



David Siegel's Leaders in the Shadows


The Leader as Partnership Builder: Keith Robicheau
(Chapter 5)

CAMA Presentation – June 2, 2015



Career Path

- 1981 – B. Comm., Mount Allison University
- 1981-83 – Coopers & Lybrand, Chartered Accountants
- 1983-90 – Town of St. Andrews, NB
- 1990-94 – Government of New Brunswick
- 1994-2008 – County of Annapolis, NS
- 2008-11 – Town of Kentville, NS
- Since 2011 – Norfolk County, ON



St. Andrews (1983 to 1990)

- Building a Council-Manager (CAO) system

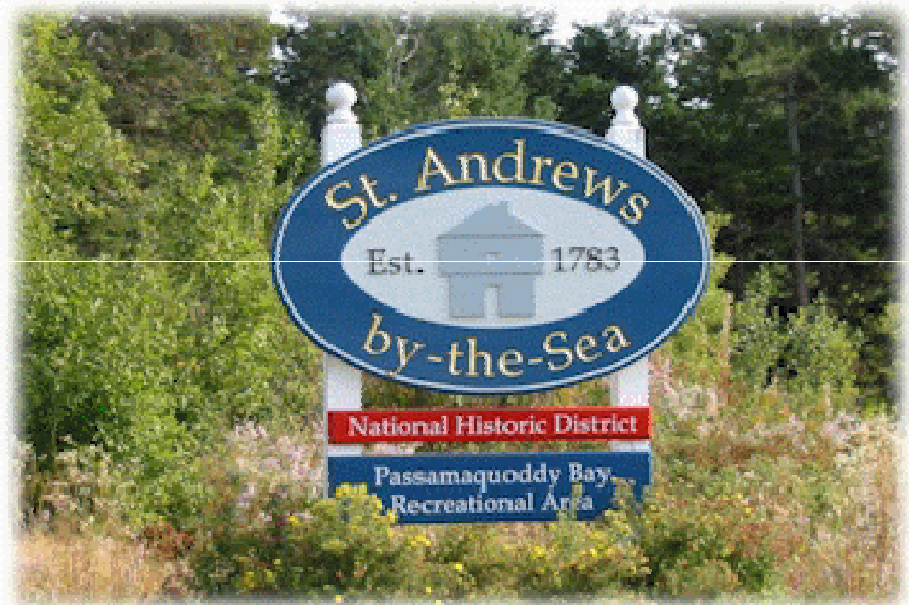
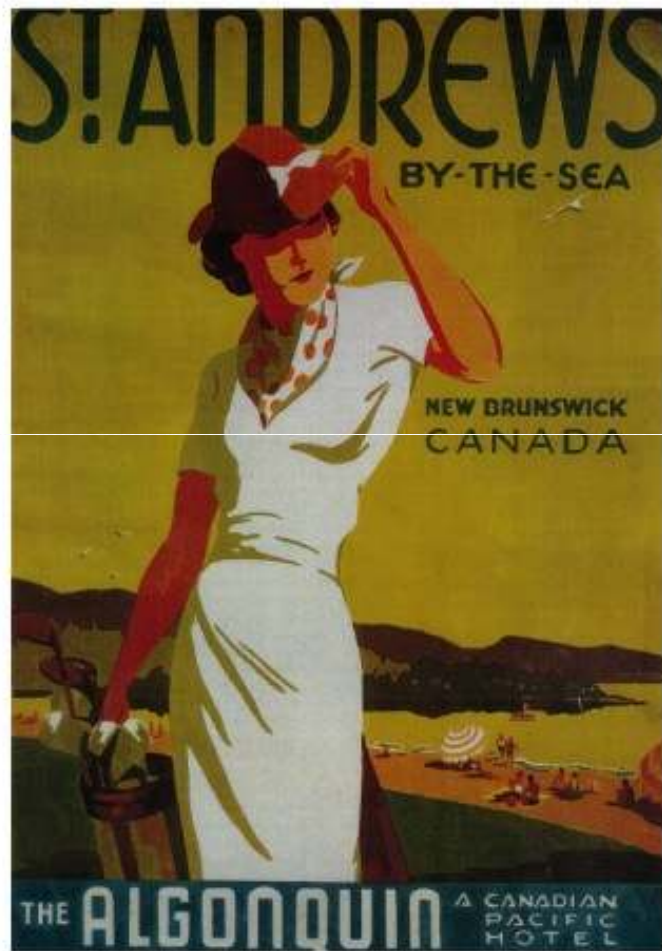
Building Community and Partnerships:

- Updating the Municipal Plan and Zoning Bylaw
- Local Service District Basic Planning Statements
- Conceptual Plan – Downtown and Waterfront
- St. Andrews Business Improvement Corporation, Inc. (BIA), now “Waterfront St. Andrews”
- Trade Area, Business Mix & Market Opportunity Study
- Passamaquoddy Bay Area Planning (“Quoddy Loop”)



Coaches, Mentors & Teachers

- Henry Irwin, Deputy Minister, Municipal Affairs
- Tommy Jellinek, Provincial Director of Planning
- John Robison, City Administrator, City of Fredericton
- Chuck Shannon, City Solicitor, City of Fredericton
- Fred Nicholson, QC (Town Solicitor)
- Don Smeltzer, Executive Director, MMTDB
- Rick Ramsay, CAO, County of Kings, NS
- Hon. Leland McGaw, MLA, Chairman of NB Power
- Hon. Robert Jackson, Minister of Municipal Affairs



St. Andrews by-the-Sea







The Algonquin Golf Course



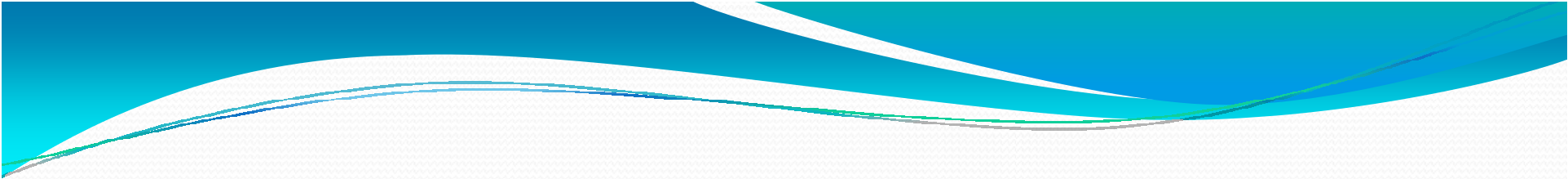
Water Street, St. Andrews





Market Wharf (Downtown)















Government of New Brunswick

1990-92 – Management Consultant, Board of Mgmt.

- Government Business Travel Management Review
- Regional Economic Development Review
- Various (e.g. Org. Reviews, Strategic Planning)

1992-93 – Treasury Board Advisor, Finance

- Review/Updating of Liquor Policy and Legislation
- Service New Brunswick (Conceptual Plan, Pilot Sites)

1993-94 – Senior Policy Advisor, Municipal Affairs

- Miramichi & Greater Moncton Restructuring Studies



Coaches, Mentors & Colleagues

- Fraser Nicholson, Executive Director, Management Services Division (MSD)
- Donat Theriault, Management Consultant, MSD
- Leona Hurley, Management Consultant, MSD
- Jean-Eudes, Levesque, Management Consultant, MSD
- Sharon Nussey, Management Consultant, MSD
- Georgio Gaudet, Deputy Minister, Municipal Affairs
- Madeleine Delaney-LeBlanc, Chair, NB OH&SC
- John Robison, Chair, Local Government Review Panel



Core Values & Operating Principles

- **I value public service and the people the municipality serves. I am committed to quality service and continuous improvement on their behalf.**
 - Citizens are served equitably, respectfully and in a caring manner.
 - I am accessible to communicate, provide information about our services and listen to the municipality's citizens.
 - I respect and honor the trust and confidence placed in me by the council and citizens of the municipality.

- **I value the municipality's employees. I believe they should be empowered to do their jobs and high performance is a result of people who care about what they do.**
 - Staff are challenged, encouraged and developed.
 - Staff are delegated appropriate authority and responsibility to act and use their judgment to tackle challenges that confront them.

- **I value creativity, innovation and achievement. I am accepting of innovative ideas, work styles and methods.**
 - Staff are encouraged to be self-reliant and self-starting and not to rely solely on supervisory direction, guidance and control.
 - I incorporate challenge and a results orientation into programs and services and require consideration of cost/benefit and risk/return.
 - I foster a climate of good will and recognize achievement.



Core Values & Operating Principles

- **I value a mindset that seeks optimum performance and adaptability in the face of change.**
 - I strive for excellence and to be strategic in plans and actions.
 - I maintain methods of monitoring performance and seek feedback.
 - I seek improvement in individual and organizational performance.
 - **When conditions change, I adjust my methods not my values.**

- **I value teamwork and participative decision-making.**
 - My leadership style is participative whenever possible.
 - Purpose and goals are developed in a participative setting as much as possible, to foster understanding and commitment.
 - Although formal levels exist for administrative purposes, they do not inhibit collaboration in achieving results.
 - I build supportive relationships by cultivating formal and informal communications.



Annapolis County (1994 to 2008)

- Building a Council-Manager (CAO) system

Building Regional Partnerships:

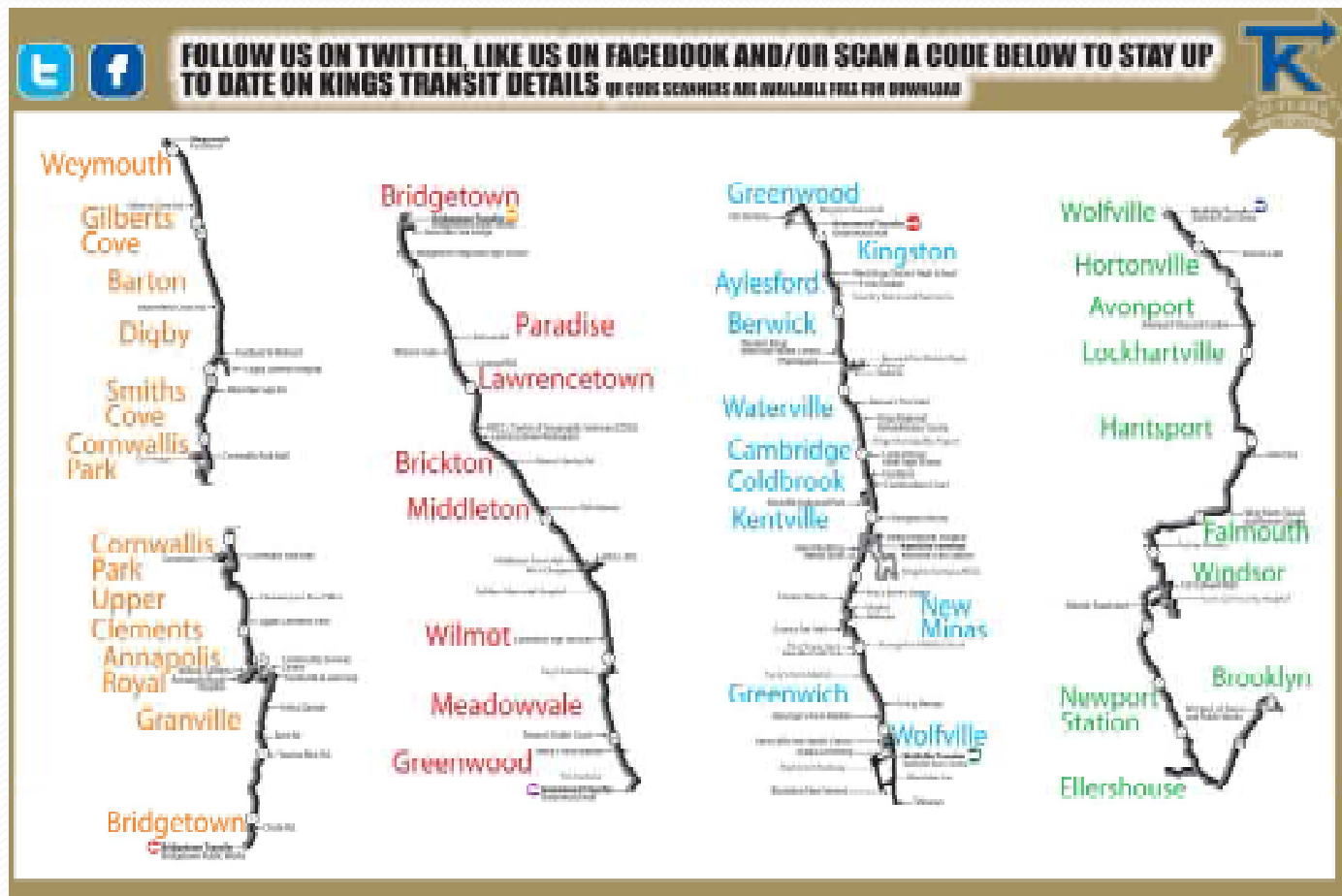
- Valley Waste-Resource Management Authority
- Fundy Web Broadband Board
- Western Valley Development Agency / Annapolis-Digby Economic Development Agency
- Digby-Annapolis Development Corporation
- Kings Transit Authority



Mentors & Colleagues

- Roy Brideau, CAO, Town of Wolfville
- Bill Hamilton, Clerk-Treasurer, Town of Bridgetown
- Laurie Emms, P. Eng., Deputy CAO, Annapolis County
- Peter Terauds, Warden, Annapolis County
- Marilyn Wilkins, Deputy Warden, Annapolis County
- Earl Bennett, CAO, Town of Middleton
- Rick Ramsay, CAO, Kings County
- Bill Boyd, CAO, Town of Kentville
- Brian Cullen, CAO, District of Digby
- Jeff Lawrence, CAO, Town of Hantsport

Kings Transit Partnership






Annapolis River



CFB Cornwallis, Annapolis Basin





Kentville (2008-11)

- Education Levy Dispute
- Annapolis Valley Regional Industrial Park
- New Kings County Academy

Maintaining Regional Partnerships:

- Valley Waste-Resource Management Authority
- Kings Transit Authority
- Kings Partnership Steering Committee
- UNSM Towns Caucus (New Deal for NS Towns)



Mentors & Colleagues

- Roy Brideau, CAO, Town of Wolfville
- Louis Coutinho, CAO, Town of Windsor
- Brian Smith, CAO, Kings County
- Bob Ashley, CAO, Town of Berwick
- Jeff Lawrence, CAO, Town of Hantsport
- Erin Beaudin, CAO, District of Chester
- Bill Boyd, Councillor, Town of Kentville
- Dave Corkum, Mayor, Town of Kentville
- Mark Pearl, Councillor, Town of Kentville





