



Chief Administrative Officer

THE ORGANIZATION

The Town of Maple Creek is seeking to fill the position of Chief Administrative Officer. Maple Creek is a thriving community in Southwest Saskatchewan with a population of over 2,000 in an area which sees about 325,000 tourists annually. The Town is ideally positioned on the Trans-Canada highway and the CPR mainline and central to major urban centres of Saskatoon, Regina, Calgary and Great Falls. It is about an hour from the regional centres of Medicine Hat and Swift Current. A number of industries use Maple Creek as an important service centre including ranching, farming, oil and gas, and tourism. Located in the Cypress Hills-Grasslands Destination Area, tourism returns are a significant aspect of the community's commercial sector.

Maple Creek offers its diverse population the less complicated lifestyle of a small community, while providing all the cultural and recreational amenities one would expect of a regional centre.

Culturally vibrant, the community of Maple Creek boasts a number of annual festivals and cultural events. The community is proud of its rich heritage, which is evident in its two museums, downtown Heritage District, and numerous rodeos.

For more information on the Town of Maple Creek, please visit www.maplecreek.ca.

POSITION DIMENSIONS

- This position is located in the Town of Maple Creek.
- The Town of Maple Creek has a \$5 million budget.
- Presently, there is a field headcount of about 19 staff which increases by another 18 seasonal employees in the summer months and an office headcount of 6.
- The Chief Administrative Officer will report directly to a council of 7 members which includes the Town of Maple Creek's Mayor.
- This incumbent will have up to 6 direct reports.
- Frequent communication with council is expected.
- The Chief Administrative Officer is required to report monthly at scheduled council meetings to both the Mayor and Council.

ATTRACTIONS AND SUCCESSES

Maple Creek is a peaceful, growing and vibrant community that provides quality of life and is known as a progressive and attractive town that has a strong working council. Positively situated 138 km from Swift Current, Saskatchewan and 104 km from Medicine Hat, AB and 2 hours from the Montana border, the various opportunities for cross border shopping, touring and vacationing is of high interest. The community provides great recreation opportunities, schools and housing options for its residents. Maple Creek has made a name for itself from its efforts hosting major events and by providing various activities year-round to encourage community involvement. Some of the town's notable events include:

- Maple Creek Heritage Festival
- Taste of Maple Creek Festival
- Rodeos in Maple Creek
- Cowboy Poetry
- Battle of the Little Big Puck
- Cowtown Christmas

Additional events held by the Town Maple Creek can be found at www.maplecreek.ca

In addition to Maple Creek's community involvement, it also holds a strong financial position which works well with the town's future plans for growth. The Town of Maple Creek employs a solid team of professionals, maintains a strong culture and practices excellent council governance. The town is also up-to-date as it relates to organizational systems and technology. Maple Creek's involvement in sharing projects with Rural Municipalities in its' region and its drive to welcome all future opportunities has established the town as rich in ideas, spirit and exuberance for healthy rural leaving.

ISSUES AND CONSIDERATIONS

Key areas of focus for the community include establishing direction, core objectives and goals of the town and council that will facilitate in their future growth and sustainability, while also **focusing on succession planning, staff allocation and team retention**. Discovering new economic development initiatives and continuing down the path that encourages ongoing relationships to help Maple Creek move forward is high on the priority list. Maintaining control on bylaw violations and nuisance properties are also a few areas that continue to require attention.

The new Chief Administrative Officer will have to be attracted to the lifestyle that comes with living in a small town and understand that Maple Creek is a close-knit community that has relationships and connections that in some cases date back decades. In addition, expansion may prove to be a risk as the cost of developing infrastructure at times may exceed budgets so patience is crucial when monitoring these situations. Getting to know the town's staff and getting acquainted with the community will also take patience and time for anyone new to the community. Succession planning to retain top talent, maintaining a trusting relationship with the town council and managing staff and council governance in a manner that will keep everyone secure and happy in their roles and will prove valuable to the residents of the town, council and the community. Also, of note, elections are held every 4 years.

OPPORTUNITIES/PRIORITIES

- Building and maintaining solid relationships with the community and town council.
- Potential for large commercial construction projects in the near future.
- Ensuring that the citizens of Maple Creek are happy and comfortable with the council's decisions respecting the new Chief Administrative Officer.
- Establishing and accomplishing organizational and Town goals, while meeting targeted budgets.
- Encouraging productivity with ongoing projects and implementing tangible capital asset inventory while coordinating a tangible asset reconciliation program.
- Developing strong work relationships with Maple Creek 's neighboring Rural Municipalities as these relationships are crucial to the future success of Maple Creek.
- Encouraging current and future growth.
- Monitoring retention and ensuring employees are happy and secure in their working environments
- Succession planning, mitigating the possibility of council having to deal with staffing changes.
- Infrastructure replacement; putting a plan in place. The new Chief Administrative Officer will be integral to the future of Maple Creek as council is working towards doing the best, they can to handle situations and to move towards future growth.
- Encouraging and working with developers and individuals who have interest in the area; there has been a lot of interest in vacant land which has led to a new residential subdivision.
- Mentoring junior staff and aligning Human Resources operations accordingly.
- Establishing solid communication with the public, and establishing overall trust of the community and council.
- Capital and operational budgeting and planning while also gathering focus around operations costs and program allocations.

THE POSITION

The Chief Administrative Officer is required to report to council and update the organization on meeting agendas and current activities that the community is involved in. Key areas that the Chief Administrative Officer will have involvement in operational policy development and review, strategic planning, bylaws, policies and directives, protest and service management; as well as having an active role in finances and budgets as this person will act as a liaison with other municipalities, agencies and governments.

Additional duties of the Chief Administrative Officer include:

- Provide harmonious and administrative leadership to the team and council;
- Bringing the team together and instilling positive working relations;
- Work closely with the council to implement policy governance and to model and apply best municipal practices in the general management of the town;
- Organize regular and special meeting packages, research and analyze information and provide reports to council;
- Prepare annual short- and long-range budgets and financial statements;
- Collaborate with the council to set goals and objectives based on council's vision of the future;

- Advise and inform council of provisions of relevant legislation and bylaws;
- Provide proactive advice on the effectiveness of policies and programs and recommend any changes or new initiatives;
- Coordinate, coach and orchestrate presentations by staff to council on policy proposals and ongoing municipal operations;
- Develop the organizational and structure with staffing levels, financial and other resource requirements;
- Ensure all management functions are carried out within accepted management and leadership practices;
- Provide strategic direction while delegating duties and tasks amongst staff and managing other office resources;
- Collaborating with general public, rate payers and residents;
- Identify and evaluate the risks to the town's infrastructure, organization (i.e. staffing), finances, and safety and implement measure to mitigate risks including developing required redundancy;
- Facilitate the orderly implementation and timely acceptance of workplace and safety improvements in order to maintain high levels of efficiency and productivity.
- Ensure the development, implementation and communication of succession plan throughout the organization;
- Prepares agreements, contracts and permits for improvements related to economic development.
- Interpret and apply legislation; follow legislation and prescribed requirements for bi-annual elections and by-elections;
- Consult legal advice and work with lawyers as required to formulate, compile and process municipal bylaws;
- Perform employee appraisals and supervising staff as necessary to carry out municipal services, projects and policies;
- Maintain computer network and software; oversee monthly website updates and municipal newsletters;
- Maintain adequate insurance levels for the municipality as directed by council and the foreman and plan and implement insurance measures with the insurance company when applicable; and
- Act as a fire department liaison; compile, update and implement emergency measures when necessary.

QUALIFICATIONS

- Must possess in-depth knowledge of *The Municipalities Act*.
- A Standard Urban ("C") Certification of Qualification in Local Government Authority (LGA) is required.
- Experience performing in a professional multi-stakeholder environment.
- Previous rural/municipal administration experience or solid understanding of rural municipalities via working in a similar size municipality.
- Demonstrated people management experience; the ability to collaborate with council and staff as council encourages advice of the Chief Administrative Officer.
- Past economic development experience.
- Past experience working and effectively collaborating with council and its members.
- Strong communication and interpersonal skills, both written and oral.
- Good time management capabilities with the ability to work with various personalities.

- Good communication and negotiation skills.
- An individual who is comfortable with technology and who is web savvy.
- Financial background or understanding how to read budgets and financial statements.
- Tax assessment knowledge.
- Understanding of bylaws and policy in the municipal industry
- 5 years previous municipal experience

CORE COMPETENCIES

Ability to Learn: Acquiring and retaining knowledge/understanding through study, instruction or experience.

Business Sense: Understanding what is important to the organization and focusing on business issues (e.g. costs, cash-flow, profits) in making choices.

Community/Public Relations: Representing the organization to outsiders; participating in civic activities as the organization's representative, presenting the organization's position in difficult, issue related areas and providing information to others outside associations that enhances the organization's profile in the community.

Decision Making: Evaluating alternatives and assessing advantages/risks in making decisions which are timely, decisive and effective; tailoring decisions to unusual or ambiguous situations; having the courage and conviction to make important decisions in the face of conflicting or incomplete information.

Negotiation: Demonstrating strength and competence in bargaining for proposals and/or resources (e.g. budgets, union, and technology) and finding "win-win" compromises.

Planning/Strategizing: Developing plans, strategies and methods for accomplishing objectives and for measuring results against plans.

Relationship Building: Developing and maintaining a network of contacts, both inside and outside the organization, with people who may be able to supply information, assistance or support for work related goals. This includes building and maintaining friendly, warm relationships or a network of contacts with people who are or might someday be helpful in achieving work related goals.

Revenue/Expense Management: Stewarding revenues and/or expenses in accordance with budgets; estimating future possibilities, managing revenue/expense controls, and providing informed analyses.

Team Leadership: Developing and maintaining cooperation and teamwork while leading a group of people. Seeking the input of group members; valuing ethnic and cultural diversity on the team for the perspectives it provides; keeping team members informed; finding ways to reduce conflict within the group; and, articulating a mission or "vision" which motivates others towards the accomplishment of goals and objectives.

Time/Priority Management: Effectively adapting to tight deadlines, heavy workloads, and sudden or frequent changes in priority in order to accomplish objectives.

THE PERSON

- Willingness to learn and understand how to create leverage in a team environment.
- A desire for professional development.
- A self-starter and quick study.
- An individual with demonstrated ability to be thorough; must follow up on tasks that require immediate attention.
- An analytical, strategic, organized professional with the ability to logically problem-solve and make decisions.
- A positive attitude and personality.
- Patience; the ability to calmly handle complaints or concerns, should any arise.
- A proactive manager who has the confidence and ability to deal with issues and people.
- A collaborative team player who strives for community involvement.
- A professional demeanor and the ability to work with all levels of an organization, both external and internal.
- An empathetic leader who can encourage staff to think positive.
- A drive to build and form relationships within the community and outside of the Town of Maple Creek.
- The ability to work under tight deadlines and digest diverse opinions.
- A professional with exceptional reading, writing and listening skills.
- A leader by nature who is a strong public face and who is comfortable in front of a crowd.
- A solid networker and collaborator who hold the ability to provide guidance and be an advocate for the Town of Maple Creek.

ANSWERS TO FREQUENTLY ASKED QUESTIONS

- What is the salary range for this position?
 - Salary will commensurate with experience.
- What are the benefits/perks that come with this position?
 - A comprehensive Benefit Package including long-and short-term Disability, Dental, Health and a Pension Plan.
- Where is Maple Creek located?
 - Maple Creek is situated in southwest Saskatchewan 8 km south of the junction of Highway #1 and #21.

ORGANIZATIONAL CHART - Provided at your request.

CONTACT DETAILS

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