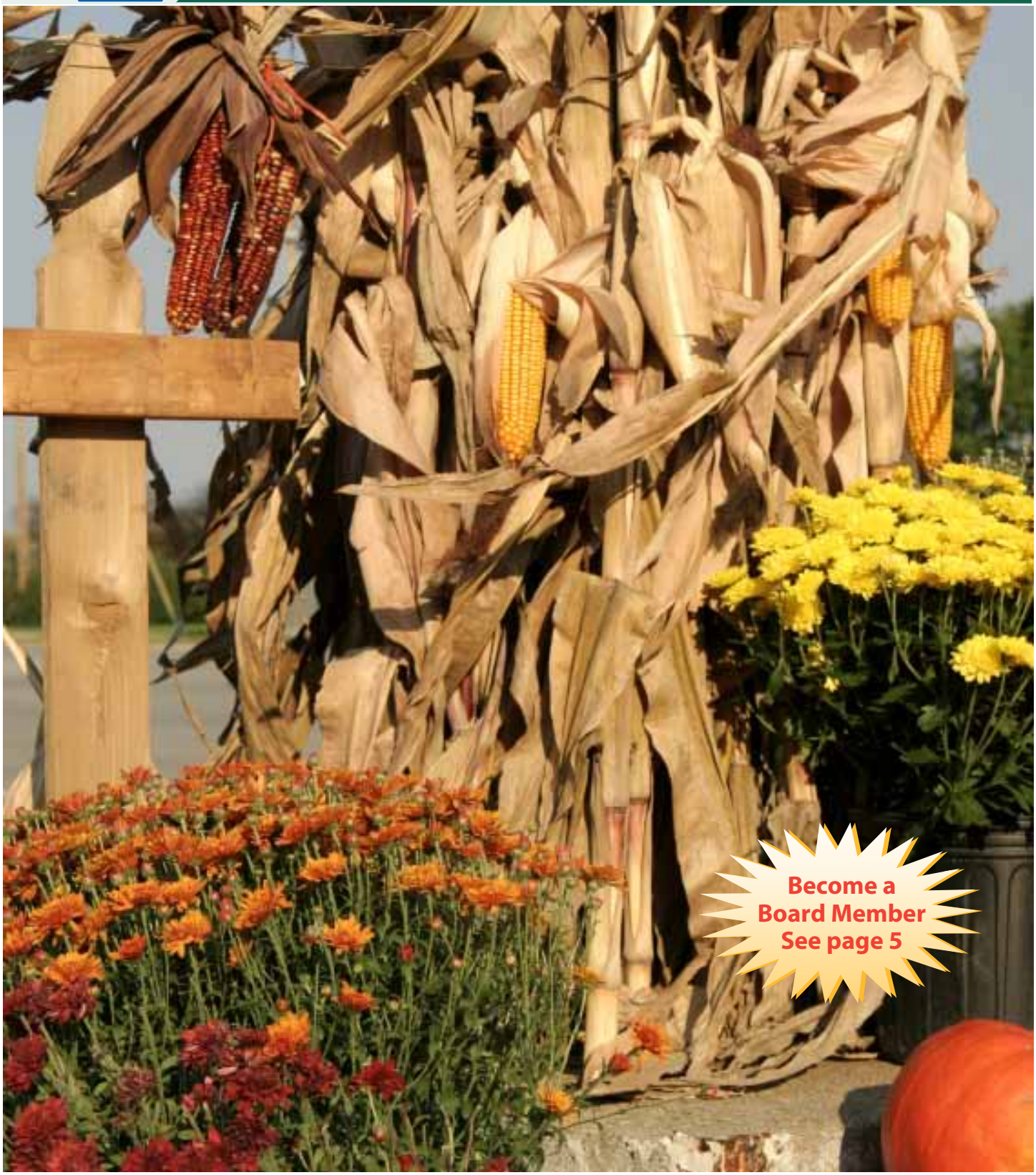
News Digest™

October 2013

The Premier Organization for Municipal Clerks Since 1947



Become a Board Member
See page 5

News Digest™

Professionalism In Local Government Through Education

Volume LXIV No. 9 **ISSN: 0145-2290**

October 2013

Published 11 times each year the *News Digest* is a publication of
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Founded in 1947, IIMC has more than 60 years of experience improving the professionalism of Municipal Clerks. IIMC has more than 9,500 members representing towns, small municipalities and large urban jurisdictions of more than several million people.
A portion of your annual membership dues goes toward publishing and distributing the monthly *News Digest*.

IIMC is affiliated with 49 U.S., & Nine Canadian Associations.
National affiliations:

- ATAM (Portugal)
- IAM (Israel)
- UDITE (Europe)
- IMASA (South Africa)
- NAMCB (Bulgaria)
- JOSZ (Hungary)
- SLCC (England)
- VVG (The Netherlands)
- SOLAR (Scotland)
- ADSO (England)

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BOARD OF DIRECTORS

President's Message

Marc Lemoine, MMC IIMC President, 2013-2014

The best part about being IIMC's President is the opportunity to meet so many of our members and talk to them about IIMC. Like most members, prior to joining the Board of Directors, I did not think too much about what IIMC truly is and what it has to offer all of us. Joining the Board of Directors gave me some insight into the inner workings of everything that IIMC is and does. But it is in talking to our members about IIMC and listening to their stories that I have truly discovered the value that IIMC provides. What does IIMC provide? Are you getting everything you can from your membership?

IIMC's first and foremost offering, of course, is education. Did you know that IIMC members currently hold 4,600 Certified Municipal Clerk designations and 1,200 Master Municipal Clerk designations? And that these designations are earned through IIMC's network of 47 Municipal Clerk Institutess, many of which are hosted by the world's top universities and educational organizations? Completing one of these designations automatically shows municipalities that our members have completed a rigorous course of study, similar to other certificates and degrees offered up by the Institutess organizations, qualifying them to undertake the duties of the Clerk. IIMC also recognizes that our members are often incredibly busy and can't always get out to Institutesss. To help enable continuing education in these busy times, IIMC offers a wide range of online education, which can be found on our website at www.iimc.com. Online courses include those from Ed2go, a network of over 1,800 colleges and universities, FEMA and Eli Mina's *Guide to Minute Taking*. Full online educational programs from the University of Wisconsin Green Bay and Arizona State University are also available, all of which count toward your CMC and MMC designations. IIMC also offers other alternative avenues for continuing education including the Athenian Dialogue program, which explores leadership principles and practices in a group settings based on group discussion of a book the group has read. Our Study Abroad programs, most recently visiting Scotland and South Africa, allow IIMC members to visit other countries and explore the best practices of fellow Clerks and local governments in those regions. And to assist with educational costs, the Municipal Clerk's Education Foundation (MCEF), provides scholarships towards Clerk's education. Last year over 30 CMC and MMC scholarships were awarded, as well as 22 grants (2 per region) to attend IIMC's annual conference were made available.

While education is the main raison d'etre for IIMC, IIMC offers many other benefits to its members. These include networking opportunities with over 9,400 other professionals in 15 different countries that face the same challenges on a daily basis that you do. IIMC "members only" section gives you access to our Listserv, allowing clerks to ask questions and get responses from the greater Clerk's community. The membership database allows you to find and reach out to other clerks in your vicinity, state or worldwide. IIMC's annual conferences, which move to different IIMC regions each year, allow you to reconnect with up to 1,000 fellow clerks in person in a conference setting featuring world class speakers and in education programs. Our next conference is in Milwaukee, Wisconsin in May of 2014.

IIMC also offers its members a wealth of informational resources. These include IIMC's website and Facebook pages, which host up to date and constantly

Continued on page 4

President's Message. . . Continued from page 3

evolving data and insight affecting the Clerk's profession. Information available includes the monthly *News Digest* you are now reading, with archived *News Digests* going back several years. Technical information and manuals are also available, including bulletins from NAGARA and relevant publications to the Clerk's profession such as the *National Association of Parliamentarian's Book*, *Procedures In Local Government* and *Robert's Rules of Order*. As well, IIMC's staff creates and sends out weekly IIMC E-Briefings, making our members aware of up to the minute news and events affecting Clerks.

And speaking of staff, IIMC has 9 full time staff members working in its headquarters in Rancho Cucamonga, California. These dedicated customer focused professionals are there to assist our members with any and all of their needs related to IIMC and the development of their careers in the Clerk's profession. They pride themselves on their knowledge and always get back to our members quickly to assist with any issues our members may be experiencing. They can be reached electronically via the usual wide variety of methodologies including Facebook and e-mail, but they also are available via phone at 1-800-251-1639, when a friendly voice is what you need.

This is just a few of the many benefits that IIMC has to offer you, its members. Take full advantage. We all benefit when we participate together with the great people and resources that IIMC has to offer. Until next month,

Cheers from Winnipeg! Marc

68th Annual Conference
Milwaukee, WI

Sunday, May 18 thru
Thursday, May 22, 2014

2014 IIMC Board Vacancies

Take Your Leadership Skills To The Next Level: Make A Difference In IIMC's And Your Future!

As an IIMC member, have you ever wanted to make an impact on your Organization? Have you ever wanted to shape policies, programs and develop strategies to help your colleagues? Can IIMC benefit from your ideas and perspectives? Do you want your decisions, direction and vision about IIMC's future to directly impact the membership? If you've answered yes to any of these questions, then it's time to take that initial step forward and put your leadership and knowledge to task by serving as an IIMC Board of Director. 2014 Board vacancies are available in the following Regions:

- **II** DE, MD, NJ, PA, VA, WV
- **IV** AR, LA, MS, OK, TX
- **VI** IA, MN, WI
- **VII** IL, KS, MO
- **VIII** AZ, CO, ID, MT, NE, NM, ND, NV, SD, UT, WY
- **X** CANADA
- **XI** Outside North America

For more information and to obtain your Nominating Forms, visit *www.iimc.com* and click on Board of Directors. For a glimpse of what it's like to serve on the Board, **anyone interested in becoming a Board member is encouraged to attend the upcoming mid-year Board meeting in Savannah, GA. For more information, please contact Executive Director Chris Shalby at** chriss@iimc.com **by November 1, 2013.**

Nominating Forms deadline is Tuesday, January 21, 2014.

AMCTO Fall Training- 2013

Professional Development Workshops Fall 2013- A Reminder to Register

- ✓ User Fees as a Corporate Revenue
- ✓ Municipal Business Licensing
- ✓ Advanced Customer Service and Conflict Resolution
- ✓ Putting Your Council Procedures into Practice
- ✓ EnAbling Change and the IASRs: Creating Accessible Websites
- ✓ Employment Law and Human Resources Program - newly revamped!

AMCTO's In-House Training

User Fees as a Corporate Revenue In today's municipal environment, there is more pressure on municipal administrators to view users fees as a revenue source. It may be prompted by political reasons to limit tax increases or, as in the examples of water and sewers, because of legislative changes. This session will provide essential information on the latest legislative requirements regarding user fees, why it is critical to have council approved user fee policies as well as what some of these policies should be, and why it is prudent to view municipal user fees as corporate-wide initiatives.

What You Will Learn:

- The theory behind municipal user fees
- All relevant legislation regarding the scope and limitations of user fees
- How to develop a corporate user fee policy
- The importance of making user fees a corporate issue as opposed to remaining a departmental concern (including local boards)
- The principles of full cost recovery
- The need for exceptions (waivers, exemptions, reduced rates, out of town rates) in setting fees and why these are important
- The importance of establishing policy to determine allocation of costs
- Methods of determining and setting user fees
- Why you need a process around public consultation and marketing
- When should user fees be charged
- How to update and review user fees and their related policies

Upcoming Sessions:

Richmond Hill - Oct 15
Chatham - Oct 21
Brantford - Oct 22
Temiskaming - Nov 1
Barrie - Nov 5
Kingston - Nov 19
Sault Ste. Marie - Nov 22
Peterborough - Dec 3
(See the workshop page for venue details)

Why Attend:

Participants will have the opportunity to take a fresh look at the potential of user fees as a revenue source for municipalities, with a special focus on the strategic benefits associated with viewing these fees from a corporate-wide perspective.

Who Should Attend:

- Finance Directors
- Treasurers
- Finance staff
- Any staff responsible for developing and administering user fees

About the Trainer:

Jim McQueen retired from the Town of Milton after serving the municipality for 21 years as Treasurer and Director of Corporate Services. Milton is one of the fastest growing communities in Canada and Jim's exposure to doing things differently including viewing "User Fees"

Continued on page 7

AMCTO Fall Training-2013…Continued from page 6

as a corporate policy matter has provided many valuable insights.

He has been engaged by AMCTO for the past seven years as a facilitator and developer for a variety of training and development offerings in municipal finance and administration, including taking a leadership role in over 150 workshops.

Go to *www.amcto.com* for more information and to download a registration form.

Municipal Business Licensing Dos and Don'ts

This interactive workshop will provide participants with a legislative overview of municipal business licensing and how The *Municipal Act* sets out licensing powers for municipalities. Discussion will focus on types of licenses and reasons for licensing particular types of business, such as adult entertainment and taxicabs. The session will also look at creating and enforcing business licensing bylaws that will withstand court challenges, while at the same time getting community input during the process.

What You Will Learn:

- The specific rules regarding business licensing as set out in Part IV of *the Municipal Act*
- How best to draft a Licensing By-law and what to avoid
- Types of Licenses and Reasons for Licensing particular business lines
- Licensing Administration issues – what you should and what you must avoid
- Enforcement, Offences and Penalties – what you need to know

Upcoming Sessions:

Woodstock - Oct 17
North Bay - Oct 30
Kenora - Nov 1
Markham - Nov 5
Belleville - Nov 19
Brockville - Nov 27
Welland - Dec 3
(See the workshop page for venue details)

Continued on page 8

AMCTO Fall Training-2013…Continued from page 7

Why Attend:

- Learn how to expand municipal powers to include Administrative Penalties, as well as the dangers and liabilities associated with this activity
- Get tips to enacting effective licensing bylaws
- Come to better understand enforcement powers and set fines
- Learn the value of public consultation throughout the licensing bylaw process
- Improve your municipal application process and better serve the needs of your community

Who Should Attend:

- Municipal Clerks
- All Management staff that deal with licensing
- Municipal Licensing Enforcement Staff
- Municipal Licensing Administrative Staff

About the Trainer:

Tracey Burrows is municipal law enforcement expert with over 25 years of experience. As the current Manager of By-law Enforcement and Licensing with the City of Burlington, Tracey is able to stay on top of current trends as well as changing and emerging legislation, both in the area of business licensing and municipal administration.

Go to *www.amcto.com* for more information and to download a registration form.

Advanced Customer Service and Conflict Resolution

This workshop is designed to help municipal staff effectively provide service to customers and peers, and to resolve the difficult and challenging situations that commonly arise in the municipal sector. Learn about how to accommodate without compromising, how to deal with difficult people, how to be assertive without being aggressive, how to be relationally proactive and not reactive, how to be in charge without being controlling, strategies and methods for diffusing challenges and creating positivity, and the art of turning conflicts into constructive interchanges. This workshop focuses on all levels of staff and management who deal with people on a daily basis. What you will learn in this workshop will be instrumental in both your personal and professional lives!

Part 1: Give 'Em The Pickle

Every business is *in the people business*, at some point. But how do you get your team to understand that what they do is more than just a job?

Give 'Em The Pickle identifies an opportunity for you and your peers to connect with clients, to brighten a day, to possibly make a difference with the people who need your services. That personal connection could take many forms, but it is that *customer connection* that eventually drives your organization. This video-based and interactive training program is for everyone on your team. It will help inspire them and act as a guide as your organization commits to raising the level of service offered to your customers and clients.

What You Will Learn:

- The customer service concept of giving your customers a Pickle
- How your attitude impacts a customer's experience
- Why your service efforts should be consistent
- Why teamwork is critical to providing outstanding service to your clients
- Why you need to exceed your clients' expectations for good service

This entertaining workshop gives everyone an opportunity to identify the PICKLES for their organization, and to create a personal plan of action, based on S.M.A.R.T. goals, so that they can make a difference as soon as possible.

Upcoming Session:

Ottawa - Nov 1
Essex - Nov 6
Mississauga - Nov 13
Cobourg - Nov 26
(See the workshop page for venue details)

Part 2: The Difficult Customer

The centerpiece of this program is *The Difficult Guest*, a video that looks at the world of managing real or perceived conflict with customers/ratepayers. Using dramatic vignettes, humorous examples, we discover how to handle *difficult customers* and to anticipate their problems. Most customers/ratepayers expect to be treated just as they would if they were guests in your home, but sometimes they appear to us in as Distracted,

Continued on page 9

AMCTO Fall Training-2013…Continued from page 8

Disappointed, and/or Disruptive.

As we visit varying customer service situations, we learn more about each of these types and what may be at the root of their behaviour. The learning continues with a look at the formula for dealing effectively with these situations. The L.A.S.T. word in conflict management can play a big role in diffusing and addressing these issues, even though we cannot change municipal policy and procedure.

What You Will Learn:

- How to begin to identify the 3 possible difficulties including peers
- How to address difficulties in an empathetic, proactive and professional manner
- How to find the courage to *make things right*
- How to avoid bringing our own baggage to the scene (fight or flight responses)
- This engaging workshop provides opportunities to identify and manage difficult situations through humour, scene analysis, role-play and participant discussion.

About the Trainer:

Clive Card has thirty plus years of experience in education includes both teaching and administration. For sixteen of those, Clive was a member of the Bruce / Bluewater administrator selection team. He also chaired the professional growth initiative to support staff development at all levels within the organization. For the past five years, he has been consulting with Synergistic Solutions.

It is his belief that:

- professional growth is a dynamic, ongoing and hands-on affair
- all things are possible… that the glass is always half full
- we need to define where we are going, so we know when we have arrived

Stewart Nutt has over thirty year's experience in education both as a teacher and principal. Stew has presented workshops throughout North America for TV Ontario, The University of Western Ontario, Bluewater District School Board, and AMCTO. He has been a consultant for the past five years with Synergistic Solutions.

Continued on page 10

AMCTO Fall Training-2013…Continued from page 9

It is his belief that:

- professional development must be both targeted and continuous in all organizations
- leadership is both shared and intentional
- organizations that encourage individual growth while focused in common goals are the most successful

Go to *www.amcto.com* for more information and to download a registration form.

Putting Your Council Procedures into Practice

Your Council procedures are in place, but how do they translate into action? How well do they hold up to the rough and tumble of everyday meeting management? How prepared are you, with respect to procedure, for a new Council in 2014? This workshop will examine some best practices in applying Council procedures, including strategies for dealing with some of the most common issues facing meeting managers.

This is not a workshop on parliamentary procedure, nor is it a workshop on drafting bylaws. Instead, it is designed to develop insights into how procedure intersects with politics and administration.

What you will learn:

- How your own procedural bylaw fits into the current legislative framework
- How to maintain your by-law and track its use
- How to have conversations about procedure with elected, administrative and public stakeholders
- How to anticipate and handle common procedural issues
- How to apply your procedures to unexpected situations
- How changing behaviours and expectations affect the procedural duties of the Clerk.

Upcoming Sessions:

Thunder Bay - Oct 15
Mississauga - Oct 18
Trenton - Oct 22
Oakville - Oct 28
Peterborough - Nov 7
Chatham - November 21
Guelph - Dec 4
(See the workshop page for venue details)

Why attend:

- Refresh your understanding of the context and role of Council procedures
- Gain new perspectives on the relationship between participants in the decision-making process
- Learn about successful strategies to deal with common issues and problems

Who Should Attend:

- Any municipal staff members involved in applying rules to meeting management
- Any municipal staff who are considering or starting procedure bylaw reviews
- Heads of departments
- Any municipal staff members that have regular dealings with Council

About the Trainers:

John Elvidge is the Director, Secretariat for the Toronto City Clerk's Office. He is responsible for the meetings of Toronto City Council, its committees, and selected boards and tribunals. He oversees the City's bylaws and municipal codes as well as the City's public appointments process. His municipal career includes posts in culture, strategic planning, intergovernmental relations and corporate policy development. He is an alumni and Ontario Chair of the Governor General's Canadian Leadership Conference.

Kelly McCarthy chairs the Institute of Public Administration of Canada's Toronto Region Group and holds a master's degree in local public administration. She is a Committee/Council Administrator in the Toronto City Clerk's Office. She manages the legislative process for the City's Executive Committee as well as several standing committees and boards. Previously, she managed a $2.5 million study of municipal public policy at the University of Western Ontario.

Stephen Huycke has more then 10 years of experience in regulatory, policy and legal affairs. He is currently the Public Service & Records Coordinator for the City of Markham, managing the access/privacy program, records & information management program, client services, as well as providing leadership in the review and development of corporate policies. Stephen supports several City Advisory Boards & Committees, and works on all aspects of the management of Council.

Continued on page 11

AMCTO Fall Training-2013…Continued from page 10

Prior to joining Markham, Stephen served as an Intellectual Property Administer and Secretary to the IP Board for McMaster University. Stephen holds Bachelor of Public Administration and Bachelor of Arts (History & law) degrees, both from the Carleton University. He currently serves on the Board of Directors for the AMCTO.

Go to *www.amcto.com* for more information and to download a registration form.

EnAbling Change and the IASRs: Creating Accessible Websites

Many websites are not fully accessible to people with visual, hearing or other impairments. The requirement is that BPS and large organizations, by January 1, 2014, must have all new internet websites and web content on those sites conform to WCAG 2.0 Level A. To make a website AODA compliant, municipalities are required to ensure the underlying website delivery and content is done in formats compatible with Web Content Accessibility Guidelines (WCAG). This session will provide practical discussions and guidelines on how to implement required and mandated changes. As such, this workshop explains what AODA *(Accessibility for Ontarians with Disabilities Act)* compliance is with respect to Ontario websites and what is required to make your website compliant.

What You Will Learn:

- How a person with various disabilities experiences websites
- Levels of compliance and provincial deadlines
- A review the technical changes that are required for your website
- A review of how your web content must be formatted to be fully accessible.
- Practical working examples of making a website accessible
- Text contrast, text size, video and sound alternatives
- Screen readers – how they view websites
- Making images and charts accessible
- Before and after examples of websites made compliant

Continued on page 12

AMCTO Fall Training-2013…Continued from page 11

- How 'mobile' is helping make websites accessible
- Changes to HTML and CSS

Upcoming Session:

Kenora - Oct 16
Sudbury - Oct 18
Ajax- Oct 21
Temiskaming - Oct 25
London -Oct 29
Kingston - Nov 1
Kitchener - Nov 13
Walkerton - Nov 25
Cobourg - Dec 3
(See the workshop page for venue details)

Why Attend:

In January 2014, all government websites are mandated to be AODA compliant. Understanding and implementing these requirements can be difficult without proper guidance. This workshop provides you the tools necessary to be prepared for the upcoming legislative deadline. Topics will include some technical 'how to' instructions, along with guidelines for non-technical users.

Who Should Attend:

This workshop will be of interest to anyone responsible for managing municipal accessibility programs as well as to all staff directly responsible for making electronic communications and websites AODA compliant.

About the Trainers:

Keith Stoute, President, Visual Antidote

With 15 years of web and consulting development experience, Keith Stoute brings his extensive knowledge of web technologies and trends to his clientele. Keith is the founder of Visual Antidote, a Toronto-based IT consulting and software development company that has won numerous awards for innovative products and technologies, and has clients in Canada, the United States and Australia.

James Harrison, Web Developer, Visual Antidote

Experienced in both design and development, James Harrison is a skilled web and mobile developer, who brings client's websites to new heights of design and user experience. He combines his passion for art and design with his love of computers to create truly a dazzling website experience.

Go to *www.amcto.com* for more information and to download a registration form.

Employment Law and Human Resources Program - newly revamped!

This is one of AMCTO's most popular sessions, and it has recently been completely revamped into a hybrid in-class and online model. In order to make the program more dynamic, accessible and cost effective, the first six topics will be available online, using a combination of video presentations, readings and narrated PowerPoint presentations. The second two days will be live, back to back and interactive. The two trainers are an experienced labour lawyer and a human resources professional, both with extensive background in the municipal sector. All components have a strong emphasis on the municipality's legal obligations and due diligence strategies. Upon completion, you will have a sound grounding in

Continued on page 13

AMCTO Fall Training-2013…Continued from page 12

the areas covered and you will be able to manage your employees more effectively. An overview of the program is as follows:

Online Sessions HR Processes & Issues (in-class) Collective Agreements & Discipline (in-class)

- Overview/legal framework
- The Employment Standards Act
- The Occupational Health and Safety Act
- Human Rights and Accessibility for Ontarians with Disabilities Act
- Accommodation
- Attendance and Disability Management
- Organizational & Job Design
- Hiring/Recruitment
- Employee Motivation
- Performance Management
- Training & Development
- Compensation & Benefits
- Managing in a Unionized Environment
- Discipline and Termination

Learn About:

- HR Processes and Issues including Recruitment, Compensation and Performance Management
- The Employment Standards Act and The Occupational Health and Safety Act
- Human Rights and Accommodation
- Discipline and Terminations
- Managing in a unionized environment

Who Should Attend:

- Municipal CAOs, Directors, Managers and Supervisors
- Municipal HR Directors, Managers, staff involved in the HR function, or with staff supervisory responsibility
- Students of AMCTO's Diploma in Municipal Administration

This certificate program is also a core component of AMCTO's Diploma in Municipal Administration.

Upcoming Session:

Kingston - October 30-31
London - Nov 21-22
(See the workshop page for venue details)

About the Trainers:

Alan Whyte is a partner in the Labour and Employment group of Cunningham Swan LLP in Kingston. He has practiced labour and employment law for employers, including many municipalities, for over 30 years throughout Eastern Ontario, acting for unionized and non-union employers in both the public and private sectors. Prior to joining Cunningham Swan, he served as a Vice-chair of the Human Rights Tribunal of Ontario from 2008-2010. He is a regular presenter at conferences and seminars.

Steven Potter's extensive background includes over ten years with the Ontario government as a Human Resources specialist and manager followed by twenty years as an HR and organizational consultant, trainer

Continued on page 15

Be Accountable First

By Sam Silverstein

I must have been asked a thousand times, "How do I hold them accountable?" I must have heard a thousand times, "They just don't do what they say they're going to do." I must have been told a thousand times, "If they're not going to be accountable to me then I'm not going to be accountable to them."

Clients tell me they want their people to be more accountable and they want to hold their people more accountable. Clients want to know how to achieve this. The leaders want some tips. They want to know the skill sets. There is frustration in their voice. The company might not be performing up to standard or just might want to perform at a higher level. Ultimately someone realizes accountability needs to be a cornerstone of their organizational culture.

Our studies show that many times leadership is looking for something first, before they are willing to provide it in return. It may be trust, it may be transparency, or it may be accountability. This might seem like the intuitive way to act, but actually it is the exact opposite of what we should be doing.

We need to trust others first if we can expect them to trust us. If we don't trust everyone around us, then they will be busy "protecting" themselves rather then focusing on the best possible results and trusting us through that process. Most of us are wary of people who don't trust us. Well, the people around us are the same.

If we are open and transparent with the people in our family or on our team they will feel safe being open and transparent with us.

If we are accountable to everyone around us they will want to be accountable to us.

In all cases it starts with us first. In all cases it starts with us treating others the way we want them to treat us. It starts with us setting and living to a higher standard. Those we lead and serve will emulate the examples we set.

And, it is not just about "holding" people accountable. As true leaders we need to think about "helping" people be accountable. There is a big difference between the two. The first just sounds punitive. Accountability isn't a consequence. When we help someone be accountable we are coming from a place of service. We are seeking to help them succeed and we understand that the teams' success and our success are based on the success of those around us.

Every time we choose to be accountable to the people around us we help them be better, we help them achieve their goals and we help them be successful. When we are accountable to them first, more times than not they are going to be accountable right back to us. And that's what we're looking for in the first place.

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AMCTO Fall Training-2013…Continued from page 13

and mediator in the public, private and not-for-profit sectors. Steven has worked with a wide range of Ontario municipalities consulting on front-line, management and executive recruitment, retention, motivation, compensation, performance management and organizational issues. He is a well-respected mediator and facilitator known for his innovative and practical approach to resolving complex individual and organizational problems. Steven instructs at the university/college level and with the AMCTO delivering engaging and informative courses and workshops tailored to meet participant expectations.

Go to *www.amcto.com* for more information and to download a registration form.

AMCTO's In-House Training

Bringing AMCTO high quality workshops in-house is an effective and hassle-free way to train your staff. These workshops are delivered at your office on a date convenient to your staff and at discounted prices - and offer real value by supporting the training needs of your staff!

Just call us and sit back!
Workshops Available as Corporate Sessions:

- Branding your Municipality: Proven Strategies to Enhance Economic Prosperity and Civic Pride
- Civil Marriages Solemnization Training
- Clerks 101
- Communications and Media Relations in a Crisis
- Contract Tendering and Legal Requirements for Municipalities
- Developing and Retaining High Performance Staff
- Drafting Effective RFPS
- Effective Business Writing for Municipalities
- Effective Communication Strategies
- Excelling in Council Relationships: From Conflict to Consensus
- Financial Management for Non-Financial Staff
- Labour Relations and Collective Bargaining in Municipalities
- Media Relations
- Municipal Freedom of Information and Protection of Privacy
- Municipal Governance Training for Council and Staff
- Municipal Policy Writing
- Parliamentary Procedure: Mastering the Rules
- Performance Measurement as a Management Tool: Enabling Professional Accountability in the Municipal Sector
- Records Retention and Management
- Results-Based Leadership for Performance Management
- Rules of Procedure and the Science of Minute-Taking
- Social Media Symposium - 2-Part Workshop
- Strategic Planning and Leadership in the Municipal Sector
- Succession Planning and Talent Management
- Sustainable Financial Planning for Municipalities

An excellent return on your training investment dollars!

Go to: *www.amcto.com* for more details about the above workshop topics. Save money and train your staff! Contact us today!

Ask about bringing AMCTO's Education Courses (MAP; MAFP; MLP; HR Law; Executive Diploma in Municipal Management) in-house to help achieve your staff and management development goals.

Save money and train your staff! Contact us at amehta@amcto.com or (905) 602-4294 ext: 231 for more details about the above workshop topics. For Education Courses contact Rosita Bourke at (905) 602-4294 ext: 225 or *rbourke@amcto.com*

You Must Visit the Milwaukee Zoo

Does the Future of Emergency Management Lie in a High School?

By Elaine Pittman

A new high school in New York City that integrates emergency management into core curriculum could produce the next generation of emergency managers while helping professionalize the field.

On Sept. 9, about 120 ninth-graders will start their high school education in the new Urban Assembly School for Emergency Management. A nonprofit organization, Urban Assembly is a network of public schools in New York City that aims to provide students with traditional education combined with technical skills and real-world experiences. The organization opens schools based on labor trends and talks with industry to identify current needs.

"There's a general movement toward localizing emergency management and empowering communities to take these things into their own hands, and this is a really exciting way to do that," said Liz Oliver, the school's partnership coordinator. "Our students will be ambassadors to their own community and know what to do should another hurricane or attack strike New York."

As a public school, all students are welcome to attend — although it's not going to be filled with a typical day's worth of coursework. Oliver said the school days will be more rigorous than that of an average public school, and students are required to have an internship, do volunteer work, connect with people in the profession and complete certifications, such as first aid, CPR or GIS.

One challenge was adding emergency management into the curriculum. The teachers are not emergency managers, so the school is relying on its network of industry, nonprofit and government partners to understand what students need to know and what qualities emergency managers should possess. Those partners include FEMA, the New York City Office of Emergency Management, American Red Cross and National Center for Disaster Preparedness at Columbia University's Earth Institute, as well as Adelphi University and the Metropolitan College of New York, higher education institutions that offer emergency management degrees. The school also is working to add the Centers for Disease Control and Prevention to its cadre of partners.

"It's our partners' job to come in and see places where they can integrate into every core class — English, science, math, history — places where you can insert this emergency management lens that we're trying to use to teach our students the core curriculum," Oliver said.

English classes will include communications skills that are important in the field through the study of public service announcements, persuasive speech and organizing and prioritizing information. A field trip to North Brother Island, which was under quarantine during New York City's typhoid outbreak and where Typhoid Mary was housed until she died in 1938, will include public health experts discussing quarantine and epidemics in history and contemporary society. Oliver said this trip will connect well to the ninth-grade global history class that discusses the movement of people around the world throughout history, as well as biology classes studying infection and the spread of disease.

The first year will include a broad survey of emergency management, and as the students' understanding of the field increases, their education will become more specialized. At the end of the 10th grade, students will select a pathway, similar to a college major: response and recovery, emergency communications and technology, or emergency management. And by the 11th grade, they will have completed an internship, said Oliver.

While the school seeks to provide career and technical education, Oliver said it's different than vocational-technical schools that were created in response to the industrial economy. "This is a new evolution in education to prepare students for career and college," she said.

Continued on bottom of page 17

News from Nova Scotia

Government House Launches Public Event Series- Lieutenant Governor

September 4, 2013

Lt.-Gov. J.J. Grant is celebrating civic and cultural excellence with a new event series entitled, Evenings at Government House.

This exciting initiative will feature diverse presenters and performers from a range of communities across Nova Scotia including musicians, authors, scientists, sporting figures and more. Several of the events will be presented in collaboration with community partners including the Halifax Mooseheads and Halifax Pop Explosion music festival.

"Mrs. Grant and I invite Nova Scotians, particularly those that have never visited Government House before, to join us in enjoying the exceptional talents of those that enrich civic and cultural life in our province," said Lt.-Gov. Grant.

The series will be held at Government House, 1451 Barrington St., Halifax. All events will run from 7 to 8:30 p.m., are free and open to the public. Seating is limited and advance registration is required to attend. Registration for each event will open two weeks before the event and will be offered on a first-come first-served basis. Special registration process will apply for Mo Kenney's performance on Oct. 22. Visit http://lt.gov.ns.ca for details on registration process for all events.

Scheduled events for the series include:

- discussion with Dominique Ducharme, head coach of the Halifax Mooseheads, Tuesday, Sept. 17
- vocal and drumming performance by Eastern Eagle, Tuesday, Oct. 8
- performance by singer/songwriter Mo Kenney in association with Halifax Pop Explosion, Tuesday, Oct. 22
- lecture by Sara Iverson, The Ocean Tracking Network: Insights Marine Animals Can Give Us Into Ocean Ecosystems and Change, Tuesday, Nov. 5
- lecture by A.J.B. Johnston, Louisbourg and the Twists of Time, Tuesday, Nov. 19
- Performance by Xara Choral Theatre, Tuesday, Dec. 3.

Does the Future of Emergency. . . Continued from page 16

"One of the reasons aside from labor trends that we chose emergency management as a school theme is that the skills, character and personal qualities that you need to be a good emergency manager — like problem solving, communication and collaboration — apply not just to emergency management and will help them be successful in whatever they do."

After graduating from the high school, students will not be required to pursue emergency management, but based on why they want to get this education instead of a traditional one, it's clear they are seeking a humanitarian path. When asked why they are interested in this school, Oliver said many students say, "We just want to help people."

"There are a lot of problems in New York City," Oliver said, "and it can be really empowering to them to have the tools and a very direct way to help people."

As the school prepares to greet its first round of freshmen in early September, it's clear that the education model will be watched by public- and private-sector emergency managers as it provides a new, formalized method for developing the future of the field.

This story was published from: www.emergencymgmt.com/training/Future-Emergency-Management-High-School.html

IIMC: Ask the Clerk!

Madonna M. King

Assistant Town Clerk, Town of West Hartford, CT

What's your hometown? Where were you raised?

My hometown is West Hartford, Connecticut and that is where I was raised and raised my family. That makes my job twice as important. I am helping to preserve the history of the town that my family has roots in.

What do you do to relax? Hobbies?

I am an avid reader and also enjoy spending time with my family, working in my yard and relaxing on the beach.

What was the last book you read?

The last book that I read was *Destiny of the Republic: A Tale of Medicine, Madness and the Murder of a President*.

What was the last movie you saw?

I really can't remember. I don't attend very many movies. To be honest, I can't stand to sit still that long.

How did you end up choosing a career in municipal government?

It was a good bit of serendipity that led to me to a career in municipal government. I am a marriage and family therapist by training, and that education has served me well in working for the public. I utilized those skills initially working for the Department of Leisure Services, learning more about municipal governance through the years. I later transitioned my role to that of Assistant Town Clerk.

How long have you been with the {Municipality}? Did you start off your career in a different department, or position?

I have been with the Town of West Hartford for 17 years. I started off as a part time employee of Leisure Services for three years and was fortunate enough to become full time at that point. I spent nine years in Leisure Services prior to becoming the Assistant Town Clerk.

What are you doing in your municipality that is inventive? Anything innovative and exciting?

Every day is exciting in the Town Clerk Office. Each morning I come to work thinking what I have planned and about ten minutes into the day everything has changed. The customers and work load vary day to day and so do the responsibilities we have to our customers.

I am continually trying to find new ways to move technology into our office without increasing our budget. I am fortunate that Essie Labrot the Town Clerk in West Hartford is on the Legislative Committee for the Town Clerks Association. This way I am always up to date on what is going on with statutes. This assists greatly when trying to move technology in our office. We hope in the next few months to add e-recording which has been quite successful in a number of offices in Connecticut.

What are the current challenges of working in municipal government?

Every day presents new challenges and the opportunity to learn something I didn't know I didn't know. On a regular basis though, the most challenging and rewarding part of my job is assisting the public. Often residents come in to my office and they are overwhelmed and confused. They may not know what they need or why they need it. An attorney, or a bank, or an estate administrator may have given them incorrect information, the wrong form name, or any number of confusing misdirection. My staff and I ask the questions to help the resident figure what they need and if it is something our office can provide we help them get it. It can be difficult when someone doesn't know what they need or why but it is incredibly rewarding to help them figure it out and leave our office satisfied.

Any projects within the city you are especially proud of?

Working with the new Town Clerk to bring new technology to the office. When I started almost everything handled in the office was done with paper and pen. We now have a computer program for everything that we can. It was difficult at first learning all the aspects that the position entailed and then trying to come up with technological solutions for each situation. The staff made the

Continued on page 19

Ask the Clerk. . . Continued from page 18

transition smooth, even though it was a complete change of everything in the office.

Are you involved in any community projects or volunteer work?

My volunteer work mainly involves the time that I put in on the various committees that I belong to with the Town Clerk's Association. Currently, I am the Chair of the Research Committee, the Vice Chair of the Website Committee and a member of the Education Committee.

What is your philosophy on Education?

Education is never ending. I did not attend college until I had children. I think in some ways I am glad that I put off attending college until I was older. I appreciated the time that the instructors devoted to the students and in addition it turns out I was a good role model to my children who both have gone on to attain higher education degrees.

What brought you to IIMC?

I saw IIMC as the next step in my Education as an Assistant Town Clerk. I am a certified Town Clerk in the State of Connecticut, but I felt that I needed more. IIMC works with the Association to ensure that the classes that I am attending fulfill certain requirements in expanding my knowledge in this area of government.

Where do you see Municipal Clerk education heading in the next 5 years? What "tools of the trade" will you and your colleagues need?

The Municipal Clerk education will need to keep up with technology. I also see our offices taking on a lot more responsibility as budgets become tighter across the regions. We will need to be ready to redevelop our offices to handle this additional work load and have the knowledge required to do this.

68th Annual Conference
Milwaukee, WI

Sunday, May 18 thru
Thursday, May 22, 2014

Ten Chimneys

Ten Chimneys, the estate lovingly created by theatre legends Alfred Lunt and Lynn Fontanne, is open to the public as a world-class house museum and national resource for theatre, arts, and arts education.

Alfred Lunt and Lynn Fontanne are widely considered the greatest acting team in the history of American theatre. Not willing to simply coast on their extraordinary natural talent, the Lunts were consummate professionals. Their passion for excellence and commitment to the art of live theatre was legendary, even at the beginning of their careers.

By the mid 1920s, Alfred Lunt and Lynn Fontanne were the two most respected, most popular, most critically acclaimed, and highest-paid stage actors in the country. At the height of their individual careers, they made a remarkable decision. They each took enormous pay cuts (from $900 per week to $300 per week) to sign on with The Theatre Guild – a fledgling company dedicated to performing new and avant-garde work – by writers like Ibsen and Shaw. The Lunts believed strongly that creating great theatre with broad impact was far more important than money. But since they were taking such large cuts in salary, they were able to put two clauses into their contracts that would profoundly affect the rest of their lives and careers.

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First, the Lunts insisted that they only act together, rather than in separate plays. By 1928, until they retired in 1960, the Lunts never appeared on stage separately. And as impressive as their individual careers had been, that was nothing compared to their impact together. The Lunts were instrumental in the transition of American theatre from oratory (or declamation) to naturalism. They revolutionized theatre with innovations that we now accept as commonplace: overlapping dialogue, turning their backs to the audience, passionate physical contact, and a level of truth and realism in everything they did that simply could not be found on the American stage prior to the Lunts. In fact, the Lunts' devotion to excellence was matched only by the respect and affection they inspired in their peers and protégés alike.

Biographer Maurice Zolotow wrote, "Lynn and Alfred projected an animal vitality, a spirit of gaiety and intense pleasure in being alive and in being in love. Separately, they had been original and brilliant actors. Together, they were an irresistible expression of the life force – of the joy of living."

The other requirement of the contract with The Theatre Guild was that the Lunts would never act in the summer, so they could instead come to Ten Chimneys to retreat, relax, and rejuvenate. And every summer they did just that. Because the Lunts were so widely loved and respected, "everyone who was anyone" in theatre, the arts, literature, wanted to come to Ten Chimneys to be with and work with the Lunts. The estate, almost inevitably, became an important place for artistic creation, discussion, and inspiration. More than just the Lunts' home, Ten Chimneys was a home for the arts – literally and metaphorically.

From the 1920s to 1960, the Lunts had a prolific stage career, with over 40 plays. Although their first movie together, The Guardsman, was a critical and commercial success, the Lunts hated the process of making films and chose instead to dedicate themselves to the art of live theatre. The film studios, however, were falling over themselves to sign the Lunts. Whoever signed them was sure to make a fortune. Not only were they the best-known actors throughout the country, but because the Lunts were so respected by other actors, whichever studio signed the Lunts was likely to sign all of the other "greats". Finally, in 1932, one studio offered the Lunts $1,000,000 for a two-film deal. Lynn was reported to tell the studio head, "My dear sir, we can be bought, but we cannot be bored." No more films.

In 1958, the Lunts began the American run of what would be their final stage performance – The Visit. The play opened in the newly dedicated Lunt-Fontanne Theatre on Broadway, honoring the couple for their extraordinary contribution to American theatre.

Once the Lunts retired from the stage in 1960, they lived in their beloved Ten Chimneys year-round and spent many happy years there enjoying the extraordinary retreat they had created together.

"The best thing, in a way, about our marriage was retirement: after all those years of work, we had a long, marvelously peaceful time in the garden."- LYNN FONTANNE

"I have always felt it a great privilege to be in the theater, and I am grateful to all the playwrights who have given me so many wonderful roles. It's a terrifying business, but it has its compensations. Where else could I have found someone who for 50 years has given me sheer enchantment?"- ALFRED LUNT

Alfred passed away in 1977, at the age of 84. Lynn passed away six years later, in 1983, at the age of 96. A monument at their grave reads, "Alfred Lunt and Lynn Fontanne were universally regarded as the greatest acting team in the history of the English speaking theatre. They were married for 55 years and were inseparable both on and off the stage."

Milwaukee Public Museum

Streets of Old Milwaukee

Featuring more than six million objects and a variety of exciting exhibits, this is considered one of the best natural history museums in the United States.

Putting Psychology to Work in the Public Sector

By John Buntin

Three new books offer public officials insights into how people make judgments — and how institutions can make better decisions.

Psychology is having a moment. Over the course of the past three decades, academic psychologists have used ingenious experiments to produce striking insights into how people think, form commitments, and make decisions. During the 1990s, their work had a profound influence on academic disciplines such as economics, challenging the assumption that people should be understood as rational calculators of self-interest. Today, it's transforming another field — the field of public policy.

Public officials routinely make difficult decisions of great importance. Sometimes, these decisions are fundamentally political: they involve deciding between competing — if not conflicting — values. However, government officials also make many decisions that are analytic. They attempt to predict future events and plan for them. They make decisions about whom to hire. They assemble committees or working groups that hold meetings and develop solutions to complicated problems. Most public officials try hard to do these things well. Read the literature on psychology and decision-making, though, and an inescapable conclusion emerges: most executive go about handling these manners in ways that are all wrong.

Every day, people make thousands of decisions automatically and well. A psychologist would say we make them intuitively. But public sector leaders — and indeed, people in general — also routinely confront decisions that would benefit from more sophisticated thinking. Unfortunately, we often fail to recognize those circumstances, defaulting instead to the decision recommended by our intuition. Where intuition is informed by practice and experience that can work well. An excellent example is an emergency room doctor's intuition, which has been informed by years of practice.

However, psychology has established that when it comes to truly complicated decisions, intuition is not our friend. This insight is rooted in the work of two psychologists in particular, Daniel Kahneman and Amos Tversky. In 1979, Kahneman and Tversky began to conduct a series of experiments that documents the ways people making decisions fall pretty to predictable biases. In 2002, their work won them the Nobel Prize in economics. In his book, *Thinking Fast and Slow*, Kahneman brings those insights to a broader audience. The result is a comprehensive taxonomy of how our intuitions mislead us, and how we might go about making better decisions.

Jonathan Haidt's *The Righteous Mind: Why Good People are Divided by Politics and Religion* extends these insights to the world of politics. In it, Haidt argues that politics is largely about moral "tastes" rather than whose policies are analytically stronger. Understanding intuition, not marshaling facts, is how Haidt believes public officials should proceed.

Duncan Watts's *Everything Is Obvious* (How Common Sense Fails Us)* shifts the focus from individuals to organizations. It describes the perils of what psychologists call "hindsight bias" and discusses how organizations can combat it. Read together, these books offer public officials a guidebook to how we think — and how we can think better. At a time when partisanship, ideological rigidity, and personal attacks are ever more common, these are strategies no public official can afford to ignore.

Intuition and Decisions

Daniel Kahneman's *Thinking Fast and Slow* starts by introducing us to our minds. Note the plural tense: Kahneman argues that we should actually think of ourselves as having two minds, System 1 and System 2. System 1 is basically our intuition. It operates quickly and automatically. It handles the thousands of decisions we make every day with amazing ease. Almost everything we do is governed by System 1. But there is one thing System 1 is not good at — making difficult, analytic decisions. Those

Continued on page 24

Institute Directors Award of Excellence

Deadline: March 15, 2014

IIMC is pleased to invite nominations for its 21st Annual Institute Director Award of Excellence. The Award acknowledges unique and exceptional contributions of current or retired Institute Directors over time in promoting quality education for Municipal Clerks.

Nominations for the Award must be postmarked no later than March 15, 2014. The Award will be announced and presented at the 2014 IIMC Annual Conference in Milwaukee, Wisconsin.

Nominators are strongly encouraged to specify in detail the nominee's actual accomplishments in questions 15 through 19 of the Nomination Form (http://www.iimc.com/DocumentView.aspx?DID=694). General responses in these categories limit the ability of Review and Selection Committee members to adequately assess the nominee's accomplishments and qualifications.

More information can be found at *www.iimc.com* - Membership-Awards-Institute Directors Award of Excellence.

Putting Psychology to Work. . . Continued from page 22

tasks are handled by System 2, the conscious, reasoning part of our mind that appears when we are doing calculations or considering a thorny problem.

We have been trained to believe that System 2 — the conscious, reasoning part of our minds — is basically in charge. But two generations of research have shown that reason seldom plays a role in our decision-making. In fact, we go to great lengths to avoid reasoning. People "find cognitive effort at least mildly unpleasant and avoid it as much as possible," notes Kahneman. Using System 2 is tiring. Force people to think, and they might even get nasty. "People who are cognitively busy," writes Kahneman, "are also more likely to make selfish choices, use sexist language, and make superficial judgments in social situations."

Perhaps it's just as well then that few of us are cognitively busy. Instead, most of us rely on intuition — System 1 — to make even those decisions that should be made by System 2. Expert intuition informed by years of practice that results in superior pattern recognition can make certain types of expert judgments fast and reliable. But when confronted with more complex scenarios, such as predicting world events, expert intuition fails. Numerous experiments have shown that experts have greater confidence about their predictive abilities but achieve no higher rate of success. The average reader of the *New York Times* is as likely to predict the future of the Middle East as Thomas Friedman.

Much of Kahneman's book is devoted to describing the different kinds of systematic intuitive errors system people make. A series of succinct chapters march readers through such tendencies as the "halo effect," the tendency to ascribe impressions about observed attributes to unobserved attributes. ("He arrived promptly at our meeting and was well prepared. He should hire him as our new IT person."); the anchoring effect, whereby the first figure mentioned strongly influences subsequent estimates or offers; availability bias, the tendency to worry about the fears that come to mind quickest, without regard for actual probabilities, exposure effect, whereby sheer repetition increases favorable feelings), and many more.

The most powerful bias, however, is confirmation bias. We are tenacious in searching out evidence that validates our prior beliefs and ferocious at critiquing arguments that challenge them. We also tend to be overconfident. These tendencies can be dangerous for organizations considering new initiatives. Fortunately, Kahneman has clear recommendations on how to correct them. Say, we are putting in place a new IT system. Instead of developing a plan and estimating the likelihood of success based on our assessment of our team's competency and the challenges we must surmount, Kahneman would have us seek out another fact: how often do similar projects come in on budget? We may be 80 percent confident that we can bring a project in on schedule and under budget, but if only 20 percent of people in similar positions succeed, Kahneman believes that we should fire up System 2 and accept that our chance of success is closer than to half and half than we might want to believe.

The way most organizations run meetings is something Kahneman (along with virtually every other

Continued on page 25

Putting Psychology to Work. . . Continued from page 24

organizational psychologist) would change. Who isn't familiar with this scenario? An important decision must be made, and so a working group is formed. Then, a meeting is called where the decision is made. This is where things go wrong. The first person speaks. Immediately, the anchoring effect, confirmation bias, the halo effect and other biases begin to work. Instead of bringing challenging outside perspectives to the meeting, participants begin to cluster around the first opinions expressed. Instead of considering diverse opinions and a broad of possible outcomes, the group instead considers only a narrow range of options.

Kahneman would have such meetings run in a very different fashion: he would have the meeting organizer ask participants to deliberate in advance and then bring short, written recommendations to the meeting. The result of this is a broader range of recommendations less influenced by bias and social pressure. The result, psychologists agree, is better decision-making.

Kahneman's book is replete with insights and advice. However, the overall picture that emerges of people as decision-makers isn't very hopeful. We jump to conclusions quickly. We ignore evidence that doesn't fit our story. We are slow to seek out confounding evidence. Kahneman coins an acronym to describe it: WYSIATI — What you see is all there is. We are suggestible. What most of us describe as reasoning is really just rationalizing. By identifying the circumstances under which we make such errors, Kahneman hopes to give readers the tools to recognize when System 1 may be leading them to bad decisions or judgments. However, he's not particularly sanguine about the likelihood that he will succeed.

"Correcting your intuitive predictions is a task for System 2," says Kahneman. Unfortunately, "[s]ignificant effort is required to find the relevant reference category, estimate the baseline prediction, and evaluation the quality of the evidence. The effort is justified only when the stakes are high and when you are particularly keen not to make mistakes."

Indeed, most of us have a hard time recognizing that we are relying on an untrustworthy shortcut in the first place. "There is no simple way for System 2 to distinguish between a skilled and a heuristic response," he acknowledges. "Its only recourse is to slow down and attempt to construct an answer on its own, which it is reluctant to do because it is indolent."

Justification and Moral Judgments

Psychologist Jonathan Haidt, the author of *The Righteous Mind: Why Good People are Divided by Politics and Religion*, shares Kahneman's belief that we should think of the mind as two systems. But where Kahneman speaks of System 1 and System 2, Haidt likens our mind to an elephant with a rider atop it. The rider (which corresponds to Kahneman's System 2) is not in control of the elephant (System 1). Like Kahneman, Haidt believes the role reason most commonly plays is one of justification, not judgment, which happens automatically and subconsciously. But while Kahneman sees this as a serious problem, Haidt appears to be unconcerned about the fact that the job of the rider is "to serve the elephant." To some extent, that reflects his different area of focus. Kahneman is concerned primarily with decision-making and how people err in making complicated choices. Haidt is interested in a different type of judgment — moral judgments.

Haidt makes a provocative claim about morality. He argues that moral judgments — and, by extension, political judgments — are like tastes. Just as some people prefer sweet food and others sour, so too do some people prefer to concern themselves with notions of harm and fairness while others are more concerned with liberty, loyalty, authority, and sanctity. Democrats have a taste for the first two values; Republicans have a more pronounced taste for the other values. Political partisans differ in their conception of fairness. For Democrats, the term summons up images of equality. For Republicans, fairness is about proportionality; meaning people should get what they deserve based on what they've done.

The implications of Haidt's argument are disquieting. Forget trying to convince someone to accept your political opinion via argumentation. Would someone who likes sour food really expect to convince someone who prefers sweet food by making an argument that sour food is tastier? Much of what passes for political discourse is, in Haidt's view, a waste of time. Or rather, it is dialogue that serves a different purpose — not convincing the other side that you are right but rather binding partisans more tightly to their political teams by sharing common narratives.

Continued on page 26

Putting Psychology to Work. . . Continued from page 25

Group cohesion has many virtues — particularly in small, competitive hunter-gathering societies. Unfortunately, however, this tendency serves society circa 2,000 BC better than it serves society circa 2,000 AD. Binding oneself to one narrative tends to blind people to other narratives. Fortunately, there are more effective ways for politicians to approach the task of persuasion.

"If you want to change people's minds, you've got to talk to their elephants," Haidt writes. "The main way that we change our minds on moral issues is by interacting with other people…. If there is affection, admiration, or a desire to please the other person, then the elephant leans toward that person and the rider tries to find the truth in the other person's arguments."

Of course, this is something the most partisan people among us are loath to do. Grappling with a different political perspective means firing up the dorsolateral prefrontal cortex — the part of the brain that handles reasoning — and using System 2. That is tiring and unpleasant. In contrast, turning on to the Rush Limbaugh Show or tuning into Rachel Maddow provides a delightful dopamine release from the ventral striatum, the brain's pleasure center.

"The partisan brain has been reinforced so many times for performing mental contortions that free it from unwanted beliefs," writes Haidt. "Extreme partisanship may be literally addictive."

Hindsight Bias

The title of sociologist Duncan Watts's book *Everything Is Obvious*: How Common Sense Fails Us* comes with an asterisk. That asterisk directs the reader to an upside-down footnote on the bottom of the cover that reads, "Once You Know the Answer." This, in short, is a book about hindsight bias.

Consider one of the business world's most famous case studies, the story of Sony's Betamax v. VHS. Sony was first company to introduce a device that could record and play video. The alternative technology embraced by its rivals, VHS, was inferior in many ways. However, it was cheaper and supported by more manufacturers. As readers of a certain generation know, VHS won. A similar story about how Apple lost out to Microsoft seemed to unfold in the early days of the personal computing. As a result, when Apple launched the iPod twelve years later, many analysts predicted that it would soon by routed in the marketplace by an MP3 player that was cheaper and more "open." It didn't happen. But that hasn't stopped many technology experts from arguing that it's only a matter of time till the iPod and the iPhone succumb to the Android or some other more "open" device.

There's one problem with this argument. As the strategy consultant Michael Raynor has pointed out, the most common interpretation of why Sony's Betamax lost is actually wrong. Sony expected people to use their Betamax not to watch movies but rather to tape shows. Sony turned out to be wrong, but it was not as a result of bad planning. Indeed, most readers of this article probably have a digital video recorders attached to their television today. Sony's strategy wasn't unsound. Rather, Sony was simply unlucky.

The idea that luck and contingency rather than skill and effort play large roles in determining the success or failure of most undertakings is not a congenial one. People make sense of the past not by acknowledging complexity but by telling stories. The simpler the story, the more persuasive it tends to be. This can create a dangerous dynamic. When something goes horribly awry in the public sector, there is inevitably a desire for so-called "accountability." Hindsight bias lends false clarity to what was unclear at the time; the desire to tell a simple story takes over. Government agencies that have confronted these tendencies often respond by becoming even more bureaucratic.

"Because adherence to standard operating procedures is difficult to second-guess, decision makers who expect to have their decisions scrutinized with hindsight are driven to bureaucratic solutions — and to an extreme reluctance to take risks," writes Kahneman in Thinking Fast and Slow.

Hindsight bias and our tendency to embrace simple stories that establish causation can also lead organizations to embrace the wrong types of leaders. "Leaders who have been lucky are never punished for having taken too much risk," notes Kahneman. "Instead, they are believed to have flair and foresight to anticipate success, and the sensible people who doubted them are seen in hindsight as mediocre, timid, and weak. A few lucky gambles can crown a reckless leader with a halo of prescience and boldness."

Continued on page 27

Putting Psychology to Work. . . Continued from page 26

Hope for Organizations

Kahneman and Haidt have written fascinating, expansive books that will change the way readers approach decision making and, in the case of Haidt's book, the arts of politics and persuasion. (Watts's more focused book, while also thought provoking, is better-suited for the management aficionado.) All three authors offer the hope that self-awareness will lead readers to correct their behavior. All three authors also know enough to know this is unlikely to occur very often. Organizations rather than individuals may be the better place to look for hope.

"We should not expect individuals to produce good, open-minded, truth-seeking reasoning, particularly when self-interest or reputational concerns are in play," writes Kahneman. "Organizations are better than individuals when it comes to avoiding errors, because they naturally think more slowly and have the power to impose orderly procedures," he continues. "Organizations can institute and enforce the application of useful checklists, as well as more elaborate exercises, such as reference-class forecasting and the premortem," whereby decision makers are asked to write a description of a policy or initiative's failure before it is implemented in order to identify potential problem areas.

Watts, a sociologist, offers numerous suggestions for how organizations can avoid the kinds of decision-making errors that Kahneman catalogues. One of the approaches he champions is known as "strategic flexibility." Instead of developing a single plan for the future, Watts, following business management expert Michael Raynor, argues that organizations should actually formulate a portfolio of strategies, with the actual strategy chosen to reflect the individual circumstances the organization faces.

This, of course, is complicated and expensive, and, of course, it doesn't always work. Watts suggests that some organizations might fare better with a different approach, "measure and react." It's an approach closely associated with the Spanish clothing retailer Zara, which

Continued on bottom of page 29

FEMA Continues to Support Response to Colorado Flooding

President Obama Makes Federal Assistance Available to Individuals
Residents Urged to Follow Instructions from Local Officials

WASHINGTON – The Federal Emergency Management Agency (FEMA) continues to support state and local response efforts to the flooding in Colorado through its National Response Coordination Center in Washington and its Regional Response Coordination Response Center in Denver, Colo.

On Saturday, President Barack Obama declared a major disaster declaration for Boulder County, Colorado. The President's declaration makes federal assistance available to individuals for temporary housing and home repairs, low-cost loans to cover uninsured property losses, and other programs to help individuals and business owners in their recovery.

"As response efforts continue, FEMA encourages residents in affected areas to stay informed about changing flood conditions and follow the direction of local officials," said FEMA Administrator Craig Fugate. "Let your friends and family know that you're safe. Impacted residents in Boulder County can start registering for federal assistance today."

Individuals and business owners who sustained losses in Boulder County, Colo. can apply for assistance by calling 1-800-621-FEMA (3362). Disaster survivors who have a speech disability or hearing loss and use TTY should call 1-800-462-7585 directly; for those who use 711 or Video Relay Service (VRS), call 1-800-621-3362. Those in the affected area with access to the internet may register by Web-enabled mobile device at m.fema.gov, or online at www.disasterassistance.gov.

The President's major disaster declaration also makes federal funding available to state and eligible local governments and certain non-profit organizations to support emergency work in Boulder County to save lives, protect property and remove debris.

When natural disasters such as flooding occurs, the first responders are state and local emergency and public works personnel, volunteers, humanitarian organizations, and numerous private interest groups who provide emergency assistance required to protect the public's health and safety and to meet immediate human needs.

FEMA's priority is to support local efforts to keep residents and communities safe. FEMA has two Incident Management Assistance Teams (IMATs) and a liaison officer on site at the Colorado emergency operations center to coordinate with state and local officials to identify needs and shortfalls impacting disaster response. Three federal urban search and rescue teams, Colorado Task Force 1, activated by the state, Utah Task Force 1 and Nebraska Task Force 1, are on the ground to support search and rescue operations in hard hit areas. Two additional federal urban search and rescue teams, Nevada Task Force 1 and Missouri Task Force 1, are en route to Colorado.

FEMA proactively staged commodities closer to the hardest hit areas and areas potentially affected by the severe weather and flooding. More than 65,000 liters of water, 50,000 meals and other supplies have been delivered to Incident Support Bases established by FEMA. These resources are being provided to the state as needed and requested. A FEMA Incident Response Ve-

Continued on page 29

FEMA Continues to Support. . . Continued from page 28

hicle is in Colorado providing communications support to the emergency operations center for the town of Lyons. FEMA has identified additional teams and personnel to support the state should they be needed and requested.

On Thursday, September 12, President Barack Obama declared an emergency for three counties in Colorado, and ordered federal aid to supplement state and local response efforts. The declaration made direct federal assistance support immediately available to save lives and to protect property and public health and safety in areas of Colorado, including Boulder, El Paso and Larimer counties, affected by the severe storms, flooding, landslides and mudslides.

We urge residents to continue to monitor weather conditions, and those in impacted areas to listen carefully to instructions from their local officials and take recommended protective measures to safeguard life and property while response efforts continue. According to the National Weather Service, the official source for severe weather watches and warnings, flooding advisories remain in effect for several areas in Colorado, and severe weather remains in the forecast through the weekend in some areas.

Here are a few safety tips to help keep you safe during flooding:

- Turn Around, Don't Drown. Avoid flooded areas.
- Give first responders space to do their work by following local public safety instructions.
- Return home only when authorities indicate it is safe.
- Roads may still be closed because they have been damaged or covered by water. Barricades have been placed for your protection. If you come upon a barricade or flooded road, turn around, don't drown. Go another way.

Those in areas with the potential to be affected by flooding should familiarize themselves with the terms that are used to identify a flood hazard and discuss what to do if a flood watch or warning is issued:

- Flood Watch: Flooding is possible. Tune in to NOAA Weather Radio, commercial radio, or television for information.
- Flood Warning: Flooding is occurring or will occur soon; if local officials give notice to evacuate, do so immediately.
- Flash Flood Watch: Flash flooding is possible. Be prepared to move to higher ground; monitor NOAA Weather Radio, commercial radio, or television for information.
- Flash Flood Warning: A flash flood is occurring; seek higher ground on foot immediately.

Wireless Emergency Alerts (WEAs) are now being sent directly to many cell phones on participating wireless carriers' networks. WEAs sent by public safety officials such as the National Weather Service are designed to get your attention and to provide brief, critical instructions to warn about imminent threats like severe weather. Take the alert seriously and follow instructions. More information is available on WEA at www.ready.gov/alerts.

For more information and flood preparedness tips, please visit: *www.ready.gov* or *www.listo.gov* to find out how you can prepare your family for flooding and other disasters.

Putting Psychology to Work. . . Continued from page 27

is known for identifying emerging fashion trends and producing clothes that reflect them quickly, often in a matter of weeks rather than years.

Kahneman shares Watts's hopes for organizations. "If you put the individuals together in the right way, such that some individuals can use their reasoning powers to disconfirm the claims of others, and all individuals feel some common bond or shared fate that allows them to interact civilly, you can create a group that ends up producing good reasons as an emergent property of the social system," Kahenman writes. "This is why it's so important to have intellectual and ideological diversity within any group or institution whose goal is to find the truth (such as an intelligence agency or a community of scientist) or to produce good public policy (such as a legislature or advisory board."

At a time when the public sector is under unprecedented pressure to perform better with few resources, these are insights that no public sector leader should ignore.

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The Blurred Lines Between Social Media and Censorship

By Paul W. Taylor

Indiana's governor and D.C.'s transit agency got caught up in controversies after removing comments off their social media accounts. The takeaway? Public officials need to learn to keep their fingers off the delete button.

Social media is a harsh task master. It keeps score, detailing the number of likes, follows, pins and, of course, comments. It holds the promise of enhancing and expanding citizen engagement. But social media also has a darker underbelly where risk-averse public officials fear to tread. Disagreeable comments are seen as disruptive in their well-ordered world and can induce a panicked response. The conventional wisdom is to take negative comments in stride and be patient. That can prove to be a tall order in practice.

Ask Indiana Gov. Mike Pence. A post on his Facebook page in late June expressing disappointment in the U.S. Supreme Court's Defense of Marriage Act (DOMA) decision attracted a thousand comments in the first 24 hours, a number that has since at least doubled.

Big numbers equals social media success worth bragging about, right? Not this time. The exact number of comments is unclear because staff in the governor's office deleted some comments, initially defending the action on the basis of the office's policy prohibiting obscenity, vulgarity and personal attacks. It prompted an apology the next day from the governor. "On careful review, it appear [sic] that this was not always the case and some comments were being deleted simply because they expressed disagreement with my position," wrote Pence. "I regret that this occurred and sincerely apologize to all those who were affected."

Pence went on to clarify that his staff would soon post an updated, improved policy. He further affirmed his respect for Hoosiers' opinions and free speech in general. The governor's unequivocal and generally well received, apology couldn't redeem the original botched staff response, which became a catalyst for a new anticensorship site linked to the governor's name—pencership.com—and a separate Facebook page for and by those whose comments had been deleted or who had been blocked altogether after the DOMA flap.

The Washington Metropolitan Area Transit Authority (WMATA) experienced the same kind of escalation with one of its most persistent critics. In May, WMATA's official Twitter account blocked FixWMATA, the social handle of self-styled watchdog Chris Barnes. The act of blocking Barnes lent him a certain air of celebrity, even credibility, in local media. It was enough to catalyze a group of area Twitter users, including Barnes, to create a rider advocacy group called MetroTAG. Barnes has since left D.C. for Houston, but in his absence is a more permanent opposition than a one-man blog and Twitter feed could ever have managed.

In both examples, social media policies were in place but were too narrowly construed and overzealously applied. When you find yourself explaining, you're losing. The winners—if there are any—are the people whom the governor's office and transit authority sought to limit. Government actions make critics larger than they are and embolden them in opposition.

The actions also risk touching a constitutional third rail by attempting to limit speech in what may have become a designated public forum, where government restrictions are subject to severe court scrutiny. There is no settled law on when government websites and social accounts are opened to public comment, but it has the makings of an important and complicated test case.

There are options. As a public official or designated agency moderator, you can respond to clarify facts or answer questions, or ignore, particularly if the comments are imbued with anger (ad hominem attacks and ALL CAPS). You could also trust your social media community to self-correct, such that critics and supporters talk it out among themselves without your direct involvement.

This story was reprinted with permission from:
www.governing.com/columns/dispatch/col-blurred-lines-between-social-media-censorship.html

ART CITY, MANITOBA GOVERNMENT PARTNER TO CELEBRATE WOMEN'S HISTORY MONTH 2013

Project to Create Lasting Tribute to Manitoba Women Who Have Made the Impossible Possible: Ministers

The Manitoba government and a not-for-profit community art studio in Winnipeg are teaming up to celebrate Women's History Month with a unique project to reflect the contributions of women in this province, Family Services and Labour Minister Jennifer Howard, minister responsible for the status of women, announced today.

"Women's History Month is an annual event that provides an opportunity to recognize the many achievements of women in Manitoba and to reflect on the continuing evolution of women's roles in today's society," Howard said.

To promote this year's theme, She Has Made the Impossible, Possible, Education Minister Nancy Allan encouraged Manitobans to create a story, poem or picture about a woman who has made the impossible, possible for them.

"I want Manitobans to use their creativity to honour the important achievements of Manitoba women who are meaningful to them," said Allan. "By each of us sharing our unique impressions, we will create a lasting tribute to the women who have made a positive impact on each of our lives."

Art City, a community studio that provides space and art supplies to people of all ages to express their artistic creativity, will create the visual installation of the art pieces Manitobans submit.

"Art City is excited to work on this initiative that recognizes the important contributions of women," said Josh Ruth, managing director for Art City. "Wanda Koop is our example of a woman who made access to art possible for many children living in the West Broadway neighbourhood by establishing Art City, which has been going strong now for 15 years. We look forward to creating this installation once all pieces are collected."

The installation will be unveiled at the Manitoba Legislative Building on Oct. 28, 2013 at 1:30 p.m. in Room 200.

More details on this project and submission forms for the project are available on the Manitoba Status of Women website at *www.gov.mb.ca/msw* or calling 204-945-6281 in Winnipeg or 1-800-263-0234 (toll-free).

Milwaukee -

The Allen Bradley Clocktower is one of Milwaukee's most recognizable landmarks. The *Guinness Book of World Records* lists the Allen Bradley Clock as the largest four-faced clock in the world. It is actually four separate clocks, each with an octagonal face nearly twice the size of the clocks on London's Big Ben Tower. The clock serves as an official navigation aid and is so designated on the maps of the United States Coast Guard.Plans to install chimes were canceled to allow Big Ben in London, England to remain the largest CHIMING four-faced clock in the world.

Can the Threat of Defunding Education Slow Down Tax Cuts?

By Penelope Lemov

A tax fight in Missouri may signify the limits to cuts.

The anti-tax bandwagon has been pretty crowded these past few years, particularly when it comes to taxing corporations. Kansas, for one, slashed its tax rates for corporations last year. Arizona's corporate income tax is set to fall by 30 percent by 2017. And Idaho partially repealed its business personal property tax.

One of the driving forces behind these tax-cutting policies is jobs: States see a business-friendly environment -- full of tax cuts, credits and incentives -- as a way of luring businesses to their states or as a way of keeping their states attractive to existing companies. But a recent tax bill veto fight in Missouri raises a question about legislators' appetite for tax cuts when it means defunding essential services like education or public safety.

The Republican-dominated legislature there passed a bill to cut the corporate tax rate nearly in half (and lower the state's top personal income tax rate as well). In June, Gov. Jay Nixon, a Democrat, vetoed the bill on the grounds that the loss in revenue -- around $700 million -- would seriously defund education, making Missouri a less attractive state for business relocation. Many legislators disagreed and set a September date to override the veto.

Things got more interesting from there. Texas Gov. Rick Perry got involved, exhorting the legislature to go full speed ahead on tax cuts and override the governor's veto. It was an unusual intrusion into another state's legislative process, but that was not the only message Perry brought to the Show Me State. He also set out to lure Missouri businesses to Texas, which he hailed as a low-tax, business-friendly state. Perry's rationale: Interstate competition for business leads states to institute more business-friendly, economy-growing policies. He doesn't mind, he said, when Louisiana officials come to his state to woo Texas businesses. It makes both states sharpen their competitive game.

It was, perhaps, with an eye on neighbor Kansas and its tax-cutting ways that drove Missouri's legislators to see tax cuts as a means to keep the state's economy in gear. However, when the vote to override took place in September, Nixon's education argument prevailed and the legislature failed. (Republican legislators promise to bring up the issue again next session, but for now the tax cut is dead.) Does this mean corporate tax cutting in the states has hit its limit and that education funding is the blunt instrument that has turned it back?

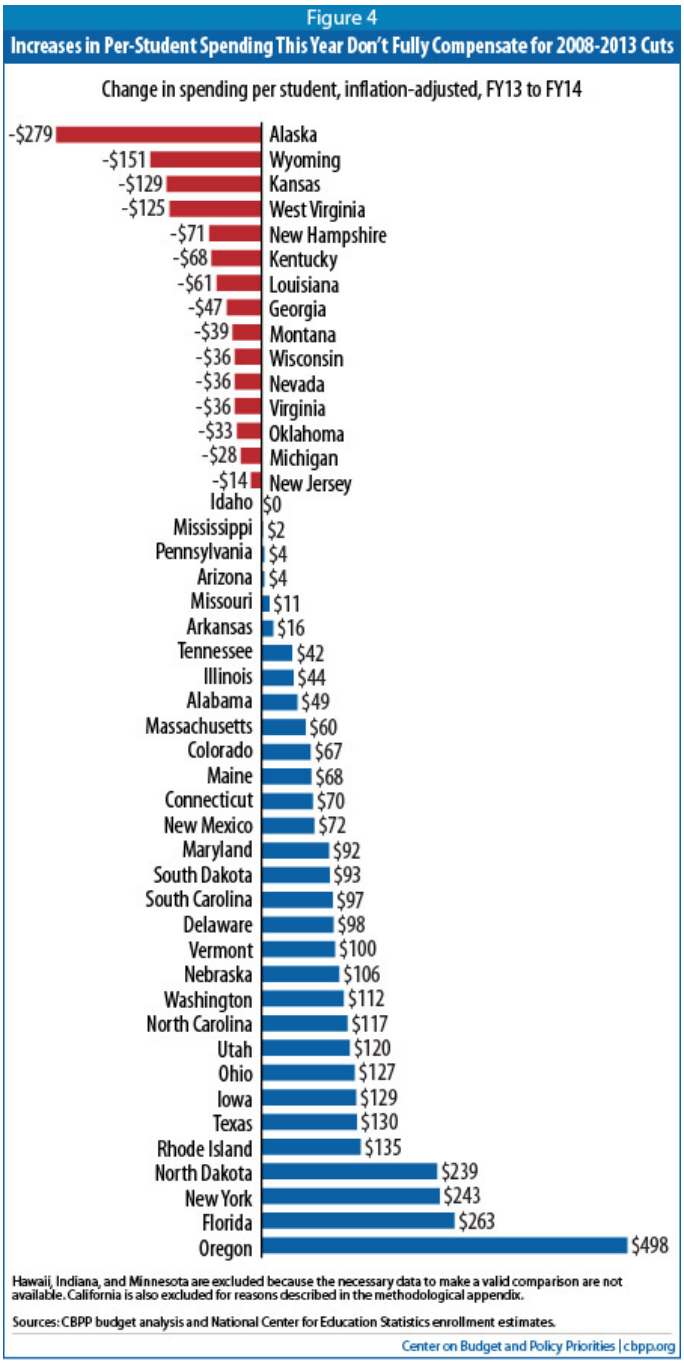
Nixon's education funding argument has some big numbers to back it up. A report from the Center on Budget Policies and Priorities -- issued a day after the legislature failed to overturn the veto -- detailed the state of public education funding. The report's authors found that in the past six years, states have been defunding education in unprecedented amounts. That defunding has, in turn, led to huge job losses -- losses that run counter to state moves to attract new jobs via tax cuts. More specifically, the report, based on state budget documents, found that:

- At least 34 states are providing less funding per student for the 2013-14 school year than they did before the recession hit. Thirteen of these states have cut per-student funding by more than 10 percent.
- Even though most states are experiencing modest increases in tax revenues, at least 15 are providing less funding per student to local school districts in the new school year than they provided a year ago.
- Where funding has increased, it has generally not increased enough to make up for cuts in past years.

Since local school districts are rarely able to replace lost state aid on their own -- 44 percent of overall education spending is from the states -- it's not surprising there are ramifications from these tax cuts. According to the report's authors Michael Leachman and Chris Mai,

Continued on page 33

Can the Threat of Defunding. . . Continued from page 33



"The spending cuts have caused school districts to lay off teachers and other employees, reduce pay for the education workers who remain, and cancel contracts with suppliers and other businesses. These steps remove consumer demand from the economy, which in turn discourages businesses from making new investments and hiring."

Local school districts have eliminated 324,000 jobs nationally since July 2008, according Bureau of Labor Statistics data. "This decline has been unprecedented," Leachman and Mai write. "Normally, local education employment grows each year to keep pace with an expanding student population.

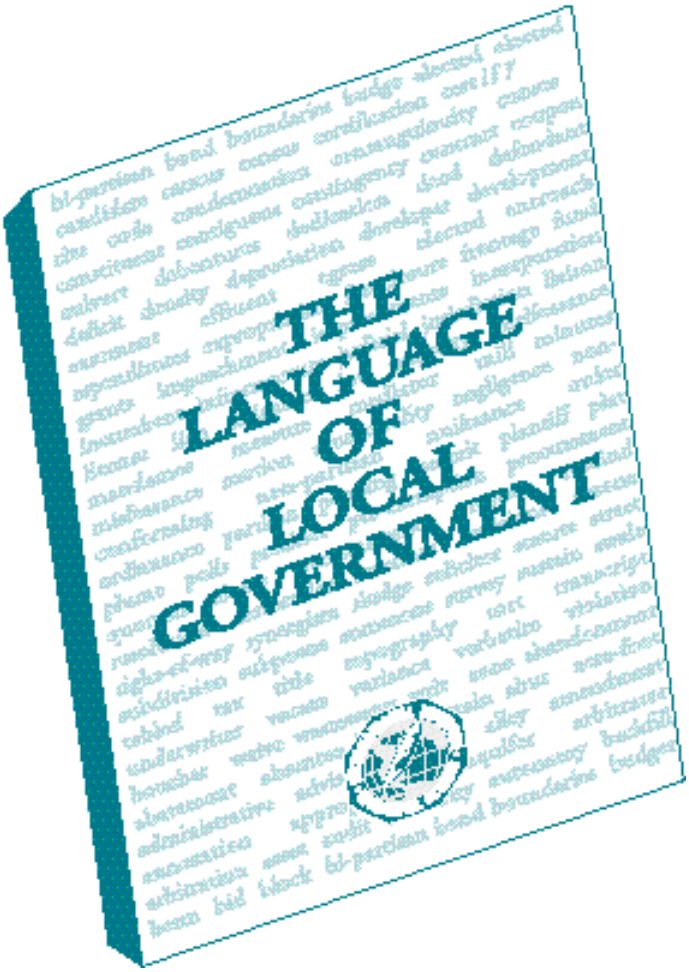
"In the long term, the savings from today's cuts may cost states much more in diminished economic growth," according to the report, which echoes the argument Gov. Nixon made in his effort to preserve his veto. "To prosper, businesses require a well-educated workforce. The deep education spending cuts states have enacted will weaken that future workforce by diminishing the quality of elementary and high schools."

This article was reprinted with permission from: *www.governing.com/columns/public-finance/col-threat-defunding-education-slow-down-tax-cuts.html*

Milwaukee

Did You Know

- Do you know where the name 'Milwaukee' originates and what it means? Or that the city was originally settled by the French - not Germans? Learn more interesting facts and trivia about the city we call home.
- Below is a quick cheat-sheet of information about Milwaukee - original source is wikipedia.com.
- Milwaukee, with 594,833 inhabitants, is the 28th most populous city in the United States.
- Incorporated in 1846, Miwaukee was discovered in 1818 by French-Canadian Solomon Juneau who later became the city's first mayor.
- 'Milwaukee', which means 'gathering place', originated from either the Potowatomi or Ojibwe indians.
- Milwaukee has the fourth largest Polish population in the country.
- Milwaukee is second behind Minneapolis for having the coldest average annual temperature of the 50 largest cities in the US.



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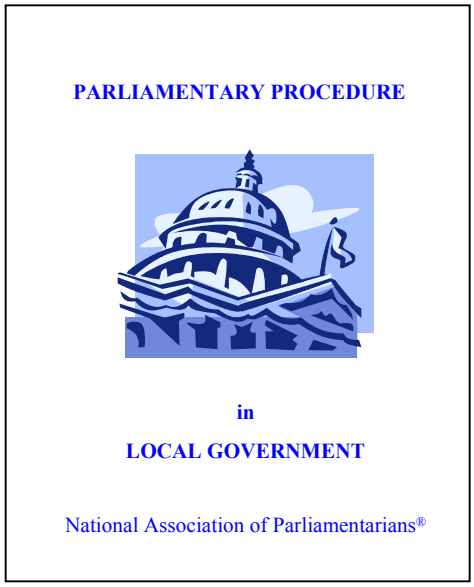

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10/12

- Additional Full Member $85
- Associate Member $85
- Retired $25
- Corporate Member $600
- Overseas Associate Member $50

Calendar of Events

October 14 - October 18
New Mexico Institute & Academy@ Albuquerque at the Nativo Lodge (same as last October)

October 17, 2013
ECG 2013 Annual Conference of the Flemish Town Clerks, All Day

October 17 - October 19, 2013
Society of Local Council Clerks 39th National Conference @ Hinckley Island Hotel

October 23-24, 2013
ILMCT District Meeting (North)- Shipshewana, IN

October 24-25, 2013
Texas Municipal Clerks Certification Program's Annual Graduate Institute Seminar- South Padre Island, TX

October 29-30, 2013
ILMCT District Meeting (South)-Columbus, IN

November 11-15, 2013
KS/IIMC Certification Institute- Wichita, KS

November 14-15, 2013
KS/IIMC Master Clerks Academy- Wichita, KS

November 20 - November 22, 2013
AAMCA Annual Conference

January 15-17, 2014
Texas Municipal Clerks Certification Program's Annual Election Law Seminar- Irving, TX

March 9-13, 2014
19th ILMCT Annual Institute/ Academy- Muncie, IN

March 12-14, 2014
KS CCMFOA Spring Conference- Wichita, KS

April 10-11, 2014
Texas Municipal Clerks Certification Program's Records Management/HR Practices Seminar- McAllen, TX

June 19-20, 2014
Texas Municipal Clerks Certification Program's Public Funds Investment Seminar- Tyler, TX

July 14-18 and July 21-23, 2014
Iowa Institute: Gateway Hotel and Conference Center - Ames, IA

July 23-25, 2014
Iowa Academy: Gateway Hotel and Conference Center- Ames, IA

November 3-7, 2014
KS/IIMC Certification Institute- Wichita, KS

November 6-7, 2014
KS/IIMC Master Clerks Academy- Wichita, KS

Ed2Go- an Online Alternative

Did you know IIMC has approved online courses through ed2go? Courses completed through ed2go will earn 1 CMC Experience point per 6 hours or 1 MMC Advanced Education point per 6 hours. Each course is approximately 24 hours long. For a list of approved course offerings, please see a listing available on the IIMC website at iimc.com> Home > Education > Online Learning Opportunities > Ed2Go.

The ed2go network consists of more than 1,800 top colleges, universities, and other organizations. Each ed2go course can be taken from home or the office, as they are taken completely online over a 6 week period. Each course will be led by a well- qualified instructor, and through an accredited college in your area. Once enrolled, students will be able to engage with their classmates, post questions and comments, and take quizzes that are automatically graded upon completion. Upon successful completion of the course assessment, a certificate will be awarded.

If you have any questions, please feel free to contact the Education Department at IIMC Headquarters.

68th Annual Conference
Milwaukee, WI
Sunday, May 18 thru
Thursday, May 22, 2014

69th Annual Conference
Hartford, CT
Sunday, May 17 thru
Wednesday, May 20, 2015

70th Annual Conference
Omaha, NE
Sunday, May 22 thru
Wednesday, May 25, 2016

71st Annual Conference
Montreal, Canada
Sunday, May 21 thru
Thursday, May 24, 2017

Description : Parc Jean-Drapeau and downtown Montr√©al
Credit : ¬© Ville de Montr√©al, Johanne Palasse