



**Manitoba
Municipal
Administrators**

Local Leaders, Thriving Communities



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this session's live polling app!

The Municipal Power Couple

**Building a Healthy Council-CAO
Relationship**

Introduction

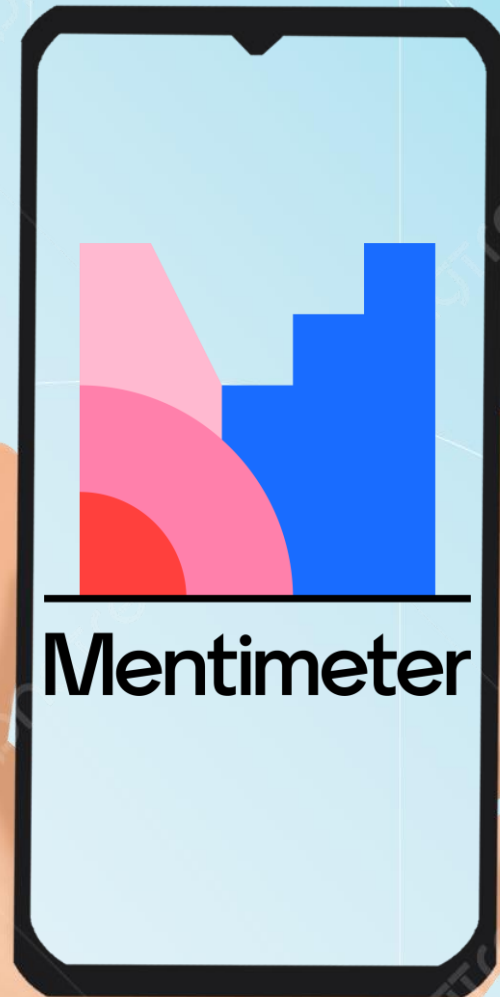




Mentimeter

Retention > Attraction

- Recruiters can cost 15-40% of the position salary (average 20-25%)
- Severance costs can be extremely expensive depending on the incumbent's years of service and proximity to retirement
- Loss of productivity – stall to projects and work underway
- Reduced office morale and compounding impacts like staff resignations
- Reputational risk to the municipality (citizens and potential candidates)



Mentimeter

Key Indicators of a Successful Professional Relationship

1. Effective Communication
2. Trust and Mutual Respect
3. Collaboration and Teamwork
4. Constructive Conflict Resolution
5. Accountability
6. Support and Encouragement
7. Professional Boundaries
8. Shared Goals and Vision
9. Flexibility and Adaptability
10. Personal Connection



Mentimeter

Goal Alignment

Rowing in the same direction

- Establish or confirm a shared vision for the municipality and the municipal corporation
- Document that vision that spells out:
 - Strategic objectives
 - Clear priorities
 - Desired outcomes
 - Measures of Success
- Adopt that vision by resolution or by-law
- Ensure your annual business plan / budget serve this vision
- Ensure your meetings serve this vision
 - Administrative Reports
 - Status Updates
- Talk incessantly about the plan with your citizens and staff

SELKIRK'S STRATEGIC PLAN AT A GLANCE

Our Strategic Plan includes 20 Goals grouped under five Strategic Priorities. Each pillar reinforces the others as we move toward our Vision for Selkirk.

Read on to learn about our plans for each of these Priorities.

PRIORITY 1

A vibrant, safe and healthy community

- ▶ Continued development of Selkirk's natural features and outdoor spaces
- ▶ Providing the best possible recreation opportunities for Selkirk residents
- ▶ Revitalizing downtown
- ▶ Encouraging responsible land use, aligned with the community's vision
- ▶ Engaging the entire community in shaping our future

PRIORITY 2

A strong and stable local economy

- ▶ Taking firmer control of our economic destiny
- ▶ Building on Selkirk's status as a regional service centre
- ▶ Capitalizing on Selkirk's tourism potential
- ▶ Revitalizing Selkirk's image

PRIORITY 3

Safe and sustainable infrastructure

- ▶ Reliable water supply
- ▶ Adequate funding for maintenance of all city-owned assets
- ▶ Smooth operation of transportation systems
- ▶ Clear intentions for future development

PRIORITY 4

Maximum value from community resources

- ▶ More active management of capital assets
- ▶ Having the right human capital in place at the right time
- ▶ Continued improvements in efficiency and convenience
- ▶ More effective regional development approaches

PRIORITY 5

Environmental stewardship

- ▶ Improving city practices and services
- ▶ Encouraging more environmentally responsible development
- ▶ Water conservation
- ▶ Helping citizens to make good choices

1.2 City of Selkirk Strategic Plan Alignment

Primary Strategic Objective: 5A Improving city practices and services

Secondary Strategic Objective: Choose an item.

Explain City of Selkirk Strategic Plan Alignment (Maximum 50 words)

Expand geothermal in areas of the plant, office, laboratory, lunchroom, chlorine room etc. and take out boilers. This will enable us to have less of a carbon print.

1.3 Strategy Alignment

Is this tactic the result of one or more City of Selkirk strategies? If so, please identify all strategies.

- Athletic Field and Arena Use 2017-2020
- Capital Asset Management Strategy 2016-2020
- Citizen Engagement Strategy 2016-2017
- Climate Change Adaptation Strategy 2019-2029
- Communication Strategy 2015-2017
- Downtown Selkirk Renewal Strategy 2016-2021
- GHG Reduction Plan
- Recreational Master Strategy
- Sponsorship and Naming Rights 2017-2021
- Virtual Museum & Digital Archive Strategy 2017-2019
- N/A

Tactical Item R

1 General Inf

Information to be pro
pertinent information

Title: Geothermal h

Sponsor: Director of

1.1 Provide Ta

In the 2018 budge
geothermal system
the geothermal sy
areas of the WTP
boilers can then be removed, thereby reducing the city

City of Selkirk

Primary Strategic Ob
Secondary Strategic

Explain City of Selkirk

Expand geothermal
etc. and take out bo

1.3 Strategy Ali

Is this tactic the resul
strategies.

- Athletic Field an
- Capital Asset M
- Citizen Engage
- Climate Chang
- Communicati

Explain Alignme

Version 1.4, August

THE CITY OF SELKIRK
Administrative Report

To: Council
From: Duane Nicol, Chief Administrative Officer
Re: MMA Sponsorship
Date: December 18, 2023
File Number: File number to be assigned by Executive Assistant

Issue:

Become a strategic sponsorship partner with the Manitoba Municipal Administration

Strategic Impact:

4B – Having the right human capital in the place at the right time: With recruitment for strategic positions becoming increasingly difficult, becoming a strategic partner with the MMA provides enhanced exposure and brand recognition for Selkirk with the hundreds of potential candidates.

2D – Revitalizing Selkirk's image: Securing brand recognition with the MMA will ensure leadership within the provincial government, regulators, agencies, and vendors are exposed to Selkirk's brand and see Selkirk as a leader in the municipal sector.




Strategic Impact:

4B – Having the right human capital in the place at the right time: With recruitment for strategic positions becoming increasingly difficult, becoming a strategic partner with the MMA provides enhanced exposure and brand recognition for Selkirk with the hundreds of potential candidates.








2D – Revitalizing Selkirk's image: Securing brand recognition with the MMA will ensure leadership within the provincial government, regulators, agencies, and vendors are exposed to Selkirk's brand and see Selkirk as a leader in the municipal sector.

City of Selkirk

SECTION 3 - Individual Tactical Item Status

In Progress Status Description	In Progress Status Icons
Tactical item is progressing as planned without any anticipated roadblocks.	
Tactical item is anticipated to be delayed with respect to the agreed plan based on some risk or issue.	
Tactical item is delayed with respect to the agreed plan because of some issue.	

Financial Status Icons	Financial Status Description
\$	Tactical item is within budget.
\$!	Tactical item might go over budget.
(-\$)	Tactical Item is over budget.

Item #	Title	Status	% Complete	In Progress Status	Financial Status	Status Notes
50	Lot Grade Plan Policy	Not Started				Work expected to begin in Q2.
149	Community Safety Strategy	In Progress	< 33%		\$	
213	Develop credit card standards and policy	In Progress	< 33%		\$	
230	Human Resources Blueprint	In Progress	< 33%		\$	HR working on compiling content for blueprint as time permits. Met with CAO on progress to date mid February.
233	IT Blueprint	In Progress	< 33%		\$	IT Admin continues to incorporate content into blueprint as time permits.
240	Marketing and Communications Blueprint review	In Progress	< 33%		\$	Briefing report to Council date PR House meeting with managers and directors February 12.
272	Transit Strategy	In Progress	< 33%		\$!	Internal stakeholder meetings occurred and external stakeholder meetings scheduled for April.
310	New WWTP Construction	In Progress	> 66%		\$!	WWTP Completed, Legal on-going
357	Develop a Land Bank Blueprint	Not Started				
412	Selkirk Park Management Plan	Not Started				Project has not started.

SENORGIF.COM



**If everything is a priority,
nothing is a priority.**

**Strategy isn't just about
what you say "yes" to.**

**It's also about what you
say "no" to.**

Role Clarity

Keeping to your own sandbox

- Know your legislated roles
- Understand, respect, and practice the difference between governance and management
- Reinforce the roles with citizens and staff
- Make sure your corporate and governance structures, policies, and practices reinforce the roles
- Make sure your CAO by-law and contract respect and reinforce the roles
- Hold people accountable to those roles

Legal Basis for Council

Council is governing body

77(1) Each municipality is **governed** by a council.



Council's role

82 A council is responsible

- (a) for **developing and evaluating** the policies and programs of the municipality;
- (b) for **ensuring** that the powers, duties and functions of the municipality are appropriately carried out; and
- (c) for carrying out the powers, duties and functions expressly given to the council under this or any other Act.

As of 21 Nov. 2022, this is the most current version available. It is current for the period set out in the footer below.

Le texte figurant ci-dessous constitue la codification la plus récente en date du 21 nov. 2022. Son contenu était à jour pendant la période indiquée en bas de page.

Legal Basis for the CAO

Establishment of position of C.A.O.

125(1) Every council must establish by by-law the position of chief administrative officer and must appoint a person to the position.

Majority of number of members required

125(2) The appointment of a person as chief administrative officer and any suspension or revocation of the appointment must be approved by a majority of the number of members comprising the council.

C.A.O.'s responsibilities

127(1) The chief administrative officer

- (a) is the administrative head of the municipality;
- (b) is responsible for ensuring that the policies and programs of the municipality are implemented;
- (c) is responsible for advising and informing the council on the operation and affairs of the municipality;
- (d) except as the council may decide otherwise, is responsible for the management and supervision of the employees of the municipality;
- (e) carries out the powers, duties and functions assigned to a chief administrative officer by the council or by this or any other Act; and
- (f) must notify the council if money of the municipality is spent or invested contrary to a by-law or resolution or this or any other Act.

Governing is not Managing

Governing is defining the what and the why

Governance is:

- Setting vision and direction
 - What should our community look like in 10, 20, 50 and 100 years?
- Defining the purpose and the scope of the organisation
 - Which services should we provide?
 - At which levels should we provide those services?
- Oversight and Evaluation
 - Is the community on track to align with our vision?
 - Do we have the right mix of services and are they meeting the standards we set?
 - Are we meeting the needs and expectations of our citizen?

Managing is not Governing

Managing is defining the how and the who

Managing is:

- Establishing a plan to deliver on the vision set
 - Defining the organisational chart and the skills and capacities needed
 - Identifying the financial resources needed (budget)
- Developing and implementing the practices and protocols needed to deliver services
 - Policies, Procedures, Tools
 - Procuring software, equipment, facility, and fleet
- Delivery of services
 - Day to day activities
 - Responding to deficiencies and errors
- Providing feedback to governance
 - Establishing feedback systems (reporting)
 - Providing advice and insights to governance



TITLE: CITY OF SELKIRK CHIEF ADMINISTRATIVE OFFICER BY-LAW
NUMBER: 5283
PREAMBLE: TO ESTABLISH THE POSITION AND ADMINISTRATIVE AUTHORITY OF CHIEF ADMINISTRATIVE OFFICER
DATE PASSED: DECEMBER 29, 2015

OBJECTIVES

The objectives of this By-law are

- to establish the chief administrative officer position
- to set out the administrative authority delegated to the Chief Administrative Officer to accomplish the goals of the Council of the City of Selkirk as set out in the Strategic Plan
- to manage the operation and affairs of the City in an efficient and effective manner

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8. Other Duties as Assigned
9. Executive Limitations
10. Chief Administrative Officer is a Designated Officer
11. Authority to Spend Funds of the Corporation
12. Council and Chief Administrative Officer Relationship
13. Bylaw Review
14. Severability

6. AUTHORIZED TO ADMINISTER THE BUSINESS AFFAIRS OF THE CITY

- 6.1** Unless otherwise set out in this By-law or any other By-law, the Chief Administrative Officer is authorized to administer the business affairs of the City in accordance with *The Municipal Act* and other statutes of the Province of Manitoba.
- 6.2** The Chief Administrative Officer is authorized to make regulations, implement policies, establish fees and charges, rules or practice and procedures, and enter into agreements that he/she considers necessary to carry out the purpose and responsibilities of this By-law or any other By-law of the City of Selkirk.
- 6.3** In addition the Chief Administrative Officer shall be responsible for
- 6.3.1** the overall operation of the City in a prudent manner, and ensuring the long-term financial strength of the Corporation.
 - 6.3.2** the enforcement of City of Selkirk By-laws.
 - 6.3.3** a work environment which is reflective of the Council's Vision, Mission and Values Statements, current legislation and the Collective Agreement.
 - 6.3.4** the infrastructure, utilities and capital projects; economic development initiatives; programs, activities and projects; protective services and human resources of the Corporation.

7. SENIOR BUREAUCRAT FOR THE CITY

As the Senior bureaucrat for the City the Chief Administrative Officer shall

- 7.1** have control over and responsibility for all other employees of the City, and shall direct the personnel of all departments of the City through supervision of Designated Officers.
- 7.2** have the authority to hire, promote, demote, suspend or terminate the employment of employees of the City within the limits of any appropriate legislation and/ or the Collective Agreement.

BE

THE CITY OF SELKIRK
A municipal corporation
under the laws of
(hereinafter referred to as "City")

Mr. [Name]
of the [Position]
in the [Department]
(hereinafter referred to as "Employee")

Whereas the City desires to employ the Employee as Chief Administrative Officer upon the terms and conditions set out in this Agreement;

And Whereas the Employee desires to accept the position of Chief Administrative Officer upon the terms and conditions set out in this Agreement;

Now therefore this Agreement is made in witness whereof the mutual covenants and agreements of the parties are set out in the following:

PART 1

Position and Term

1. The City hereby appoints the Employee to the position of Chief Administrative Officer of the City of Selkirk for a four (4) year period commencing May 26, 2022 and ending May 25, 2026.

Chief Administrative Officer's Responsibilities

2. The Employee shall well and faithfully perform all duties of Chief Administrative Officer as contained in the Manitoba Municipal Act ^{C_CS+M_Lc_M22S} or other Acts of the Legislature, City of Selkirk By-law No. 5238 (attached hereto as Schedule "A") and such additional duties as may from time to time be prescribed by the Council of the City (hereafter referred to as "Council"), either by by-law or resolution.
3. Notwithstanding paragraph 2, the City shall ensure that no City by-law, resolution, or any other action of Council, or actions by a member of Council, restricts or impedes the Employee's ability to:
 - (a) have control over, and responsibility for, all other employees of the city of Selkirk
 - (b) have the authority to hire, promote, compensate, demote, suspend, reprimand, or terminate employees of the city of Selkirk, within the limits of any appropriate legislation and/or applicable collective agreements
 - (c) fulfill and comply with by-laws and resolutions and manage the delivery of municipal services through the creation, approval, and implementation of policies, procedures, and practices.
 - (d) undertake any expenditure approved in City's budget
 - (e) undertake expenditures not in the City's budget up to the greater of \$100,000 or the approved signing authority limit as set by Council from time to time.

Regular and Frank Communication

Tight lips sink the municipal ship

- Schedule regular check-in meetings
- Keep the doors open for impromptu discussions
- Create opportunities for informal discussion and interaction
- Provide for formal constructive feedback systems
- Be honest

Transparent and Regular Reporting

No Surprises

- Structure Administrative and Briefing reports to facilitate good decisions, focusing on a recommendation, showing strategic alignment, and layering background information at the end.
- Establish regular status reporting for key projects and initiatives
- Establish regular operational status reporting systems
- Establish key performance reporting (where they have been established)
- Encourage communication between meetings (both ways)

**THE CITY OF SELKIRK
Administrative Report**

To: Council
From: Duane Nicol, Chief Administrative Officer
Re: MMA Sponsorship
Date: December 18, 2023

File Number: File number to be assigned by Executive Assistant

Issue:

Become a strategic sponsorship partner with the Manitoba Municipal Administrators.

Strategic Impact:

4B – Having the right human capital in the place at the right time: With recruitment for strategic positions becoming increasingly difficult, becoming a strategic partner with the MMA provides enhanced exposure and brand recognition for Selkirk with the hundreds of potential candidates.

2D – Revitalizing Selkirk's image: Securing brand recognition with the MMA will ensure leadership within the provincial government, regulators, agencies, and vendors are exposed to Selkirk's brand and see Selkirk as a leader in the municipal sector.

Options/Alternatives:

1. Council approve the sponsorship package as proposed.
2. Council approve sponsorship at a level and in a form identified by Council.
3. Council decline the sponsorship opportunity.

Administrative Recommendation:

RECOMMENDED THAT the Council of the City of Selkirk approve sponsorship of the 2024 MMA program year as presented in the amount of

FURTHER THAT the signing authorities be authorized to enter into a sponsorship agreement with the MMA.

Analysis:

Created by The Manitoba Municipal Administrators Association Inc. Act, an act of the Manitoba government, the MMA has exists to provide support, education and continuing professional

development to its members. The MMA is also the voice of municipal administration in Manitoba, advocating for members and promoting effective municipal administration.

MMA works closely with AMM to support good municipal governance and the effective and efficient delivery of municipal services in Manitoba. In addition to its connection with its almost 350 members The association has strong relationships with provincial government leadership.

For 2024, the MMA has developed a sponsorship guide that identifies all of the key sponsorship opportunities it offers through its many stakeholder touch points and communication channels.

By becoming a sponsor, the City of Selkirk would help to build its brand recognition with potential candidates for future positions within the City. These sponsorships allow Selkirk to connect with administrative (management, finance, IT, project management, HR and other) professionals who are already working in the municipal sector and allows the city to demonstrate the dynamic and progressive workplace that it is.

Sponsorship in the MMA also demonstrates the city's commitment to good governance and the delivery of high-quality municipal services to key officials in the provincial government, regulators, and granting authorities.

Sponsorship Proposal (see sponsorship guide for details)
Leadership Summit – Panel Discussion Sponsor (\$2,000)
Golf Tournament – Hole Sponsor (\$500)

Both of the identified events and offer leverageable engagement opportunities.

NOTE: CAO Duane Nicol is the president of the association, and as such this sponsorship decision is being brought to council for decision to avoid concerns over perceived conflict of interest.

History:

The MMA was founded in 1931 and provides professional development to Manitoba's municipal administrators. The Certificate in Manitoba Municipal Administration (CMMA) is the only recognized designation for municipal administrators and is issued by the MMA. This designation is a qualification the City of Selkirk often uses for its administrative positions, and regularly provides financial support for staff working to achieve the designation.

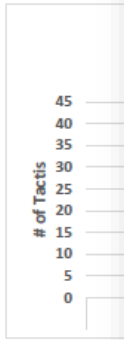
The association hosts workshops and seminars throughout the year as well as hosts an annual conference and in 2024 will host its first annual Leadership Summit.

Background/Supporting Documents:

MMA 2024 Sponsorship Guide
MMA Strategic Plan
Financial Impact Statement

SECTION 2 - Service Delivery Highlights

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- There



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Yellow	De Antici
Green	On T

< 33%
INITIATING

Status Colour
Blue
Green
Red
Yellow
Brown
Grey
Orange

Successes Achieved

- Quarterly Newsletter delivered on February 19.
- Continuous improvements to Selkirk search references being provided by Meltwater.
- Weekly Meltwater newsletter being providing to Council.
- Stickers, postcards, and puzzles ordered.
- Chuck the Channel Cat Puzzles and Water Tower puzzles have been popular.
- Currently BEO have rehomed 7 cats and 1 dog through various rescue organizations.
- Selkirk Museum and Archive Business Plan contractor selected, and kick-off meeting scheduled for 28 March.
- Three staff successfully completed Sport Turf Maintenance Course.
- Approved \$5500 from Young Canada Works for staffing in Culture/Heritage area. Approved \$4300 from Tree Canada for fruit trees at the Community Gardens. Approved \$46,059 from provincial government for tree inventory, report, and additional electric equipment.
- Partnering with the Lord Selkirk Education Centre for Spring Cleanup projects. The centre will provide volunteers and supervisors for key areas around the City starting on 2April.
- Hiring Davey Resource Group to update the tree inventory and provide canopy report with additional funding through the Province of Manitoba.
- Did not run residential water to prevent freezing and no freezing water complaints.

Opportunities

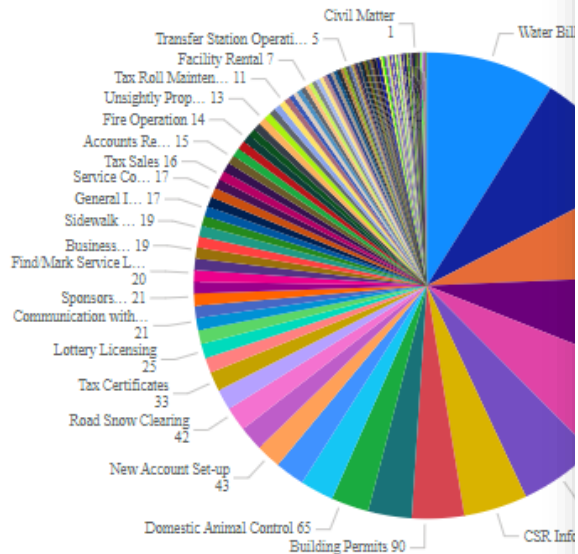
- Ongoing development to Citizen Voice survey platform including expanding to residents and non residents.
- Revisions to city branded backdrops being designed for use at events.
- Blue Book submissions being edited.
- Hiring process for permanent position vacancies and summer staff in progress.
- Ongoing daily posts on social media - city news, events, programs, initiatives and days of recognition.
- Ongoing revisions to the chatbot functionality for app deployment.
- Web team members continue to focus on update to webpages identified from responses being provided by the chatbot.
- Shelving at library to be installed between April 25-26.
- Personal emergency preparedness guide with CAO for final review.
- SFD has received Engine 16 and training is being conducted by members of the department prior to the engine being put into service. A story is being drafted about the engine.
- SFD is currently conducting a recruiting drive with the help of the communications team to use new and diverse tactics to attract applicants.
- HR Blueprint, Communications Blueprint and IT Blueprint work ongoing.
- Grant for Garry Theatre applied for, awaiting approval from Province.

SECTION 3 - Individual Tactical Item Status

Item #	Title	Status	% Complete	In Progress Status	Financial Status	Status Notes
475	Feasibility Study - Multi-Use Facility or Community Hall	In Progress	< 33%		\$	Administration has contracted the services of Urban Systems Ltd. to assist in the creation of the Multi-Use Facility Business Plan. Kick off meeting was held February 26. Next steps include analyzing data from expert evaluations and review of other facilities in the province to help guide best practices.
497	Update to the Strategic Plan	Not Started				
526	New Operating System for Water and Wastewater Treatment Plants	In Progress	33% - 66%		!\$	Contractor working on software updates, continued supply issues has led to completion now being anticipated in Q2 of 2024.
585	Establish an Aquifer Monitoring Program	In Progress	33% - 66%		\$	Project on-going Friesen drillers have been hired to complete this, will also be incorporated into the Water master plan.
586	Prepare an Updated Water Master Plan Using Climate Change Projections	In Progress	< 33%		\$	Project awarded to JRCC, expected completion Q4
587	Create a policy and protocol for responding to water shortage events	Not Started				
591	Installation of Sewer Main Liner on Sutherland Avenue Between Main and Jemima	In Progress	< 33%		\$	Contractor hired and expect to complete in Q2.
592	Sewer Main Liner on Sutherland Avenue Between Jemima Street and Sophia Street	In Progress	< 33%		\$	Contractor hired and expect to complete in Q2.
594	Asphalt Replacement on Sutherland Avenue Between Main and Jemima	In Progress	> 66%		\$	Road surface completed, landscaping to be completed in Q2.
595	Asphalt Replacement on Sutherland Avenue Between Jemima Street and Sophia Street	In Progress	> 66%		\$	Road surface completed, landscaping to be completed in Q2.
598	Eveline Street Reconstruction	In Progress	> 66%		!\$	Final landscaping began in June and is expected to be completed in September. Waiting on final invoicing
635	Create, Amend, or Remove Reserve By-law's	Not Started				
636	Establish a Financial Reserve Framework	In Progress	< 33%		\$	Work has started on developing the framework.
641	Rework on draft Project Management Blueprint and get final approval	In Progress	33% - 66%		\$	Draft project management blueprint needs to be reworked to align with City of Selkirk culture and strategy.
656	Detail Design for Selkirk Multi-Use Facility	Not Started				
661	West End Regional Park Management Plan	In Progress	> 66%		\$	Administration is reviewing and providing feedback to contractor.
663	West End Concept Plan Shadow Planning, Phasing and Placeholding	In Progress	< 33%		\$	



Count of Tickets by Sub-Service



Contact Type

- CitizenSupport
- Email
- Facebook
- In-Person
- Phone

Service Class

- Administration
- By-law Enforcement
- Culture & Heritage
- Economic Develo
- Emergency Meas
- Fire
- Governance
- Parks & Recreati
- Planning
- Police
- Public Transit

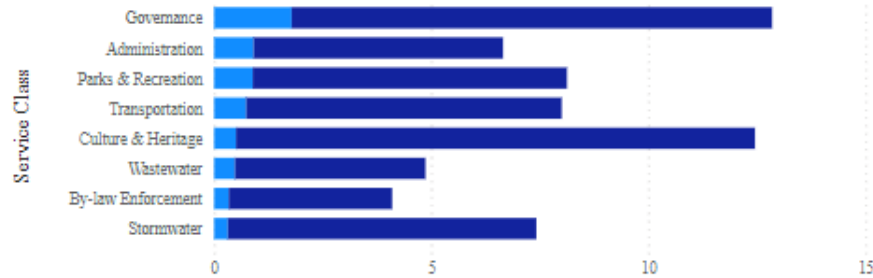
2970

Customer interactions

From December 1st to February 29th

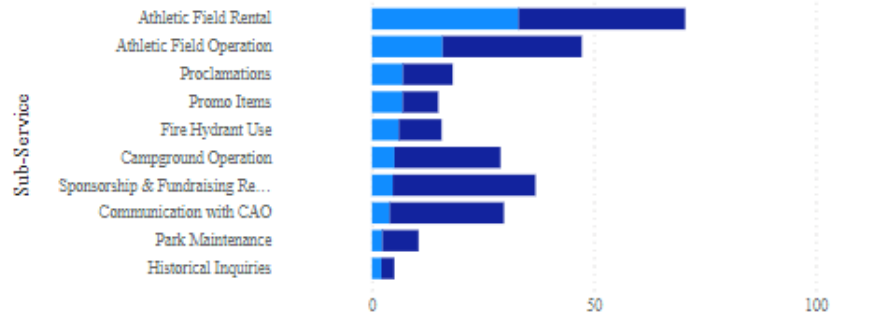
Response and Resolution by Service Class (in hours)

● Average of First Response Calculated in Hours ● Average of Resolution Calculated in hours



Response and Resolution by Service Class (in hours)

● Average of First Response Calculated in Hours ● Average of Resolution Calculated in hours



From December 1st to February 29th

Response:
The average time in business hours it takes to respond to a citizen ticket

Type

All

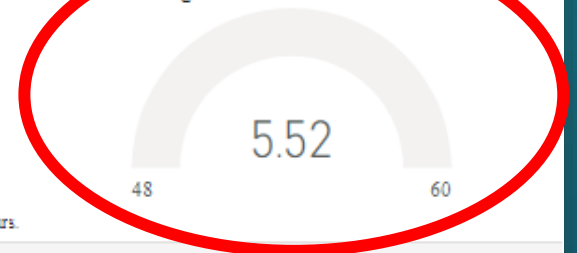
Resolution:
The average time in business hours it takes to resolve a citizen ticket

Average First Response in Hours



Our commitment is to respond to all inquiries within 48 business hours.

Average Resolution time in Hours

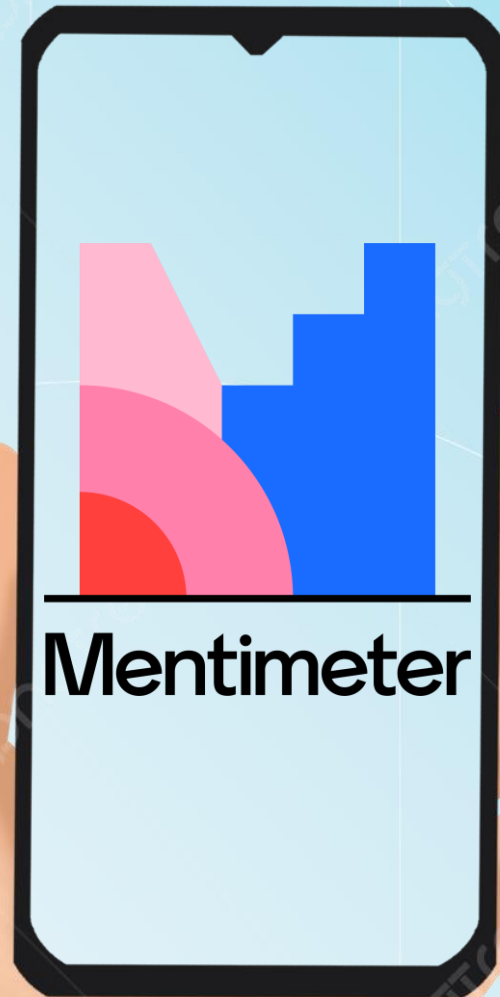


71%

Informed and Transparent Decision Making

No Surprises

- Decisions of council should be based on high quality information AND analysis
- Decisions should clearly be informed by the municipal vision/strategy
- If information is missing, ask for it
- Articulate the factors you consider when making your decision/vote
- When council votes against a resolution, the CAO and Council should discuss why



Mentimeter

Expect and Give Professionalism

The Municipal Golden Rule

- Create a culture of professionalism
- Keep the Council chamber formal
- Demonstrate respect for each other in front of citizens and staff
- Invest in the professional development of the CAO
- Invest in your own professional development









Mani
Muni
Adm
Local L

Members owe a duty of care to their Employers and Clients

A Member shall:

9. shall not leverage their position for personal gain or benefit;
10. uphold the letter and spirit of the law;
11. provide high quality advice, analysis, and public policy proposals which are based in fact, use leading practices, and are technically sound;
12. behave in a manner that promotes the integrity and reputation of their employer or client;
13. ensure they fulfill the responsibilities of their position without interference, political or otherwise, resisting any encroachment on their professional responsibilities;
14. honour and be responsive to the rights and needs of others.

By-law #2
Professional Code of Conduct

May 3, 2023

5 Key Workplace Features for Professional Administrators

1. Compensation
2. Professional Development
3. Flexibility
4. Autonomy
5. Interesting Work

Compensation

Chief Administrative Officer Salary Matrix



CAO Salary Calculator (non-binding)

ENTRY

Name of Incumbent:

Municipality:

Review each category from 1 to 6 and determine the point allocation for each category.

1) Education		Points	ENTRY
1	High school (grade 12); GED (General Education Diploma)	2	
2	College, technical/trade school or university certificate in business related program (example: 1 year program)	4	
3	College, technical/trade school or university diploma in business related course (example: 2 year program)	8	
4	Degree (3-4 year program) in finance or business;	12	
5	Master's Degree	15	

This subfactor measures the general knowledge and specialized or vocational training achieved by the incumbent or expected by the employer. The degree levels are normally expressed in terms of formal education or equivalent.

2a) Expertise - CMMA		Points	ENTRY
1	Registered into CMMA Program with 1 or more courses completed.	3	
2	Registered into CMMA Program with 50% or more of the program completed.	7	
3	Completed CMMA Program	10	

This subfactor measures the level of progress in the Certificate Program for the Manitoba Municipal Administrators, referred to CMMA. Under the Manitoba Municipal Administrators Association Act, section 10(2) gives the authority for the certification, course establishment and designation of "Certified Manitoba Municipal Administrator". The importance of the education has proven to be a significant influencer in salaries and weights are assigned according to the incumbent's progress in the program.

2b) Expertise - MMAA Member IGS		Points	ENTRY
1	Current MMAA Member - In good standing (maintains minimum PD points, has not been censured by the association)	10	

A member in good standing (IGS) includes meeting the minimum PD point and complies with all member requirements set by the MMAA. This continual learning and keeping up with developments in the field are part of a member's good standing and worthy of being included in the matrix.

3) Experience		Points	ENTRY
1	2 years or less	2	
2	Between 2 & 5 years	5	
3	Between 5 & 8 years	10	
4	Between 8 & 10 years	15	
5	Over 10 years	20	

This subfactor serves as a scale of measurement for the amount of practical experience of the incumbent to have or expected to have by the employer when recruiting for a CAO. It assumes that the more relative experience of the individual, the more theoretical knowledge and ability is acquired to effectively perform and navigate the organization through complex situations. Discretion should be given to assess non municipal experience that brings value to the organization in the role of CAO.

User Manual





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