

**CANADIAN ASSOCIATION OF  
MUNICIPAL ADMINISTRATORS**



**ROLES & RESPONSIBILITIES  
OF THE BOARD OF DIRECTORS**

## TABLE OF CONTENTS

<b>Mission</b> .....	3
<b>Goals</b> .....	3
<b>Introduction</b> .....	3
<b>Term of Office</b> .....	4
<b>Meetings</b> .....	4
<b>Executive Committee</b> .....	4
<b><u>Position Descriptions for the Board of Directors</u></b>	
President.....	5
First Vice-President.....	6
Second Vice-President.....	7
Treasurer.....	8
Immediate Past President.....	9
Director.....	10
Association Management Firm/Executive Director.....	11
<b><u>Roles &amp; Responsibilities: Standing Committees/Chairpersons</u></b>	
Nomination Committee.....	12
Professional Development Chairperson.....	13
Conference Program Sub-Committee.....	14
Awards of Excellence Program Committee.....	15
Literacy Program Chairperson.....	20
Membership Chairperson.....	20
Communications Chairperson.....	20
International Chairperson.....	21
Performance Management Committee.....	21
<b>External Committees</b> .....	21
<b>Statement of Values</b> .....	22

## **CAMA'S MISSION**

To develop and promote excellence in municipal administration and the role of municipal administrators in order to enhance the quality of municipal government in Canada.

## **CAMA'S GOALS**

- To develop and promote professionalism and leadership in municipal administration.
- To provide services that support and enhance the professional role of the municipal administrator.
- To provide a network of members of the Association.
- To develop and promote working relationships with organizations whose objectives lie within the realm of municipal government.
- To work with the Federation of Canadian Municipalities where requested and available.

## **INTRODUCTION**

By being a volunteer on the CAMA Board of Directors you will develop a professional network both inside and outside the Association, and stay on the cutting edge of issues, trends and techniques. CAMA values volunteers and their contribution to achieving the Mission and Strategic Goals of the Association. All members of the Association are encouraged to sit on committees and boards that are working to improve the quality of municipal government across Canada. The Association also recognizes the valuable resource of its retired members and encourages them to remain active in the pursuit of municipal government excellence.

The President will appoint the roles and responsibilities of the Directors at the first Board meeting following the Annual General Meeting. CAMA will provide the necessary support for the Board to carry out their responsibilities (i.e. administrative support, research, and financial support where necessary).

The affairs of the Association are governed by a Constitution and By-laws (**Appendix A**) and a Board of Directors, comprised of ten (10) regular members who are elected annually by the membership at the Annual General Meeting of the Association. The Board of Directors supervise, control and direct all activities of the Association, its committees and publications, the disbursement of funds, and the determination of its policies.

## **TERM OF OFFICE**

Elected members of the Board of Directors shall not serve for more than four (4) consecutive years except where the member is to serve as the President, First Vice-President, Second Vice-President, Treasurer or Immediate Past President. After an absence from the Board of Directors for a period of two consecutive years, members who have previously served shall again be eligible for office. The term of office of directors shall

commence immediately following the Association's Annual General Meeting at which they are elected and shall conclude upon the election of their successors.

### **MEETINGS**

The Board of Directors shall meet at least three times in each year at such times and places as the President may designate and one of these times may immediately precede or follow the Annual General Meeting. Board members may attend special meetings by teleconference or other electronic means acceptable to the Board.

The Board meetings are typically held in March, May/June (during the Annual Conference), September, and November/December. Travel Policy #2003-01 (**Appendix B**) outlines the reimbursement of expenses for Board meetings.

### **EXECUTIVE COMMITTEE**

The Officers of the Association shall be the President, Immediate Past-President, First Vice-President, Second Vice-President, and Treasurer, also referred to as the Executive Committee. The duties and powers of the Executive Committee shall be those that may be delegated from time to time by the Board of Directors. Decisions of the Executive Committee are subject to ratification by the Board of Directors at its next regularly scheduled meeting. The Executive Committee shall annually appraise the performance of the Association Management Firm and/or Executive Director.

## **POSITION DESCRIPTIONS FOR THE BOARD OF DIRECTORS**

### **PRESIDENT**

Under the authority delegated by the membership through the Constitution and By-laws, or through the resolutions and/or consent of the Board of Directors, the President shall:

- (a) be the chief elected officer of the Association;
- (b) promote the benefits of CAMA to the current and potential membership;
- (c) ensure that the Mission, Goals and Strategic Plan are followed by the Association;
- (d) determine the Agenda for all Board of Directors and Annual General Meetings, in collaboration with the Association Management Firm/Executive Director;
- (e) preside at meetings of the Association, including the Board of Directors, Annual General Meeting, and any other meetings of the membership of the Association;
- (f) ensure familiarity with the Constitution and By-laws and policies of the Association and applicability during business meetings;
- (g) act in an ex-officio capacity on committees of the Board of Directors;
- (h) work with the Association Management Firm/Executive Director to see that policies and programs that will serve the Association's Mission and Goals are developed and presented to the Board of Directors and membership;
- (i) chair the Performance Review Committee, comprised of the Executive Committee members, to set staff remuneration, benefits, and terms of employment;
- (j) serve on the Nominating Committee;
- (k) be the spokesperson for the Board of Directors and the Association;
- (l) serve as a liaison to affiliated international organizations;
- (m) communicate to the Board of Directors and membership on a regular basis through the bi-weekly newsletter, website, Annual Conference, etc.;
- (n) perform such other duties, functions, and responsibilities as assigned by the Board of Directors and/or approved by the membership;
- (o) act as a signing officer for the Association.

## **FIRST VICE-PRESIDENT**

Under the authority delegated by the membership through the Constitution and By-laws, or through the resolutions and/or consent of the Board of Directors, the First Vice- President shall:

- (a) support the President of the Association by working toward the Mission, Goals and Strategic Plan of the Association;
- (b) assume the responsibilities of the President in the absence of the President;
- (c) attend meetings of the Board of Directors and the Annual General Meeting;
- (d) ensure familiarity with the Constitution and By-laws and policies of the Association and applicability during business meetings;
- (f) serve on the Performance Review Committee and possibly the Nominating Committee;
- (g) serve on external boards/committees when the Association is asked to appoint a Board of Director member to the board/committee.
- (h) act as a signing officer for the Association if required.
- (i) perform such other duties, functions and responsibilities as assigned by the President, the Board of Directors and/or approved by the membership.

## **SECOND VICE-PRESIDENT**

Under the authority delegated by the membership through the Constitution and By-laws, or through the resolutions and/or consent of the Board of Directors, the Second Vice-President shall:

- (a) support the President and First Vice-President of the Association by working toward the Mission, Goals, and Strategic Plan of the Association;
- (b) assume the responsibilities of the President in the absence of the First Vice-President;
- (c) attend meetings of the Board of Directors and the Annual General Meeting;
- (d) ensure familiarity with the Constitution and By-laws and policies of the Association and applicability during business meetings;
- (f) serve on the Performance Review Committee and possibly the Nominating Committee;
- (g) serve on external boards/committees when the Association is asked to appoint a Board of Directors member to the board/committee.
- (h) perform such other duties, functions and responsibilities as assigned by the President, the Board of Directors and/or approved by the membership.

## **TREASURER**

Under the authority delegated by the membership through the Constitution and By-laws, or through the resolutions and/or consent of the Board of Directors, the Treasurer shall:

- (a) manage the finances of the Association, including appropriate signing authority;
- (b) ensure appropriate financial reports are made available to the Board of Directors;
- (c) regularly report to the Board on key financial events, trends, concerns, and assessment of fiscal health;
- (d) serve on the Performance Review Committee;
- (e) provide an annual budget to the Board of Directors for approval at the March meeting for the following fiscal year;
- (f) present the Treasurer's report including the Audited Financial Statements to the membership at the Annual General Meeting for approval;
- (g) recommend auditors for the coming year to the membership at the Annual General Meeting and ensure that the finances of the Association are audited;

### **IMMEDIATE PAST PREISDENT**

Under the authority delegated by the membership through the Constitution and By-laws, or through the resolutions and/or consent of the Board of Directors, the Past President shall:

- (a) attend meetings and functions of the Board of Directors and shall have voting privileges;
- (b) support the Association's Mission, Goals, Strategic Plan, services, policies, and programs;
- (c) review agenda and supporting materials prior to meetings of the Board of Directors;
- (d) serve on the Performance Review Committee;
- (e) serve as Chair of the Nominating Committee;

In the event of the Immediate Past President not being a regular member, the previous Past President will assume the duties and responsibilities of the position of Immediate Past President.

## **DIRECTOR**

Under the authority delegated by the membership through the Constitution and By-laws, or through the resolutions and/or consent of the Board of Directors, Directors shall:

- (a) attend meetings and functions of the Board of Directors, including special events;
- (b) be informed and support the Association's Mission, Goals, Strategic Plan, services, policies, and programs;
- (c) review agenda and supporting materials prior to meetings of the Board of Directors;
- (d) ensure that regional membership is kept informed of CAMA decisions, initiatives and programs;
- (e) keep up-to-date on developments in the field of municipal government;
- (g) recruit new members to the Association and ensure that new members in the Board member's region are welcomed and acquainted with the objectives and work of the Association;
- (j) convey the suggestions, concerns and recommendations of the region to the CAMA Board of Directors;
- (l) promote and attend workshops and conferences hosted by the Association as time permits;
- (n) assist the Board of Directors in carrying out its fiscal responsibilities.

**ASSOCIATION MANAGEMENT FIRM/EXECUTIVE DIRECTOR**

The Executive Director or an Association Management Firm shall:

- (a) be responsible for the administrative management of the Association in accordance with the policies and procedures established by the Board of Directors and shall report to the Board of Directors;
- (b) consider and make recommendations to the Board of Directors on all matters concerning the management and administrative activities of the Association;
- (c) cause to be carried out and enforced within a reasonable time in all lawful orders, resolutions and policy decisions of the Association.

## **ROLES & RESPONSIBILITIES:**

### **STANDING COMMITTEES/CHAIRPERSONS**

Standing Committees/Chairpersons of the Association shall be established by the Board of Directors to conduct such business and perform such duties as may from time to time be determined and shall report annually to the Board.

#### **NOMINATING COMMITTEE**

The Board of Directors shall annually appoint a Nominating Committee chaired by the Immediate Past President of the Board which shall include the President and two additional voting members of the Association who shall be ineligible for nomination. The duties of the Nominating Committee shall be set forth in terms of reference, which shall be established from time by time by the Board of Directors. Such duties include:

- Nomination of a full slate of candidates for election to the Board of Directors in accordance with Article VII, Section 2 of the Constitution and By-laws.
- Submission of the selected nominees for President, Immediate Past-President (ratification only), First Vice-President, Second Vice-President and Treasurer to the Annual General Meeting for election.
- Recommendations to the Board of Directors naming candidates to fill vacancies on the Board pursuant to Board VII, Section 4 of the Constitution and By-laws.
- The Nominating Committee Chairperson's report is considered by the Board of Directors at the May/June 2009 meeting preceding the Annual General Meeting.

Nominations shall be subject to the written consent of all nominees having first been received. This does not preclude further nominations from the floor at the annual meeting provided such nominees are present, are voting members in good standing, and assent to having their names put forward.

In January of each year, the Nominating Committee Chairperson shall submit a Call for Nominations to the bi-weekly newsletter and also post the same on the CAMA website.

The Nominating Committee Chairperson is also responsible for reviewing any recommendations from the membership for amendments to the Constitution and By-laws to be considered by the Board of Directors.

## **PROFESSIONAL DEVELOPMENT CHAIRPERSON**

The Professional Development Chairperson shall:

- Promote opportunities for professional development through the Annual Professional Development Program in which five (5) professional development grants valued at \$2,000 each will be awarded to CAMA member municipalities who qualify and are selected by the CAMA Board of Directors, for a total of \$10,000 per fiscal year. **(See Appendix C - Policy and Evaluation Criteria).**
- Assist in the promotion of educational programs and opportunities through the CAMA e-Brief newsletter.
- Define gaps for future academic training and make recommendations to the CAMA Board of Directors;
- Examine and provide feedback (normally through the Board of Directors) on educational issues.
- Provide a high quality Annual Conference Program:
  - Identify and advise the President and other Conference Program Sub-Committee members of specific topics which should be addressed in order to meet development needs.
  - The Chair of the Professional Development Committee is a member of the Conference Program Sub-Committee.

## **CONFERENCE PROGRAM SUB-COMMITTEE**

The Conference Program Sub-Committee consists of a Chairman which is typically the CAMA President and three other Board members with one of those members being designated as the Conference Liaison to the Host Committee (usually the Board member representing the region where the Conference is taking place). The Program Sub-Committee:

- Develops the conference theme (with input from the Conference Host Committee) and designs the speakers program to compliment and reinforce the theme and the focus of the conference. This task should be completed by August 15<sup>th</sup> for the Board's approval at the September Board meeting.
- Develops the initial budget for the speakers program based on the Board's direction.
- Identifies keynote and other major speakers (with input from the Conference Host Committee), makes initial contact with the speakers, negotiates agreements for fees, travel, accommodation, etc.
- Works closely with the Association Management Firm/Executive Director to develop the times for all program activities, allotment of speakers time and order of speakers, assignment of meeting rooms, speakers audio-visual equipment needs, and other speaker requirements, etc.;
- Provides speaker information to the Association Management Firm/Executive Director in order to register the speakers, arrange for publicity, hospitality, etc.;
- Reports to the Board at their quarterly meetings.

## **AWARDS OF EXCELLENCE PROGRAM COMMITTEE**

Each year CAMA presents a number of awards to recognize and promote specific contributions and achievements in municipal management. The Awards program allows CAMA to recognize ways in which municipalities across the nation are innovating and delivering value to taxpayers. It also provides CAMA members with new ideas that can often be adapted to their milieu. Municipalities are invited to “strut their stuff” by participating in the Awards program.

### **Purpose and Objectives**

To encourage the improvement of the art of municipal management, to recognize the specific contributions achieved by members of the Association, and to publicize these to other members as well as to the general public.

### **Awards of Excellence Program Committee**

The Awards of Excellence Program Committee consists of one or more CAMA Board members, one of whom shall act as chair of the committee. The Committee is responsible for the promotion of the program, soliciting nominations, establishing the awards jury, selecting the award recipients, conducting the Awards of Excellence Luncheon at the Annual Conference, and a follow up report to the Board.

One of the most important functions of the Committee is to establish the jury to evaluate the nominations. The Chair of the Committee is primarily responsible for the selection of the jury members. The jury consists of the Chair plus three to five others who should be representative of municipal CAO's as well as the professional and academic communities.

The Board should name a new Chair at least every two years and try to ensure that rotation reflects the regional nature of the country.

### **Awards of Excellence Program Committee Chairperson**

The Awards of Excellence Program Committee Chairperson (known hereafter as the “Awards Chairperson”) shall:

- Ensure that the work of the Award of Excellence Program Committee is in keeping with the overall goals and objectives of the CAMA;
- Convene & preside over meetings of the Awards of Excellence Program Committee;
- Set the agenda for each meeting of the Committee;
- Assign work to Committee members;
- Review the Awards criteria, program, forms and selection process and report to the Board of Directors on decisions/recommendations of the Committee.
- Act as MC at the Awards of Excellence Luncheon at the Annual Conference including the preparation of a PowerPoint presentation outlining the award submissions.

## **Form of Award**

Plaques for the six principal awards and certificates are presented by a member of the CAMA Board of Directors, usually the Chairperson, at the Awards Luncheon during the Annual Conference. If a sponsor has been secured for this event, he/she may also be on hand to say a few words and assist in presenting the awards to the recipients.

## **Categories of Award**

Awarded in recognition of the development and implementation of a program, project, or service which exemplifies excellence, innovation, environmental enhancement or educational value in the context of Canadian municipal management, and which was implemented or initiated in the year prior to the presentation of the awards.

Two awards will be presented in each of the following three categories (one to municipalities with a population of 20,000 and under; one to municipalities with a population of over 20,000):

### **Willis Award for Innovation**

In recognition of Jack Willis for his contribution to the Association, the Awards Committee will select one nomination, which demonstrates exceptional innovation and meritorious initiative.

### **Environmental Award**

The Awards Committee will select a nomination, which is designed to have significant positive impact on the environment.

### **Education Award**

To recognize the accomplishments of professionals in the field of municipal management, the Awards Committee will select one nomination, which will help establish a library of Canadian documents particular to the profession and on a subject of specific pertinence to CAMA members.

There are three main areas in which a submission may be considered:

- (a) An actual research paper, which calls for complete substantiation of a basic premise.
- (b) A manual or workbook, which outlines and details policies, procedures, and practices for general or specific areas of municipal government.
- (c) A study on a given area of interest that, although it does not attempt the proportions of full substantiation called for in a research paper, discusses, analyzes and presents ideas and conclusions.

## **Honourary Life Membership Award**

The Honourary Life Membership Award honours CAMA members who have made an extraordinary contribution to the field of municipal administration and to the work of CAMA. Correspondence from the CAMA President along with the application form are mailed out to the membership at the same time as the information for the CAMA Awards of Excellence Program.

This honour is presented during the President's Dinner at the Annual Conference. Nominees are considered based on the following criteria:

- length of time served in local government;
- membership in CAMA for a period of at least ten (10) years;
- recognition as making a significant contribution to their community;
- recognition as making an outstanding contribution to local government; administration within the professional community at the local, regional, provincial or national level.

## **Certificates**

The Awards Committee may award a certificate to any member of submissions deemed to be worthy of recognition in any of the three categories.

## **Eligibility**

Any municipality whose staff is maintaining a membership in CAMA during the year in which the award is presented is eligible to submit an award.

## **Nominations**

Nominations may be made by: CAMA members and/or Mayors of member municipalities.

## **Awards Nomination Process**

The Association Management Firm/Executive Director prepares the Awards Nomination kit and mails it to the CAMA membership (in January) via Canada Post. The Awards Nomination kit includes the following information:

- A covering letter from the Awards Chairperson.
- A one-page document outlining the Awards criteria.
- Nomination forms for the Honourary Membership for Life Award; for municipalities with populations over 20,000 and under 20,000 for the Willis Awards for Innovation, the Environmental Award and the Education Award.

The Association Management Firm/Executive Director forwards the nomination kit to the Information Technology Division for posting on the Awards Section of the CAMA website.

The appropriate nomination forms specific to the award submission must be completed and forwarded to the address of the Awards Chairperson no later than March 1<sup>st</sup> along with a description of the program in two or three pages. The summary should include the following: a brief description of the program/project; timeframes involved; process of developing the program/project; process of implementation; results achieved; and, names and titles of officials with key involvement.

Each nomination should include a one-page summary similar in nature to a media release, which succinctly describes the project/program in a manner that can be used for public communication.

The fee for each awards nomination submitted is \$100.00 plus GST for municipalities with a population over 20,000 or a fee of \$50.00 plus GST for municipalities with a population under 20,000. Five copies of all nomination information must be submitted before the deadline to the address of the Awards Chairperson.

The Awards Chairperson forwards the Nomination form only with payment to the CAMA National Office and the Association Management firm/Executive Director processes the payments.

Upon receipt of all award nominations, the Awards Chairperson circulates the packages to the Awards Jury Committee for consideration. A Conference Call or meeting is arranged with the Awards Jury Committee to discuss all nominations and the award winners for each category are chosen. The Awards Chairperson submits the names of the award winners to the CAMA National Office.

### **Publicity**

The Association Management firm/Executive Director prepares correspondence signed by the Awards Chairperson to the winners and other nominators advising of the decision of the Awards Committee. Personal phone calls are also made to the award winners to advise them of their success and to determine who will be in attendance from their municipality at the Awards Ceremony held at the Annual Conference.

The Association Management firm/Executive Director then implements the following steps:

- Prepares an Awards Card listing the winners to be placed at the seat of each guest at the CAMA Awards Ceremony;
- Arranges to have plaques made for each award winner to be presented by the Awards Chairperson at the CAMA Awards Ceremony. Certificates are also prepared for those municipalities receiving honourable mention.

- Prepares press releases to be circulated immediately following the Awards Ceremony at the Annual Conference to the communities of the award winners.
- Prepares congratulatory ads to be placed in the local newspaper of the winning municipality.
- Arranges a time with the award winning municipality to have a CAMA Board of Director attend a City Council meeting to present the award to the Mayor and Council.

### **Suggested Timelines**

June	Committee Chair appointed.
July-August	Previous Chair completes report to Board. New Chair establishes the committee membership – the jury.
September	CAMA Board approval of committee/jury.
December	E-mail broadcast to market and promote the program.
January 5 <sup>th</sup>	Hard copy of nomination forms in the mail to all members.
March 1 <sup>st</sup>	Deadline for submission of nominations. - firm for Honourary Life Membership - a little flexible for other nominations
March 5 <sup>th</sup>	Submission of nominations for Honourary Life Membership to the CAMA Board at their March meeting.
March 15 <sup>th</sup>	Chair to have copies of nominations in the hands of the jury.
March 15 <sup>th</sup> to April 10 <sup>th</sup>	Jury deliberations – award winners and honourable mentions selected.
April 15 <sup>th</sup>	CAMA administration, award winners, honourable mentions and non-winners notified.
May 10 <sup>th</sup>	Plaques and certificates prepared, finalize details with winners with respect to attendance at awards luncheon, audio visual needs, etc.
May 15 <sup>th</sup>	Finalize details of awards luncheon with conference organizers with respect to logistics, e.g. speakers/sponsors, guests, head table, place cards with list of award/certificate winners, etc.
June	Awards summaries posted to CAMA website.
September/October	Where possible, presentation by CAMA Board member of awards to City Council of award winning municipalities – generate local publicity & recognition.

The methodology and criteria for the evaluation of nominations for the CAMA Awards of Excellence Program can be found in **Appendix D**.

### **LITERACY PROGRAM CHAIRPERSON**

The Literacy and Essential Skills in Municipal Workplaces Project allows CAMA to build on its record of building commitment to the literacy and essential skills needs of municipal workers and engaging stakeholders and learners, positioning a strong role for municipal governments in literacy and essential skills in workplaces, helping municipal stakeholders implement sustainable programs, and providing literacy and essential skills learning opportunities for municipal workers, and those preparing for the municipal workforce.

A Chairperson will be appointed to oversee the Literacy Program and perform the following duties:

- Provide direction to the Literacy Project Coordinator.
- Act as the liaison to the CAMA Board of Directors for the Literacy Program.
- Member of the Awards of Excellence for Municipal Workplace Literacy and Learning Achievements Committee. These awards recognize and celebrate the achievements of municipal stakeholders who have established workplace learning programs and municipal learners. These programs have realized significant long term impacts for municipal workers and workplaces, families and communities.
- Act as the MC at the Community Awards Luncheon at the Annual Conference including the preparation of a Powerpoint Presentation featuring the winners.

### **MEMBERSHIP CHAIRPERSON**

Applications for membership are received at the CAMA National Office in writing. The Association Management Firm/Executive Director shall approve those who are clearly qualified for membership and shall refer those not so qualified to the Membership Chairperson.

The Membership Chairperson shall also:

- Increase and retain membership.
- Review membership by region/Province on a regular basis.
- Look for opportunities for new member services.
- Examine membership categories on a regular basis.
- Provide direction to the Association Management Firm/Executive Director as it relates to membership services.

### **COMMUNICATIONS CHAIRPERSON**

A Communications Chairperson shall be appointed to provide direction to the Association Management Firm/Executive Director with respect to the bi-weekly CAMA e-Brief, Jobscene Broadcasts, website, branding and newsletters.

## **INTERNATIONAL CHAIRPERSON**

An International Chairperson shall be appointed to seek opportunities and raise the profile of CAMA internationally with affiliate organizations such as LGMA, SOLGM, SOLACE, and ICMA. The Chairperson will provide reports on a regular basis to the CAMA Board of Directors on international initiatives.

## **PERFORMANCE MANAGEMENT COMMITTEE**

The Performance Management Committee provides direction to the Association Management firm/Executive Director on a regular basis and reviews contracts, benefits and terms of employment annually.

The Chairperson of the Performance Management Committee is typically the President along with the Executive Committee (First Vice-President, Second Vice-President, Treasurer, and Immediate Past President).

## **EXTERNAL COMMITTEES/BOARDS**

From time to time the Association of Municipal Administrators is asked to appoint one or more representatives to sit on committees/boards which are external to the Association. Examples of these committees would be the Railway Association of Canada Proximity Committee, the ICMA Awards Committee, the ICMA Conference Planning Committee, and meetings of the Provincial Associations.

Where the Board of Directors and/or the membership of the Association agree that such an appointment will have a positive benefit to the goals and objectives of CAMA and an appropriate CAMA member has been selected to fill this position, the CAMA member shall:

- Provide information on behalf of the CAMA which may assist the committee in fulfilling its mandate;
- Act as a resource to the committee.
- Act as a liaison between the CAMA Board of Directors and the committee.
- Make the Board of Directors aware of any issues that may need action by the Board.
- Provide regular reports to the Board of Directors on the work of the External Committee.
- At all times the Board Member will be acting on behalf of the CAMA Board of Directors and its membership and not as a representative of his/her municipal unit.

## STATEMENT OF VALUES

- Maintain the highest standard of honour and integrity in public and personal relationships.
- Recognize that the chief function of municipal government at all times is to serve the best interest of the public at large.
- Recognize that the chief function of a Municipal Administrator at all times is service to the public under the direction of his/her employer.
- Continually strive to improve his/her professional ability and to encourage the development of competence of his/her associates in serving their municipality.
- Uphold and implement both the letter and the spirit of the municipal policies adopted by elected officials.
- Maintain the confidentiality of privileged information entrusted or known to him/her by virtue of their office.
- Never engage in any business or transaction or have any financial or personal interest that is, or may appear to be, incompatible with the performance of his/her official duties.
- Never use confidential information for the personal profit of themselves or others, or for the purpose of gaining promotion, or misusing public time in the pursuit of such objectives.
- Never participate in political activities which would negatively affect performance as a professional municipal administrator.
- Never exhibit conduct that would detract from the image of integrity or professional of the Canadian Association of Municipal Administrators.
- Practice and promote the concept of the sharing of information and successes with municipal colleagues in other jurisdictions.