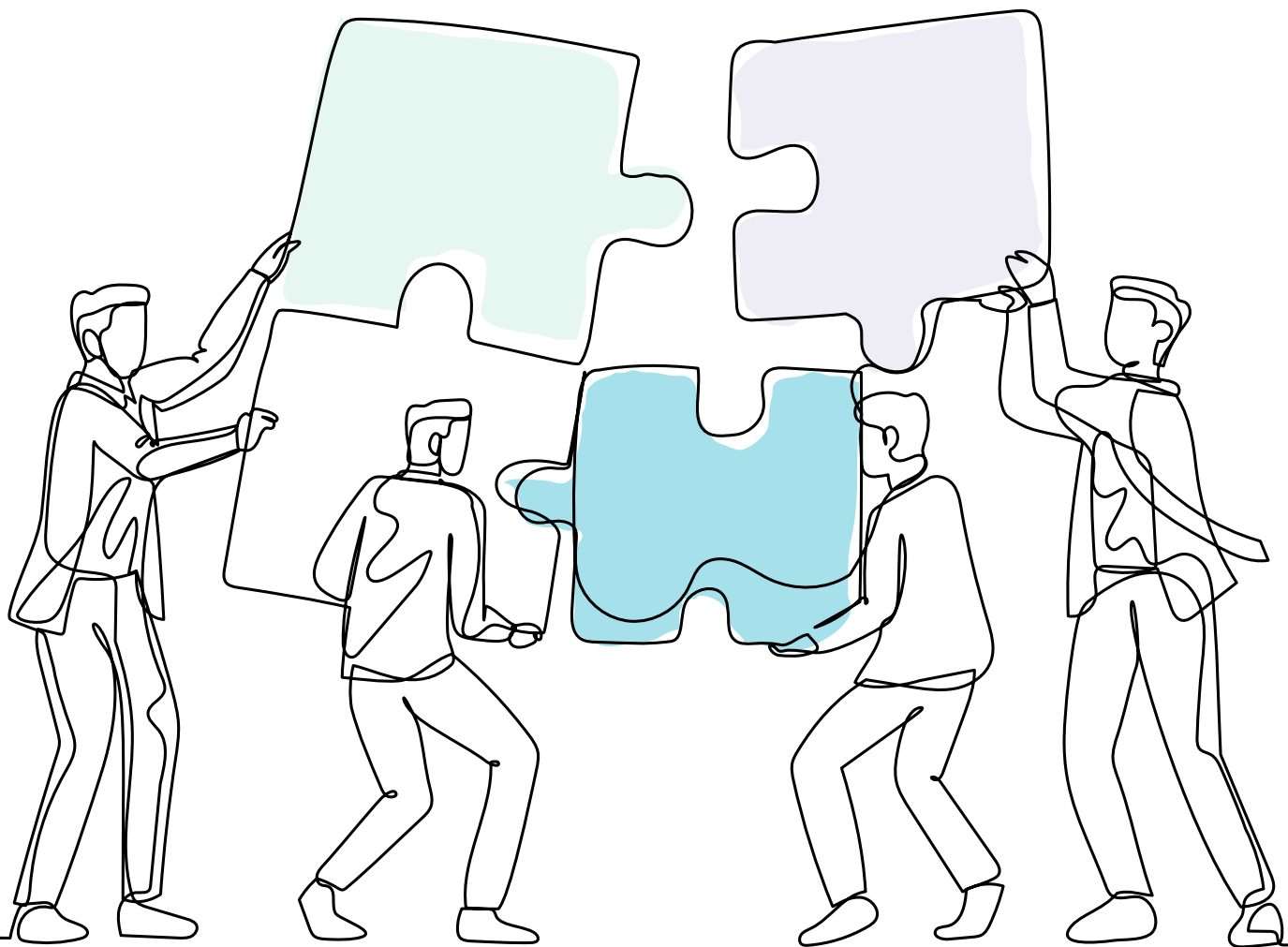


Preparing for Your New Position as Director General

Essential Information Guide



March 2025 edition

This guide was written by the Association des directeurs municipaux du Québec (ADMQ), in collaboration with the Ministère des Affaires municipales et de l'Habitation.

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This guide is based on the legislation in force at the time of publication.

Glossary

CAI: Commission d'accès à l'information

MC: *Municipal Code of Québec*

CMQ: Commission municipale du Québec

CEO: Chief Electoral Officer of Québec

API: *Act respecting access to documents held by public bodies and the protection of personal information*

CTA: *Cities and Towns Act*

MAMH: Ministère des Affaires municipales et de l'Habitation

RCM: Regional county municipality

MSP: Ministère de la Sécurité publique

MCPO: Municipal civil protection organization

PGAMR: Portail gouvernemental des affaires municipales et régionales

UT: Unorganized territory



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Caution to readers

This guide is a reference tool for people who hold or aspire to the position of municipal director general in Québec. Its purpose is to provide practical information and advice on getting started, and to help new directors general understand the responsibilities that come with the title.

However, it is important to emphasize that this document **is in no way legislation, a legal obligation, or an official guideline to follow**. The information herein is based on best practices in municipal management and the current legislative framework, but does not replace applicable laws, regulations, or legal opinions.

The purpose of this guide is to help directors general perform their duties, but given that each municipal situation is unique, the information in this document must be interpreted and applied in a way that suits each administrative body's specific context.

In short, this guide is a **practical toolbox**, but it is up to each director general to use their professional judgment and ensure that they act in compliance with **current legal and ethical standards**.

1. Introduction

While not well known to the general public, the position of director general¹ of a municipal body² involves wide-ranging responsibilities and is of strategic importance for managing day-to-day municipal affairs. The director general acts like an orchestra conductor, making sure that the council's policy decisions are implemented cohesively and in compliance with the current legal and regulatory framework.

This guide provides very useful information on the challenges, obligations, and various possible duties of the director general. It is intended to be a valuable tool for those who currently hold or are considering this key position. By presenting the political, administrative, and legal context, as well as the roles of the various players involved, it can help directors general better understand the expectations related to their duties.

It also highlights the need for careful planning when onboarding a new director general to make sure the transition goes smoothly and the director general is able to take on their responsibilities effectively.

In short, this guide is an invaluable asset for directors general who want to familiarize themselves with many facets of the position. It also offers them the knowledge, tools, and support they need to successfully fulfill their mandate.

¹ For readability, the positions of director general (local municipality and RCM), director general and clerk-treasurer (local municipality and RCM), and director general and secretary-treasurer (management board) are collectively referred to as "director general." For the same reason, the municipal council (local municipality), the council of mayors (RCM), and the board of directors (management board) are referred to as "the council."

² For readability, the term "municipal body" is used to refer to local municipalities, RCMs, and intermunicipal management boards.

2. What is a municipal body?

Municipal bodies come in different forms, depending on the territories they govern and the responsibilities they have. In Québec, these legal persons established in the public interest are created to meet local needs for governance and public services while working within the particularities of each region. They are governed by either the *Municipal Code of Québec* (MC) or the *Cities and Towns Act* (CTA), as well as numerous provincial and federal laws and regulations.

Municipality or city: A local municipality is a local government made up of a territory, residents, and taxpayers. It is governed by a council made up of a mayor and councillors, all elected by the municipality's voters (also called "electors" in the law).³ The number of councillors varies depending on the municipality. Using the powers vested in it by law, a municipality's council is responsible for making decisions on the way municipal services, projects, finances, and land use planning are organized, among other things.

Regional county municipality (RCM): An RCM represents all the local municipalities within its territory, as well as one or more unorganized territories (UTs) in some cases. The RCM is governed by a council made up of the mayor of each local municipality in its territory, as well as any other local municipal representatives provided for in the decree establishing the RCM. The council is chaired by a warden elected from among the mayors who sit on it. The council may also decide to have the warden elected by the citizens of the RCM. A regional county municipality is responsible for land use planning and development, local and regional development, watercourse management, the preparation of property assessment rolls, and any other jurisdiction delegated by the local municipalities within its territory. In some circumstances, it can help and support municipalities in providing services to citizens.⁴ It may also declare its jurisdiction over local municipalities within its territory regarding all or part of a matter under the latter's jurisdiction.

Intermunicipal management board: An intermunicipal management board is a legal person created to jointly manage a service (such as a fire department or waste management service) that is the subject of an agreement between multiple municipalities. This entity is governed by a board of directors made up of representatives from each municipality involved in the agreement, and is distinct from the municipalities represented. Through its representatives, each municipality plays an active role in the management board's operations and the management of the service.⁵

³ [L'organisation municipale au Québec en 2024, ministère des Affaires municipales et de l'Habitation, 2024.](#) (in French only)

⁴ *Idem.*

⁵ For further information, please see the [Guide pour l'élaboration des ententes intermunicipales.](#) (in French only)

3. The council of a local municipality: The mayor and the councillors

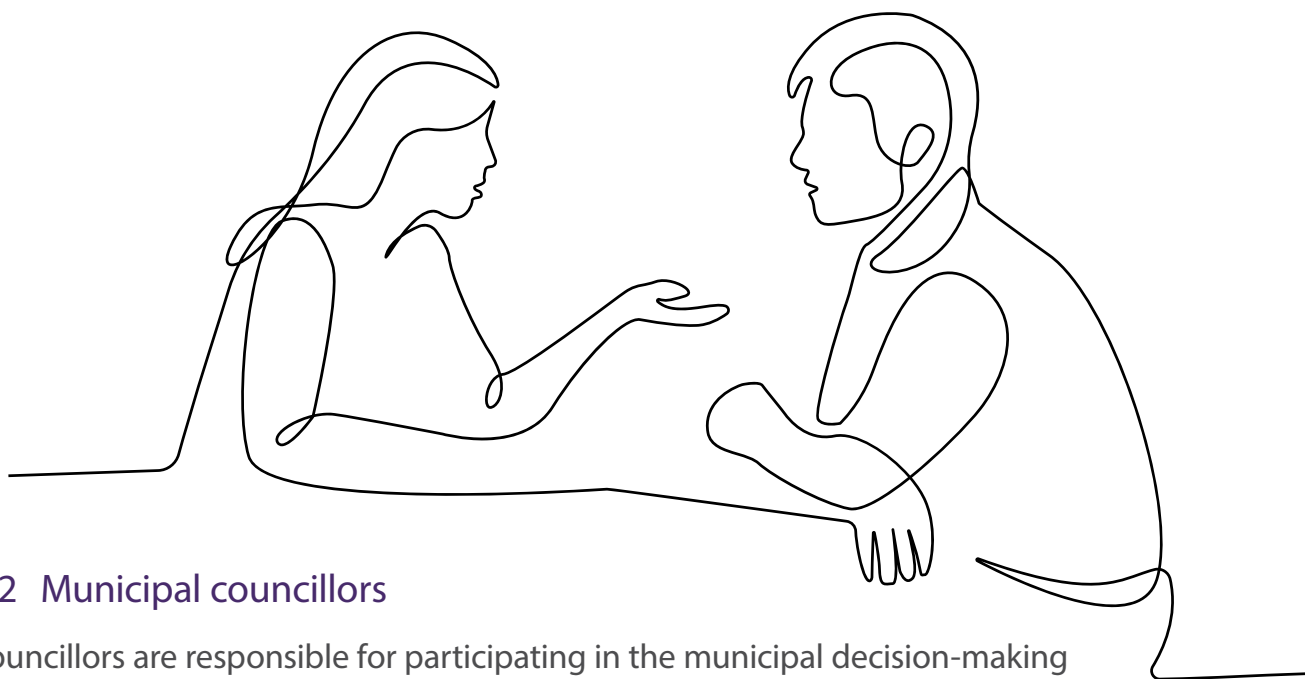
3.1 The mayor

The mayor represents the entire population of the municipality they serve and acts on behalf of the municipal council. They are a leader who collaborates with the director general and the municipal councillors. They ensure that the council's decisions are consistent and in the collective interests of the territory they serve.



The mayor's duties are as follows:

- » Presiding over council meetings and maintain decorum;
- » Sitting on the RCM council;
- » Working closely with council members;
- » Ensuring that council by-laws and resolutions are faithfully applied;
- » Ensuring that municipal revenues are collected and spent as planned;
- » Exercising their power to supervise, investigate, and control the administration and the work of officers, while respecting the responsibilities of municipal managers;
- » Signing minutes, cheques, by-laws, and other documents as required by law;
- » Conveying to the council any information or recommendations deemed relevant to the municipality;
- » Using their veto power (refusal to sign). However, if the council reapproves the document, it will be deemed legal and valid despite the mayor's refusal;
- » Voting if they wish (not only to break a tie) or when required by law;
- » Decreeing expenditures and awarding contracts deemed necessary in cases of force majeure (when the life or health of the population is at risk, or when there is a risk of severe municipal equipment deterioration);
- » Declaring a local state of emergency in the event of a current or imminent major disaster;
- » Suspending an officer or employee of the municipality until the next council sitting (if the council delegates that power to them by by-law).



3.2 Municipal councillors

Councillors are responsible for participating in the municipal decision-making process. Like the mayor, they are elected officials whose role is to consider the vision and direction for their municipality and make decisions based on the projects and ideas that are presented.

The municipal councillors' duties are as follows:

- » Attending council sittings and preparatory sittings as required;
- » Advocating for the interests of all citizens;
- » Participating in deliberations and voting (except in cases of conflict of interest or breaches of the code of ethics and conduct for elected officials);
- » Sitting on committees when appointed by the municipal council or being responsible for specific portfolios to help the council make decisions. This involves reporting (making recommendations) to the council;
- » Taking on the role of acting mayor, if applicable.

Outside council sittings, councillors cannot make any decisions on behalf of the municipality or intervene in the municipality's administration, unlike the mayor, who has certain powers **specifically provided for by law.**

4. The director general: Role and responsibilities

While they are not elected, the director general plays a key role as a neutral and impartial manager under the authority of the council. They must constantly adapt to changes in legislation and local circumstances, while ensuring that human, material, and financial resources are managed effectively. More specifically, they plan, organize, direct, and control the administrative body's activities.

In addition to implementing council decisions, the director general advises council members on administrative, financial, and operational matters. At council sittings, the director general does not vote and cannot take part in deliberations. However, the chair may ask them to answer questions in an effort to clarify certain legal and procedural points. The director general must refrain from expressing their political opinion to maintain the neutrality and impartiality of their position.

They can provide recommendations on projects, policies, and budgets. They prepare or supervise the budget and oversee or carry out financial management and expenditure control activities.

The director general also acts as an indispensable link between elected officials, citizens, municipal employees, and external partners. As such, they play a strategic role in the development of their administrative body and the quality of services offered to the population. They coordinate the provision of services, ensuring that they meet citizens' needs and quality standards. They also manage human resources, including recruitment, training, and professional development.

The director general establishes collaborative relationships with government and community organizations. If an emergency or crisis occurs, they play a key role in coordination efforts: they very often act as the emergency measures coordinator.

4.1 A vast and complex legislative framework

In addition to routine management activities, the director general must be able to navigate a complex legislative framework and meet dozens of annual deadlines. They need to juggle not only the many local by-laws, but also over 42 laws and an equal number of provincial and federal regulations that affect various sectors and govern municipal activities.

Furthermore, regulatory amendments and new laws bring changes and additions to work with every year. Given that, it is vital to provide the director general with ongoing training so that they can familiarize themselves with the municipal body's new obligations and successfully guide and support the council's decision-making.

Being a municipal director general involves conducting an administrative body and requires expertise in a number of fields, including:



**Housing, social housing,
and heritage**



**Local roads and
snow removal**



**Police, fire protection,
and emergency measures**



**Recreation and community
and cultural activities**



Parks and green spaces



Local economic development



**Power generation and community
telecommunications systems**



**Land use planning, development,
and the environment**



**Public transit and
active transportation**



**Drinking water and
wastewater treatment**



Waste collection



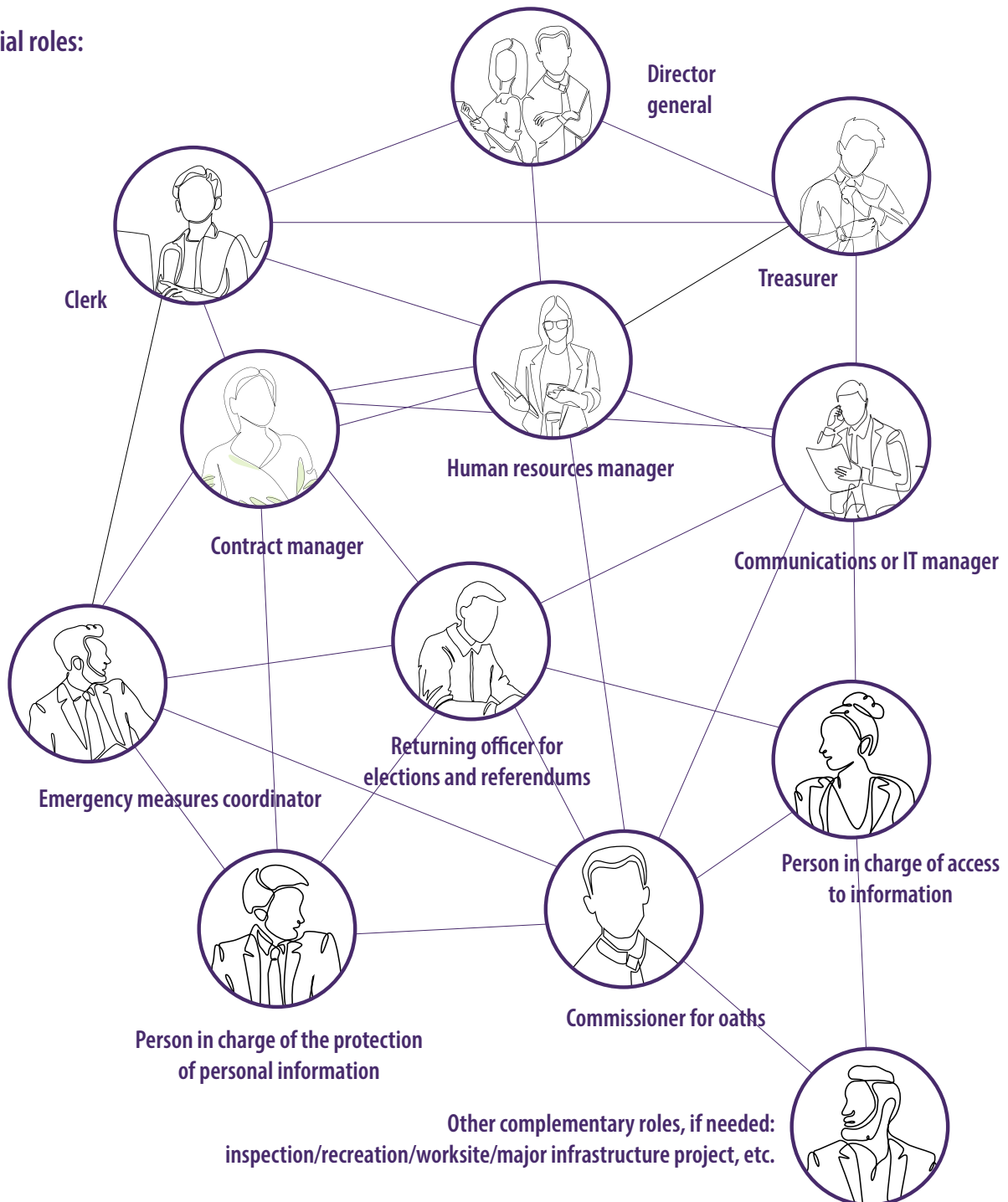
Sanitation and nuisances

5. Underlying duties

The director general may be called upon to take action in many different areas and hold multiple positions, depending on their municipal body's specific circumstances. In the majority of smaller local municipalities, they are tasked with more than one role.

This diagram presents the ten possible roles identified by the Association des directeurs municipaux du Québec (ADMQ):

Potential roles:





5.1 Clerk

The clerk plays a key role in ensuring that council sittings run smoothly.

They assemble information, contribute to council sitting agendas, prepare appropriate documentation to facilitate decision-making, participate in sittings, and answer legal and procedural questions. Very often, the clerk is responsible for drafting contracts and legal documents. Their duties include the following:

- » Acting as returning officer (ex officio) during general elections, by-election, and referendums
- » Administering oaths and solemn declarations
- » Maintaining the municipal office and ensuring access to documents and the archives
- » Attending council meetings and drafting minutes and by-laws
- » Issuing public notices
- » Following up on ethics and conduct declarations
- » Taking charge of access to documents and the protection of personal information in many cases
- » Taking on contract management responsibilities in some cases, and if so, referring to the administrative body's contract management by-law
- » Coordinating sales of immovables for non-payment of taxes, when applicable
- » Managing the administrative body's general insurance and claims

5.2 Treasurer

The treasurer plays a central role in managing the municipal body's budget and finances. They must be well versed in this type of management, which is different from that of a private company because of the legal particularities involved.

More specifically, the treasurer oversees all financial operations for the administrative body, including accounting, liquid asset management, and budget planning. They are responsible for monitoring and managing expenditures, and for making sure that they comply with the approved budget and the administrative body's financial policies (e.g., the budget control and monitoring by-law and the by-law delegating the power to authorize expenditures and enter into contracts in the name of the administrative body). They are also responsible for managing the administrative body's funds, including short- and long-term investments, to optimize financial performance. The treasurer's duties include the following:

- » Collecting the amounts payable to the municipal body and depositing them at the bank
- » Keeping the books
- » Making sure that budgetary appropriations are available and pay any amounts due, in compliance with the law and budget control and monitoring rules
- » Signing cheques jointly with the mayor
- » Handling payroll and the required declarations and registers
- » Reporting to the council at least once a year on the administrative body's financial situation (tabling of comparative statements)
- » Drawing up the collection roll and collecting taxes
- » Preparing the annual financial report
- » Overseeing applications for financial assistance and following up on financial matters
- » Making claims for GST/QST rebates

Even if someone other than the director general takes on the responsibilities of treasurer, the director general still needs to understand municipal finances and work with the treasurer to establish a financial strategy or plan, especially given that the director general is responsible for the many legal provisions that govern the role.

5.3 Emergency measures coordinator

In many local municipalities, the director general is also the emergency measures coordinator. This involves certain obligations and responsibilities, including developing and updating an **emergency response plan** that specifies the procedures to follow in the event of a crisis like a natural disaster, fire, or flood.

The coordinator organizes training and exercises for municipal staff, emergency responders, and the community to ensure that everyone knows their roles and responsibilities in a crisis.

During emergencies, they coordinate response operations, supervising teams in the field and ensuring that the necessary resources are available and used effectively.

For more information on these tasks, see your municipality's emergency response plan and the section of the government's website on municipal civil protection organizations (MCPOs)⁶ (in French only).

5.4 Contract manager

The director general is often responsible for planning contracts and overseeing their execution. In this capacity, they must ensure compliance with the standards, rules, and obligations that apply to municipal bodies. For more information, please see your administrative body's contract management by-law and the MAMH website on municipal contract management.⁷

5.5 Human resources manager

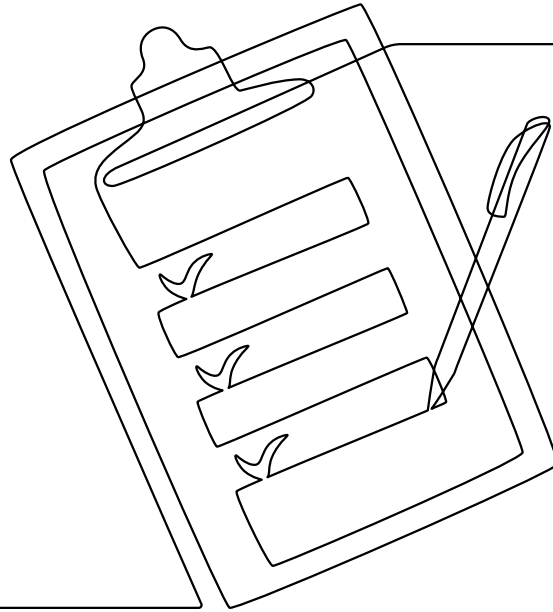
In the majority of municipal bodies, the director general is responsible for human resources, unless the body is subject to the *Municipal Code* and has chosen not to adopt such provisions in a by-law.

As the human resources manager, the director general has authority over all officers and employees. They oversee the recruitment process, including drafting job offers, selecting candidates, conducting interviews, and onboarding new employees.

They ensure that the administrative body complies with labour and employment legislation, including that related to occupational health and safety, and collaborate with unions when necessary.

⁶ [«Mécanismes de coordination en sécurité civile», Gouvernement du Québec](#) (in French only)

⁷ [«Gestion des contrats municipaux», Gouvernement du Québec](#) (in French only)



5.6 Communications and/or IT manager

In many municipal bodies, the director general is responsible for overseeing internal and external communications (municipal newspaper, press releases) and keeping media and information technologies (social media, website, etc.) up to date.

Note that there are legal provisions that oblige municipal bodies to post certain information online.

5.7 Returning officer (by-elections and general elections)

For local municipalities and certain RCMs whose warden is appointed by universal suffrage, directors general who also serve as clerk(-treasurer) assume the role of returning officer by default. In this capacity, they are responsible for receiving applications, recruiting election officers, revising the list of electors, organizing polling days, and carrying out various other tasks in accordance with the requirements of Québec's Chief Electoral Officer (CEO).

However, the law allows for a clerk(-treasurer) who also holds the office of director general to appoint another person to act as returning officer, with the authorization of the Commission municipale du Québec. In a general election year, the application must be submitted to the CMQ no later than May 1.

5.8 Person in charge of access to documents and/or the protection of personal information des renseignements personnels

Under the *Act respecting access to documents held by public bodies and the protection of personal information* (API), responsibility for access to documents and the protection of personal information is delegated to the public body's highest authority (API s. 8). For municipal bodies, the "highest authority" is the head of the council, who generally delegates the role to the clerk(-treasurer) or director general to facilitate the routine tasks and monitoring involved.

The API stipulates that any person may request access to documents (s. 9). Within the established deadlines, the person in charge must then determine whether they hold the documents and are able or obliged to grant access to them, either partially or fully depending on the types of documents and their contents. When in doubt, it is often preferable to consult a legal advisor to avoid needing to go before the Commission d'accès à l'information (CAI) to have the decision reviewed.

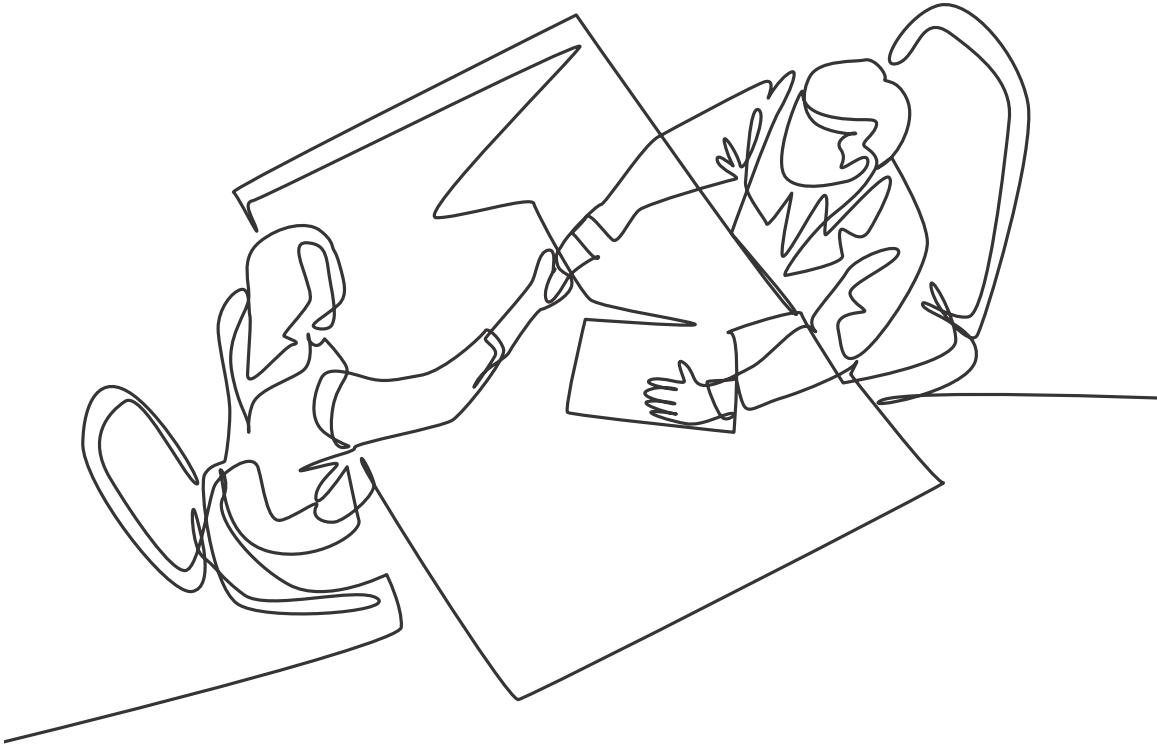
With the entry into force of the *Act to modernize legislative provisions as regards the protection of personal information* (Law 25), the person in charge must also make sure that any collection of personal information is relevant, and that the information is protected properly and destroyed when no longer required. To that end, they must take concrete steps to prevent the misuse of personal information and lower the risk of theft or leaks.

Important steps and essential documents

- » Check whether the head of the council has delegated the responsibility. If necessary, update the information by completing the *Formulaire de désignation d'une personne responsable et délégation de responsabilités*, available on the Commission d'accès à l'information website. This form must be filled out each time there is a change to the head of the council or the person in charge.

Familiarize yourself with the particularities of your administrative body:

- » The governance rules for managing personal information
- » The confidentiality policy for collecting personal information through technological means



5.9 Commissioner for oaths

In addition to people duly appointed as commissioners for oaths by the Minister of Justice, section 219 of the *Courts of Justice Act* authorizes the mayor, councillors, and clerk(-treasurer) of a municipality to administer oaths, provided that they do so within the territory of the municipality and under certain conditions. Citizens can ask those officers to certify legal and procedural documents, for example.

The MC and CTA may also require certain oaths, which the clerk(-treasurer) is authorized to receive.

5.10 Additional duties

Depending on local circumstances, the size of the team of municipal officers and employees, special projects, and other factors specific to the municipal body, the director general may be called upon to take on additional duties involving inspection, recreation, or the management of construction sites and other infrastructure projects, among other things. These responsibilities are added to those required of the director general by the various laws and regulations that govern municipal bodies. Local municipalities can also apply for grants on an annual basis. It often falls to the director general to file and follow up on these applications.

6. Planning for the arrival of a new director general

Properly onboarding a new director general is essential to achieving the council's objectives, as well as reassuring officers and employees during the process.

The council and municipal administration must carefully prepare the onboarding process to ensure a smooth transition. An adjustment period is to be expected.

6.1 When the current director general leaves

Ideally, the municipal body should ensure that departing directors general return all municipal equipment and documents, without exception. It is also important to make sure that the departing director general signed all by-laws and minutes during their tenure as clerk.

Remember that the council must appoint a new or interim director general within 30 days of the position becoming vacant. **Neither the mayor nor council members may act as interim director general.**

6.2 During the hiring and selection process

It is important for the council and the municipal administration to set out the new director general's duties as specifically as possible.

During the hiring process, members of the selection committee are encouraged to inform candidates, or at least the successful candidate, of all the duties they may be required to perform. This allows candidates to gauge the scale of the challenge and the expertise required, preventing any misunderstandings on the subject after they take office.

6.3 Before the new director general takes office

Once the candidate has been selected, it is best to agree on the terms and conditions of employment in writing (by signing a contract) to avoid any misunderstandings later on. ADMQ members have access to a model employment contract for directors general. As part of the preparation process, it is a good idea to appoint a person (such as the mayor) to onboard the new director general; this person should be supported by the human resources manager or an administrative assistant who will be working closely with the director general.

Among other things, the person must:

- » Prepare the new director general's workspace and ensure that they have access to the equipment they will need, including:
 - » Keys and alarm system codes
 - » A desk
 - » A working computer
 - » A mobile phone
 - » The necessary software and applications, with access codes
- » Prepare a physical or digital folder containing the following documents:

Clerical work	- Minute book - Book of by-laws - Calendar of council sittings and working meetings - Code of ethics and conduct for elected municipal officials - Document location list (to make it easier for the DG to locate documents) - Name of the person in charge of access to documents - Name of the person in charge of the protection of personal information (sometimes called the "privacy officer") - Date of next elections (general and by-elections, if applicable)	Finance	- Budget for the current year - Current three-year capital expenditures program (PTI) - Latest financial report - Financial statements up to the previous month - Loan by-laws - Current and planned grants - Budget control and monitoring by-law - By-law delegating the power to authorize expenditures and enter into contracts
Emergency measures	- Emergency response plan with up-to-date contact information		
Contract management	- Contract management by-law - List of ongoing calls for tenders - List of projects and contracts in progress	Human resources	- Up-to-date organizational chart with the names of the people who hold each position - Employment contracts and/or collective agreements for municipal officers and employees - Code of ethics and conduct for municipal employees - Policy to prevent and manage situations of psychological harassment
Intermunicipal cooperation	- List of intermunicipal management boards operating in the territory - Intermunicipal agreements in force or under negotiation	Other	- List of priorities - Strategic planning or development plan, if applicable - Family and seniors policy, if applicable - List of municipal services provided by the administrative body or delegated to a third party (e.g., day camps, dog management) - List of committees the DG and elected officials sit on - List of people responsible for portfolios - Any other relevant by-laws, policies, or documents

The director general may need to prioritize consulting different documents depending on the time of year they take office.



6.4 After taking office

- » **The council** must adopt a number of resolutions as soon as possible to empower the director general to fully assume their duties and work with the following, among others:
 - » The ministère du Revenu
 - » Financial institutions (cheque signing, account and transaction management, etc.), suppliers of goods and services (account and transaction management), clicSÉCUR (responsible for electronic services)
 - » The Registre des entreprises du Québec (director updates)
 - » The insurer (coverage for errors and omissions)
- » **The mayor** must schedule a meeting within a few days of the new director general taking office to share the council's strategic guidelines and discuss issues pertaining to the municipal body.
- » **Department heads, officers, and/or employees**, depending on the size of the administrative body, should prepare for a meeting to discuss their respective duties and responsibilities, current portfolios, issues specific to their department, and any other matters that need to be brought to the director general's attention.

In their first month in office, it is a good idea for the new director general to communicate with:

- » The MAMH regional office, to add their name and position to the municipal directory and to find out about the services and presentations available; and
- » The Association des directeurs municipaux du Québec (ADMQ), to find out about the services and training available, particularly the "ABC/DG" training designed to demystify the director general's role.

7. Taking office: A director general's first steps

The arrival of a new director general is a pivotal moment for the municipal administration. To ensure a successful transition, there are key steps that must be taken over the first days, weeks, and year of the term.

Here are a few suggestions of steps to take in the first days and weeks of your term to help you adjust to your new role and develop your municipal management knowledge and skills.

7.1 Your first day

As soon as you start work, it is important to get the following information from the mayor or the person responsible for onboarding you, if not already done:

- » All the duties you are responsible for
- » The dynamics of the council and the municipal administration
- » The dates of the next preparatory sitting with the elected officials and the next council sitting, as well as how they work

In other words, the first day should be an opportunity to get settled in your workplace. You will need to take stock of the supplies and computer equipment at your disposal, make sure you have what you need to access areas and systems (credentials, keys, access cards, etc.), and determine which ones you may need to be trained on. Note that some types of government and banking credentials require a council resolution. It is your responsibility to make sure the council adopts the necessary resolutions as soon as possible and to start the process with the appropriate administrative bodies.

Lastly, it could be useful to quickly make a list of meetings to schedule with elected officials and the administration in the coming days.

7.2 Your first week

Once you have familiarized yourself with your workplace, the first few days will be devoted to getting to know your municipality and the administrative body.

In the first few days, you will need to meet with the council members to learn more about their roles and duties, their political priorities, and council dynamics. Likewise, you will need to talk to all your employees to get a better sense of their roles, the dynamics of the administration, and current priorities. These initial discussions are key to grasping local issues and establishing effective collaboration with the different players involved.

You should also meet with the mayor to set priorities and discuss current portfolios.

To perform your duties effectively, you will need knowledge of the area, facilities, and issues specific to your municipal body. Given that, you will need to plan to visit the relevant infrastructure and tour the territory you serve with the relevant officers (e.g., municipal inspector, public works manager, planner). These tours are an excellent opportunity to meet employees from different departments, introduce yourself, and get feedback from those working in the field (e.g., blue-collar workers).

You should also look over the documents and information required to understand the way your administrative body operates and the issues it faces. Reading the minutes, organizational chart, and employment contracts (employee job descriptions or collective agreements) will give you a better grasp of your situation.

Lastly, you will need to take note of priority projects that require your immediate attention, as well as current and forthcoming grant applications and calls for tender.

7.3 Your first months

Once you have settled into your workplace, the next step is to familiarize yourself with the operational aspect of your position.

If you are new to the municipal world, you could benefit from registering for the ABC/DG introductory course, which the ADMQ offers free of charge to anyone with up to three years of experience who holds a director general position.

It is also vital to know your work tools well so you can make full use of them. You will need to quickly gain access to the government systems necessary to perform your duties, including clicSÉCUR and the Portail gouvernemental des affaires municipales et régionales (PGAMR).

During the first month, you will also need to prepare for and attend your first council sitting and working meeting.

This is also the time to develop a full “big picture” view of your administration and its human, material, and financial resources. That will involve analyzing municipal finances (checking bank accounts, the trial balance, and the account payable list), current projects (checking the PTI and the asset management plan), and documentation related to the duties under your responsibility (see section 5). Taking charge of your duties will involve checking in regularly with municipal employees and the mayor.

You will also have to interact regularly with a number of external stakeholders to follow up on council guidelines make sure the municipal body runs smoothly. Given that, it is important to promptly contact the main stakeholders to introduce yourself and schedule a meeting with them. These stakeholders include:

- » The director general of the RCM and other relevant employees or, conversely, the directors of the municipalities that are members of the RCM or the management board
- » The chief of the fire safety service or management board
- » The municipal affairs advisor from the MAMH regional office
- » The sponsor of the Sûreté du Québec or the chief of the police department (as applicable)
- » The civil protection advisor from the regional office of the Ministère de la Sécurité publique (MSP)
- » Any other person the council has mandated to carry out a priority portfolio (e.g., legal advisor, urban planner, external auditor, person in charge of information and communications technology).

7.4 Your first year

During the first year, you will strengthen your knowledge of the environment and the way it works, making strategic adjustments where necessary. Your priorities will be to evaluate administrative processes, set long-term goals, and establish good management practices to optimize the municipal body's performance. It is important to remember that your success depends on the ability to work closely with elected officials and external stakeholders and maintain a long-term strategic vision.

By the end of the first year, you will have made many significant accomplishments, given both the schedule dictated by law and the circumstances unique to your administrative body. You will notice that municipal management follows a well-defined annual cycle, marked by the administrative, financial, and operational tasks required for the municipal body to run smoothly. Each season brings its own specific responsibilities for the director general and the municipality, who must anticipate and manage these key moments to provide high-quality public service.

The Association des directeurs municipaux du Québec (ADMQ) offers:

- A dedicated team with experience in municipal management to guide and support its members in their duties, free of charge*
- A checklist of priority tasks for new directors general who want to familiarize themselves with the aspects that affect municipal life and may have an impact on their duties*
- A municipal management dashboard called Munys, which provides a calendar of all annual legal and regulatory obligations that municipalities, RCMs, and intermunicipal management boards must fulfill (along with detailed sheets that include models and the essential steps to take for each obligation)*
- Free training called ABC/DG for any director general with up to three years of experience*

8. Useful resources for the director general

The director general's role is demanding and multifaceted, requiring effective management of numerous administrative, financial, and human factors. A number of resources are available to help the director general perform their duties. These include practical tools, professional support networks, and tailored training.

Administrative body	Main services
Ministère des Affaires municipales et de l'Habitation	- Has a regional office and municipal affairs advisors in each administrative region dedicated to providing local administrative bodies with personalized support (support for municipal managers, information sessions). Among other things, these resources will be able to direct you to the right MAMH office for your needs. - Provides a support service specializing in municipal finance. In the first few weeks after taking office, the service can provide you with information on your municipal body's financial, administrative, and tax situation. - Sends out and publishes a newsletter called Muni-Express to keep you informed of municipal news. - Provides information and tools on the following, among other things: • Municipal contract management • Municipal finance and taxation • Financial assistance programs for municipal bodies • Municipal democracy - Offers a wealth of important information and documents on the MAMH section of the quebec.ca website.
Élections Québec	- Provides an extranet that contains all the information municipal bodies need to successfully conduct their general elections and by-elections, including a calendar of obligations to meet, model public notices, forms to fill out, etc. Everything relevant to municipal elections can be found there. - Offers training for returning officers and on political financing for candidates.
Secrétariat à la réforme des institutions démocratiques, à l'accès à l'information et à laïcité	- Offers municipal bodies support regarding secularism and access to information.
Commission sur les normes, la santé et la sécurité au travail	- Promotes labour rights and ensures they are respected. - Provides directors general with a plethora of useful tools, documents, and models, as well as personalized intranet access (MonEspace).
Municipal associations Fédération québécoise des municipalités (FQM) Union des municipalités du Québec (UMQ)	- Offer training on various municipal topics to expand knowledge. - Provide services and advice on legal affairs, insurance, supply, climate change, human resources, etc.
Professional associations Association des directeurs municipaux du Québec (ADMQ) Association des directeurs généraux municipaux du Québec (ADGMQ) Association des directeurs généraux des MRC du Québec (ADGMRCQ)	- Give members the opportunity to network and share their experiences. - Offer training on various municipal topics to expand knowledge. - May offer certain corporate benefits (legal advice, liability insurance, etc.). - Publish newsletters on the municipal world, in some cases. - Offer personalized support and assistance, in some cases (including the ADMQ), as well as access to models, guides, info sheets, and other reference tools. <i>Some of these services are for members only.</i>
Information sources dedicated to the municipal world Québec municipal Réseau de l'information municipale	- Publish municipal information and content on their website. - Send out daily newsletters featuring news articles, columns, job offers, etc. <i>Some of these services are for members only.</i>

9. Conclusion

Being the director general of a municipal body is much more than just an administrative role. It is a key, strategic, and multifaceted position that requires extensive expertise. This guide highlights the scope of the director general's responsibilities, as well as the importance of collaborating with elected municipal officials and other local stakeholders.

From this overview of their many roles, duties, and obligations, it is clear that the director general is key to the execution of municipal projects, the quality of services offered to citizens, and compliance with the current legal framework. As the conductor of the municipal administration, they must demonstrate a high degree of adaptability, analytical skill, and leadership to meet the challenges of a constantly evolving environment.

Providing assistance for new directors general, from practical tools and training to support networks, is vital to their success. A well-planned transition and smooth takeover allow the municipal body, and the quality of the public services it provides, to remain stable.

In short, directors general play a fundamental role in the development of municipal bodies, their day-to-day management, and the implementation of municipal policies. By understanding the many facets of the position and being equipped to handle them, they can fulfill their duties with professionalism and efficiency, helping their community thrive and prosper.

