquaintances in the grocery store, at the golf course and around the community that are significant to him.

Although work and career are important to Dale, spending time with family and friends and involvement in the community are, to him, required facets of a balanced life. He is on the Portage la Prairie Community Foundation Board, the Portage Rotary Club and is also President of the Manitoba Municipal Administrators Association and a past Board member of CAMA.

*\*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](mailto:alycia.morehouse@fredericton.ca), or CAMA at the contact information below.*

## **Community Leadership/ Literacy Project**

### **2006 Awards of Excellence for Municipal Workplace Literacy Achievements**

Congratulations to the five winners of CAMA's Awards of Excellence for 2006. The evaluation teams had a tough job choosing from the high quality submissions.

- **Robert Melanson, CUPE Local 51, City of Moncton (NB) for the Learner Achievement category:** Robert has been a truck driver with the City of Moncton since 1975. He left school in grade 7 to go to work. In the late 1990's Robert started taking courses in Moncton's Workplace Education Program. Initially he focused on reading and writing because he wanted to be able to leave notes for his wife and sons. He branched out to computer courses, math, and eventually set a goal to finish his GED. With dogged determination he passed all the GED (grade 12 equivalency) in 2005. To quote the submission: "Taking 6.5 years to obtain a GED might not seem like much of an accomplishment. Considering Robert hadn't passed in school since grade 2, had a very busy work schedule, and didn't give up even when he had to start all over when the exams were changed, I think he does deserve recognition for his accomplishment and for the encouragement he has given to others in our programs."
- **City of Kingston (ON) and CUPE Local 109 for the 'recognition of new workplace education and literacy initiatives' category:** Since 2002 the City of Kingston met many challenges while establishing and launching their workplace education/literacy programs. In 2005 they got the Joint Education and Development Committee together, elected two co-chairs (union and management), and began to plan and implement the needs assessment. The training needs identified by employees and supervisors were basic computers, effective oral and written communication skills, and 'dealing with difficult people'. "Both supervisors and employees indicated that the key changes to the work environment were: increased and new technology, the need for performing a greater variety of tasks, and the ever changing nature of jobs and the workplace requiring stronger literacy skills." The City of Kingston has demonstrated the benefits for workers and the workplace when an investment is made to improve the essential skills of its employees.
- **City of North Vancouver (BC) and CUPE Local 389 for the 'development of effective and successful partnerships':** The City of North Vancouver and CUPE Local 389 joined forces with Capilano College in 2005 to plan a needs assessment. "The City provides a vast array of training opportunities in the technological areas (computer skills in particular), and more recently added softer skills training (customer service, conflict resolution, etc.). Workplace skills training to date, had not been explored. A workplace literacy program would be a valuable addition to the corporate training program, under the essential skills banner, and support the City's strategic objective of achieving service excellence and retaining, developing and attracting a results oriented workforce to meet community needs." Essential skills training is currently focusing on computer and math skills. Capilano College will identify and train champions, recruit and train tutors for the peer tutor model and do learner assessments.

**The category 'recognition of educators, practitioners or organizational/municipal partners' had two winners:**

- **Instructor Marnie Turner with the City of Winnipeg (MB) and CUPE Local 500:** Marnie has been the instructor for the Winnipeg program for five years. The program has about 300 learners/year. Marnie develops individual goals with learners, customizes curricula for workgroups, has a library of resources, trains peer tutors, and encourages family members of learners to take essential skills courses. "Marnie has made the personal sacrifice of following a career in adult education that so often does not have the financial rewards of other careers that she could be in but rather she has chosen to follow a career that she loves and that makes such a significant impact to hundreds of people. Marnie also symbolizes what we want to achieve in our learners---someone who overcomes their fears and returns to school as an adult and who develops a practice of lifelong learning. Our program feels that Marnie has been very instrumental in the successes that we have had,..."
- **Association of Workplace Educators of Nova Scotia (AWENS):** AWENS began in 1997 with workplace educators coming together to discuss literacy and essential skills needs in Nova Scotia. AWENS has been instrumental in communicating the benefits and impacts of workplace education to employers and unions in the Province. The organization advocates actively to make workplace education a priority. It also provides networking and training for instructors in Prince Edward Island and New Brunswick. "Through the efforts of AWENS, many workers in Nova Scotia are now better prepared to meet the challenges of an ever changing and evolving workplace."

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

## **CAMA Awards Program**

### **2005 CAMA Awards Highlights**

Congratulations to the City of Brampton, Ontario, on its nomination for the 2005 CAMA Willis Award for Innovation, in the category for municipalities with a population over 20,000.

Over 90,000 new residents moved into Brampton, Ontario between 1999-2004, positioning this City among the top five urban growth areas in Canada. During the same time, municipalities experienced legislative changes, which negatively impacted their ability to fully fund growth related services. Delivering priority municipal services, faster and more cost effectively, required a new management approach in Brampton. In response to these forces, the Brampton Strategic Municipal Management Process (SMMP) was created.

Launched in 2000, the new Strategic Municipal Management Process was designed to be an integrated 'horizontal' approach for linking community priorities with sustainable administrative tools, such as master plans, budgets, organizations development and skills development programs.

The city's Senior Management Team was the driver of the change. In 2000, they recruited a full-time Corporate Effectiveness staff team to undertake the monumental steps warranted of a major paradigm shift in local decision-making. A solid commitment was established.

The Corporate Effectiveness group, working closely with the Senior Management Team developed a comprehensive work program to achieve the objectives of the plan. City employees, residents and business enterprises were engaged in the process. This non-department specific and comprehensive approach, constructed between 2000-2002, formed the foundation of Brampton's new Strategic Municipal Management Process.

With the ongoing support of City Council, the SMMP continues to gain momentum at the City of Brampton both internally with staff and externally with citizens and businesses.

As a result of the Strategic Municipal Management Process, Brampton created performance indicators for its core services, namely: Transit Services; Fire Services; Road Services and Local Government Administration. The Municipal Performance Measures Program ensured that efficiency measures were directly aligned with performance objectives, monitored and benchmarked with Provincial standards regularly.

The City of Brampton now has a strong revenue (tax) base and an obligation to plan and carry out the priorities constituents require. As a result, the City can now pay a great deal of attention to efficient, timely and cost-effective service delivery. The future looks promising in Brampton.

For further information on Brampton's Strategic Municipal Management Process, contact:

**Dennis Cutajar**  
**Commissioner, Economic Development and Public Relations**  
**City of Brampton**  
**Tel: 905-874-2698**  
**Fax: 905-874-2149**  
[Dennis.cutajar@brampton.ca](mailto:Dennis.cutajar@brampton.ca)

### **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 29-31<sup>st</sup>. Plaques for the principal awards and certificates are presented by a member of the CAMA Board of Directors at the Luncheon during the Conference.

For more information on CAMA Awards, please visit the website at [www.camacam.ca](http://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](mailto:admin@camacam.ca).
- On behalf of the CAMA Board of Directors, we would like to welcome the newest members to our Association:
  - Marie-Hélène Lajoie, Ville de Gatineau
  - Janet Lunn, Director of Parks & Recreation, City of Burlington

**The next CAMA e-Brief will be issued on Monday, May 22, 2006**  
**Look for the next Job Broadcast on Monday, May 15, 2006**  
*To have an item included in e-Brief, please contact Alycia Morehouse, at*  
[alycia.morehouse@fredericton.ca](mailto:alycia.morehouse@fredericton.ca).

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