



**Manitoba
Municipal
Administrators**

Local Leaders, Thriving Communities

Amending the Manitoba Municipal Administrators Inc. Act

February 19, 2025

municipaladministrators.ca

Agenda

- Objectives
- Jurisdictional Scan
- Recent MMA Developments
- Response Options
- Discussion

Objectives

- Respond to the current decline of governance quality in local government.
- Establish a system to better prepare administrators for the current and evolving local government environment.
- Create an environment attractive to high potential candidates and where professionals can thrive in municipal administration (pipeline for talent).
- Build the capacity of local governments to induce, support, and maintain thriving communities.
- Build public confidence in the competency of local government.
- Modernize our act and empower MMA as a professional association.



**Manitoba
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Local Leaders, Thriving Communities

2021-2026

Strategic Plan

STRATEGIC PILLARS



MEMBERSHIP

1. Encourage an inclusive, diverse, and equitable membership
2. Nurture a peer network that all members can lean upon
3. Deliver resources and exclusive opportunities that provide exceptional value to members
4. Grow and maintain a strong member base

ADVOCACY

1. Be the voice for municipal administration and the trusted source for insight into municipal administrative and operational matters
2. Extol the value of professional municipal administration to elected officials, the public, and other stakeholders
3. Develop relationships that help project the voice of our members
4. Be a valued and trusted resource for input on legislation, regulation, and government practices

PROFESSIONALISM

1. Establish and maintain high standards for ethical conduct and professionalism of members
2. Provide a highly acclaimed, professional accreditation exclusive to the MMA
3. Facilitate high-quality, needs-based, accessible, and timely professional development that meets the needs of members at all stages of their career
4. Ensure MMA is recognized as a professional and competent association

PARTNERSHIPS

1. Strengthen our relationships with the province, government agencies, the Association of Manitoba Municipalities, and other stakeholders
2. Establish relationships with non-traditional partners to increase resources for, and services to, members
3. Enter into formal partnership agreements with other municipal administrator associations to provide additional resources, training, and advocacy opportunities for members

FOUNDATION



ORGANISATION

1. Establish and maintain a strong organizational governance and policy framework
2. Ensure financial sustainability to deliver on our mission and strategic objectives
3. Foster an active and engaged membership
4. Develop and maintain the human and corporate resources required for a successful professional association

The background is a solid teal color. Overlaid on this are several thin, light green lines that form a complex geometric pattern. These lines include vertical, horizontal, and diagonal segments, as well as curved arcs that intersect to create various shapes, some resembling stylized architectural elements or abstract symbols.

Jurisdictional Scan

Province	Organization	Incorporation Type	Education Program	Certification	Certification Required to be CAO	CAO Required
BC	Local Government Management Association	General (Societies Act)	Set out by “The Board of Examiners” created under the Local Government Act. Courses delivered by a variety of institutions.	Four Certificates: <ul style="list-style-type: none"> • LG Service Delivery • LG Administration • LG Statutory Administration • LG Executive Management 	No	No
Alberta	Society of Local Government Managers	Professional Occupational Associations Registration Act	NACLAA Level 1 NACLAA Level 2	Certified Local Government Manager (protected)	No	Yes
Saskatchewan	Urban Municipal Administrators’ Association of Saskatchewan	The Urban Municipal Administrators Act	Local Government Authority Program (URegina)	Standard Advanced Certificate - Level 1 Advanced Certificate - Level 2	Yes	Yes
	The Rural Municipal Administrators’ Association of Saskatchewan	The Rural Municipal Administrators Act	Local Government Authority Program (URegina)	Class C Class A Class A Superior	Yes	Yes
Manitoba	Manitoba Municipal Administrators	Manitoba Municipal Administrators’ Association Inc Act	CMMA (UManitoba)	No	No	Yes

Province	Organization	Incorporation Type	Education Program	Certification	Certification Required to be CAO	CAO Required
Ontario	Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)	Association of Municipal Managers, Clerks and Treasurers of Ontario Act	Municipal Administration Program (Core) Diploma in Municipal Administration (“Dipl.M.A.” credential)	Four Designations (all protected) <ul style="list-style-type: none"> Accredited Municipal Professional (AMP) Accredited Ontario Municipal Clerk (AOMC) Certified Municipal Officer (CMO) Accredited Municipal Clerk Treasurer (AMCT) 	No	No
Nova Scotia	Association of Municipal Administrators, Nova Scotia	General (Societies Act)	AMANS Municipal Management Modules (for administrators and elected officials) NACLAA Level II (required for CMM)	Certified Municipal Manager (CMM)	No	Municipalities (No) Regions (Yes)
New Brunswick	Association of Municipal Administrators of New Brunswick	General	Municipal Management Training Program (UMoncton)	Professional Certification in Local Government Administration: Level 1 – Basic Level 2 – Intermediate Level 3 - Advanced	No	No (clerk, treasurer and auditor must be appointed)
Newfoundland Labrador	Professional Municipal Administrators of Newfoundland and Labrador (PMA)	General	PMA Core PMA Advanced	No	No	No (clerk must be appointed)
PEI	Association of Municipal Administrators of PEI (AMAPEI)	General	Certificate and Diploma in Public Administration (U PEI)	No	No	Yes

Recent MMA Developments



MANITOBA

THE MANITOBA MUNICIPAL
ADMINISTRATORS ASSOCIATION
INC. ACT

SM 1989-90, c. 75

LOI SUR L'ASSOCIATION DES
ADMINISTRATEURS MUNICIPAUX
DU MANITOBA INC.

L.M. 1989-90, c. 75

As of 30 Dec. 2022, this is the most current version available. It is current for the period set out in the footer below.

It is the first version and has not been amended.

Le texte figurant ci-dessous constitue la codification la plus récente en date du 30 déc. 2022. Son contenu était à jour pendant la période indiquée en bas de page.

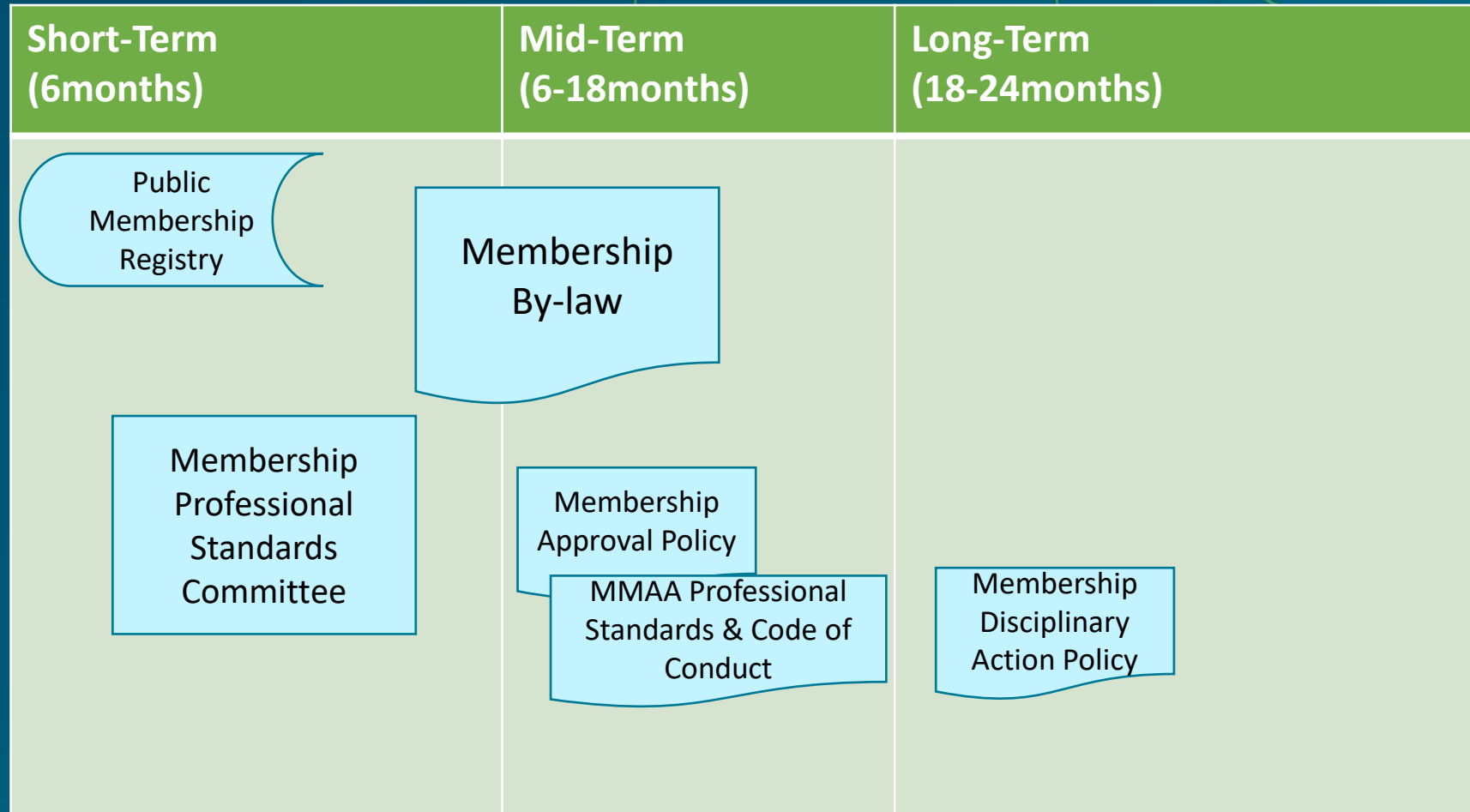
Il s'agit de la première version; elle n'a fait l'objet d'aucune modification.

Accessed: 30 Dec. 2022 at 4:03 pm CST
Current from 15 Mar. 1990 to 28 Dec. 2022

Date de consultation : le 30 déc. 2022 à 16 h 03
À jour du 15 mars 1990 au 28 déc. 2022

- Establishes the organisation
- Sets out our purpose
- Sets out our ability to regulate our membership (including expulsion)
- Sets out our capacity to establish the CMMA course
- Provides for a certificate to be awarded to those who complete the course
- Limits the use of the CMMA credential

Membership Enhancement





Manitoba Municipal Administrators

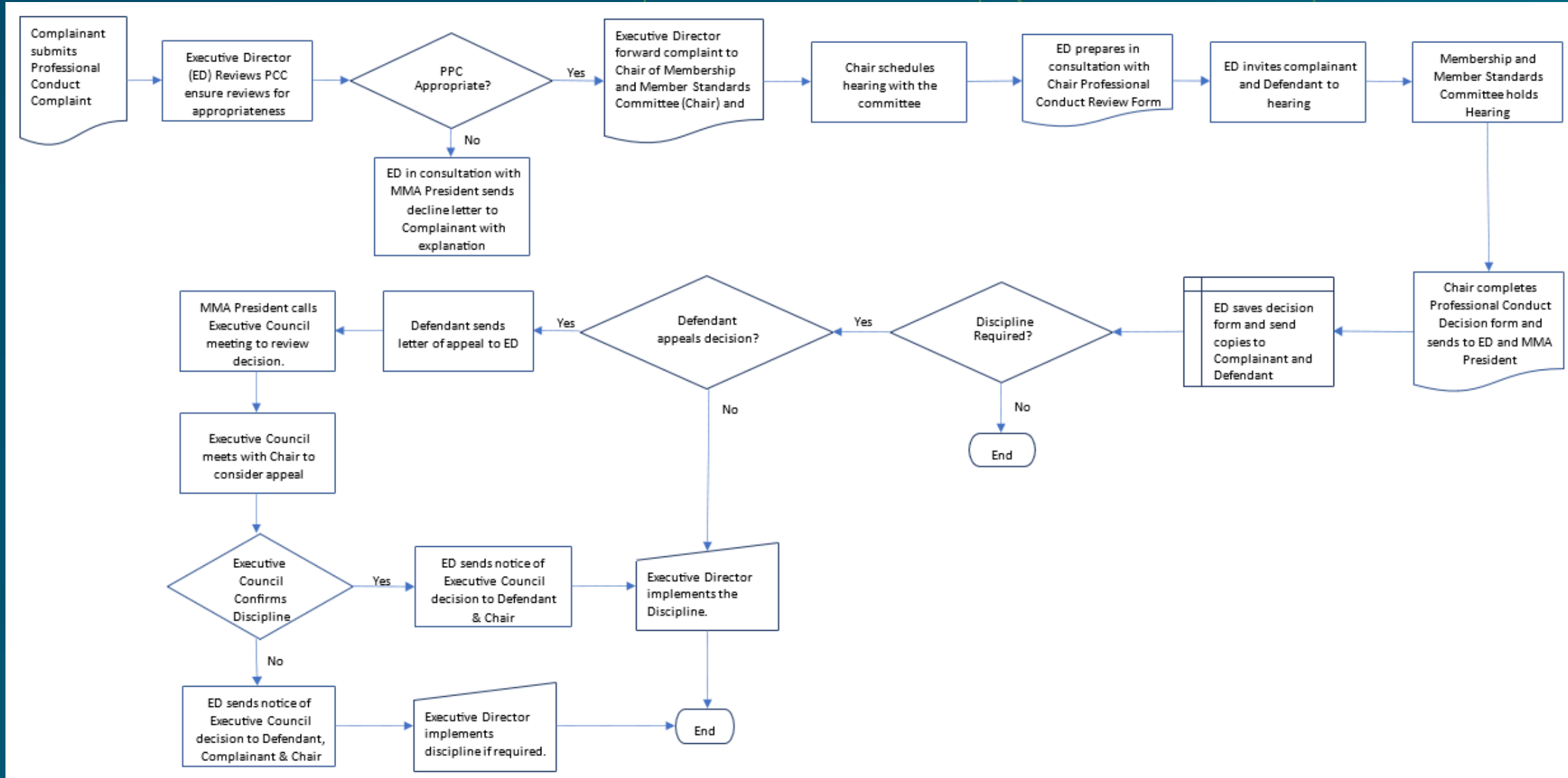
Local Leaders, Thriving Communities

By-law #1 Constitution of the Manitoba Municipal Administrators Association

May 3, 2023

ARTICLE 1 - PURPOSE.....	1
ARTICLE 2 - GENERAL OBJECTS.....	1
ARTICLE 3 - INTERPRETATION.....	2
ARTICLE 4 - MEMBERSHIP CLASSIFICATIONS.....	2
Member Classification.....	2
Eligibility.....	4
Responsibilities of Members.....	6
Rights of Members.....	7
Membership Fees.....	8
Members in Transition.....	8
Termination of Membership.....	9
Expulsion of Members.....	9
Member Discipline.....	10
Member Standing within the Association.....	11
Member Registry.....	12
ARTICLE 5 - DISTRICTS.....	15
ARTICLE 6 - EXECUTIVE COUNCIL.....	15
ARTICLE 7 - DUTIES OF OFFICERS.....	17
ARTICLE 8 - EXECUTIVE COMMITTEE.....	19
ARTICLE 9 - QUALIFICATIONS AND TERMS OF OFFICE.....	19
ARTICLE 10 - ELECTIONS.....	21
ARTICLE 11 - APPOINTMENT OF EXECUTIVE DIRECTOR.....	22
ARTICLE 12 - VACANCIES.....	22
ARTICLE 13 - MEETINGS.....	23
ARTICLE 14 - FINANCE PROVISIONS.....	25
ARTICLE 15 - GENERAL PROVISIONS.....	26

Member Discipline Process



Member Standards Enforcement Policy

Date Approved: February 16, 2024

Section: Members

Date of Last Update: February 16, 2024

Next Review Date: February 2029

Lead: Executive Director

Implements: By-Law #1

OBJECTIVES

The objectives of this Policy are to:

- Provide for the effective enforcement of MMA's member standards and professional Conduct.
- Ensure timely and responsible consideration of complaints made against Members
- Provide a transparent and fair process for adjudicating complaints.

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy

N/A

Procedures

N/A

Tools

MEM-002-00-01 – Member Standards Complaint Form
MEM-002-00-02 – Member Standards Hearing Decision Form
MEM-002-00-03 – Member Standards Panel Guidelines
MEM-002-00-04 – Statement of Complaint Response Form
MEM-002-00-05 – Member Standards Witness Attestations Form
MEM-002-00-06 – Member Standards Complaints Decision Registry

Member Standards Committee Terms of Reference

Date Approved: February 16 2024

Section: Governance

Date of Last Update: February 16 2024

Next Review Date: February 2028

Lead: Executive Council

Implements: MMA Bylaw # 1

OBJECTIVES

The objectives of this Policy are to:

- establish a committee to advise the Executive Council on matters related to the professionalism of Members and the standards to which the MMA holds its Members, and to support the enforcement of these standards.
- set out the terms of reference for the committee.

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy

MEM-002 Member Standards Enforcement Policy

Procedures

N/A

Tools

N/A

MEMBERSHIP APPROVAL

Date Approved: April 19, 2024

Section: Membership

Date of Last Update: April 19, 2024

Next Review Date: June 2025

Lead: Executive Director

Implements: MMA By-Law #1

OBJECTIVES

The objective of this Policy is to:

- Establish process for membership approval

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy

Procedures

Tools

MEM-003-00-01 MMA Membership Application Form



Manitoba Municipal Administrators

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By-law #2 Professional Code of Conduct

May 3, 2023

Section 1 – Title	2
Section 2 – Definitions	2
Section 1 – Professional Code of Conduct	3
Section 2 – Public Availability	4
Section 3 – Enforcement of the Code of Conduct	4
Section 4 – Non-Compliance	5
Section 5 – Disciplinary Action	5
Section 6 – Adoption	5
Schedule A	7



Manitoba Municipal Administrators

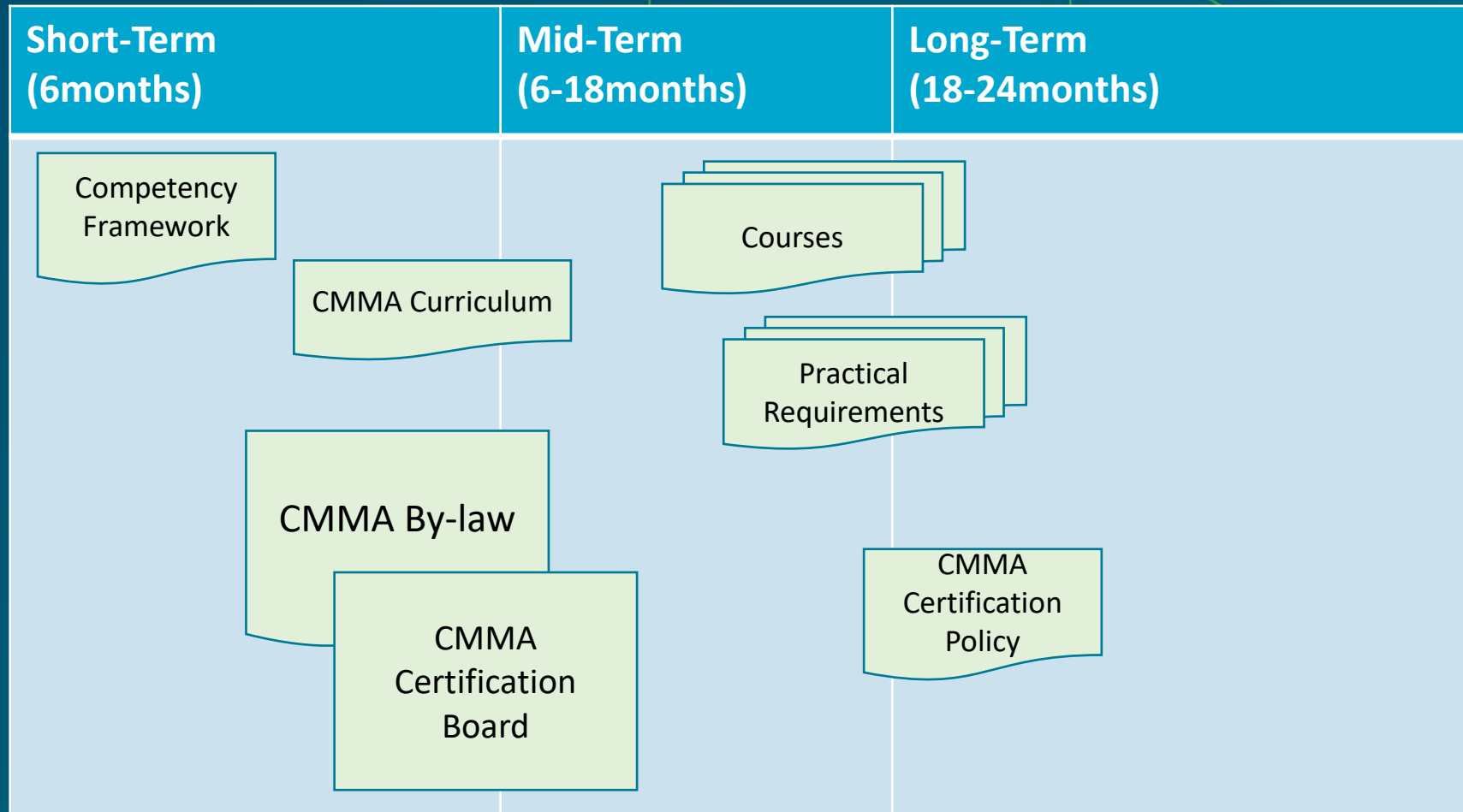
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By-law #4 Professional Development Requirements

May 3, 2023

Section 1 – Title	2
Section 2 – Definitions	2
Section 1 – Professional Development Requirement	3
Section 2 - Determining Professional Development and Credits	3
Section 3 – Reporting Credits.....	4
Section 4 – Non-Compliance	5
Section 5 – Disciplinary Action.....	6
Section 6 – Adoption.....	6

CMMA Enhancement





Manitoba Municipal Administrators

Local Leaders, Thriving Communities

By-Law #3

Certified Manitoba Municipal Administrator

September 11, 2024

Section 1 – Title	2
Section 2 – Definitions	2
Section 3 – Curriculum	3
Section 4 – CMMA Delivery.....	4
Section 5 – CMMA Board of Certification	4
Section 6 – Certification	4
Section 7 – CMMA Register.....	6
Section 8 – CMMA Integrity	6
Section 9 – Adoption	6



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Local Leaders,
Thriving Communities

Competency Framework



APRIL 2024
VERSION 1.0



I. Policy Formulation



Competency Description: Understanding the policy cycle, skillfully use it to support the identification of community and organisational objectives, forming ideas and implementation solutions while also considering available resources, skills, and tools. This requires an understanding of group dynamics and politics. It necessitates adeptness in communication, facilitation, and consensus building.

2. ISSUE IDENTIFICATION

Sub-Competency Description: The ability to systematically recognize and define specific challenges or concerns within the municipality that require governmental attention and intervention.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <input type="checkbox"/> Actively monitors and stays informed about local, regional, provincial, and national issues. <input type="checkbox"/> Demonstrates curiosity and a proactive approach to understanding community needs. 	<ul style="list-style-type: none"> <input type="checkbox"/> Fosters a culture of openness to feedback and diverse perspectives. <input type="checkbox"/> Engages in continuous scanning of the external environment for emerging challenges and opportunities. 	<ul style="list-style-type: none"> <input type="checkbox"/> Encourages a collaborative and information-sharing environment within the municipal team. <input type="checkbox"/> Asks questions to get to the root issues and generate deep understanding and new ways of thinking about an issue.
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <input type="checkbox"/> Has critical thinking skills to evaluate the relevance and urgency of different policy considerations. <input type="checkbox"/> Has a good understanding of the municipality's strategic goals and community priorities. 	<ul style="list-style-type: none"> <input type="checkbox"/> Uses analytical skills to assess the significance and potential impact of various issues. <input type="checkbox"/> Has collaboration skills to engage with stakeholders and gather diverse viewpoints. <input type="checkbox"/> Uses problem-solving skills to identify practical solutions to address identified issues. <input type="checkbox"/> Has knowledge of relevant laws, regulations, and policies affecting municipal operations. <input type="checkbox"/> Is familiar with data analysis and research methods to support issue identification. 	<ul style="list-style-type: none"> <input type="checkbox"/> Has good communication skills to articulate complex issues in a clear and accessible manner. <input type="checkbox"/> Is aware of social, economic, technological, and environmental trends influencing the community, region, and province. <input type="checkbox"/> Is aware of policy objectives of other levels of government and the potential impact on municipal operations. <input type="checkbox"/> Has knowledge of effective communication strategies to engage the public in the policy-making process.

The background is a solid teal color. Overlaid on this are several thin white lines that form a complex geometric pattern. These lines include vertical, horizontal, and diagonal segments, as well as curved arcs that intersect to create various polygonal shapes. The pattern is most prominent on the right side of the image, with lines extending from the top and bottom edges towards the center.

Response Options

Current	Basic	Intermediate	Advanced	Recommended
Continue to make improvements under the current act.	MMA is given authority to withdraw CMMA designation.	<p>MMA is given the authority to issue and withdraw the Professional Manitoba Municipal Administrator (PMMA) credential, according to criteria and standards set by the association.</p> <p>The CMMA is retained as an educational credential and is split into two levels/tiers.</p>	<p>MMA is given the authority to issue and withdraw the Registered Manitoba Municipal Administrator (RMMA) credential and the Professional Manitoba Municipal Administrator (PMMA) according to criteria and standards set by the association. The RMMA being a designation for all administrators with lower requirements and the PMMA designation having higher requirements and demonstrating advanced preparation for senior roles like CAO.</p> <p>The CMMA is retained as an educational credential and is split into two levels/tiers.</p>	<p>MMA is given the authority to issue and withdraw the Registered Manitoba Municipal Administrator (RMMA) credential and the Professional Manitoba Municipal Administrator (PMMA) according to criteria and standards set by the association. The RMMA being a designation for all administrators with lower requirements and the PMMA designation having higher requirements and demonstrating advanced preparation for senior roles like CAO.</p> <p>Manitoba makes it a requirement to hire a RMMA or PMMA as CAO</p> <p>The CMMA is retained as an educational credential and is split into two levels/tiers.</p>

Elements	Current	Basic	Intermediate	Advanced	Recommended
Membership	Membership is limited to individuals meeting criteria. Professional standards are enforced via controls on membership	Membership is limited to individuals meeting criteria.	Membership is limited to individuals meeting criteria.	Membership is limited to individuals meeting simplified criteria.	Membership is limited to individuals meeting simplified criteria.
Education	CMMA transitioned to stand apart from the U of M certificate program. CMMA content and criteria controlled by MMA, designation issued by MMA.	U of M certificate program expanded into two tiers, but independent of the CMMA.	CMMA is retained as an educational credential integrated with the U of M certificate program and divided into two levels/tiers.	CMMA is retained as an educational credential integrated with the U of M certificate program and divided into two levels/tiers.	CMMA is retained as an educational credential integrated with the U of M certificate program and divided into two levels/tiers.
Certification	Member (In Good Standing)	CMMA Expanded to accept other training routes. Professional standards are enforced via controls on CMMA issuance.	PMMA Education requirements delinked from CMMA and expanded to accept other training routes. Professional standards are enforced via controls on PMMA issuance.	RMMA, PMMA Professional standards are enforced via controls on RMMA & PMMA issuance, with RMMA being a basic level and PMMA being advanced.	RMMA, PMMA Professional standards are enforced via controls on RMMA & PMMA issuance, with RMMA being a basic level and PMMA being advanced.
Certification required for CAO	No	No	No	No	Yes

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Discussion



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