

CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS



ROLES & RESPONSIBILITIES OF THE BOARD OF DIRECTORS

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CAMA'S MISSION

“To champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy.”

CAMA'S VISION

“The Canadian Association of Municipal Administrators (CAMA) is recognized nationally and internationally as the premiere Canadian organization representing municipal administrators”.

CAMA'S STRATEGIC PILLARS (FOR 2016-2021)

CAMA has identified the following pillars for our Strategic Plan for the period 2016-2021 that will continue to be the focus for the Association's future programs:

Professional Development

- Provide members with leading edge trends, tools and best practices for local government management through state-of-the-art sharing and professional development opportunities.

Networking and Partnerships

- Create strong, strategic relationships.
- CAMA is well recognized as the national “Go To” experts in Municipal Administration

Member Engagement and Support

- Deliver networking opportunities to engage and connect members.
- Increase the membership by attracting, maintaining and engaging members from large, small, and remote municipalities with an emphasis on balance and diversity.

Resilient Leadership

- Intentional about ensuring success of the profession.
- Foster a professional, respectful relationship between municipal administrators and Councils.

Objectives, activities and performance metrics have been identified for these pillars which are expected to be completed by 2021.

CAMA'S VALUES

CAMA members value:

- Accountability and Professional Integrity.
- Collaboration.
- Transparency and Honesty.
- Innovation and Excellence.
- Diversity and Inclusivity.

CAMA'S STATEMENT OF PURPOSE

CAMA is a network of professionals employed in senior management positions in Canadian municipalities. The Association is a private, not-for-profit, national corporation in which membership is voluntary. Most CAMA members hold membership in a variety of professional associations and are governed by their respective provincial bodies. CAMA is not a certification or accreditation body.

CAMA's expectation is that each of its members will consistently demonstrate the competencies of their professions in serving their municipalities; and, that they will maintain the highest standards of accountability and professional integrity.

Building upon that professional base, CAMA's primary role is to champion excellence in municipal administration by providing its members with opportunities to grow and develop their personal knowledge and skills in best serving the public; and, to assist members with building a culture of service within their municipal corporations based on the values outlined in CAMA's Strategic Plan.

To fulfil its role, CAMA provides its members with networking and professional development opportunities and resources to enhance their proficiency in municipal leadership and management. Sharing of innovative and best practices are integral components of CAMA's mission. To help achieve that mission it is expected that members will take advantage of networking opportunities and will actively participate in professional development events hosted or supported by CAMA.

The ultimate goal is the enrichment of the municipal public service and the quality of life of our citizens. This can be achieved when members are forthright and provide sound advice to public policy makers; when they exhibit honour and integrity in their public and personal relationships; and, when they respect diversity and inclusivity in their decision making.

In the final analysis, it is CAMA's desire that each of its members shall have a public service career characterized by wisdom and integrity.

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, Vision 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 By-law (**Appendix A**) and a Board of Directors, comprised of ten (11) regular members who are elected by the membership. 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 serve for a four (4) year term except where the member is to serve as the President, First 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 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; The Immediate Past-President is not required to be a regular member of the Association.
- (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, First Vice-President, Second Vice-President and Treasurer. 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:

- Coordinating the process for election to positions on the Board of Directors that are vacant pursuant to 5.04 of Bylaw No. 1.
- Recommendation to the Board of selected nominees for President, Immediate Past-President (ratification only), first Vice-President, second Vice-President and Treasurer.
- Recommendations to the Board of Directors naming candidates to fill vacancies on the Board pursuant to 7.02 of Bylaw No. 1.
- Announcement of the duly elected Board of Directors and the Executive at the Annual General Meeting.

Nominations shall be subject to the written consent of all nominees having first been received and shall be accompanied by two nominators who are Regular Members of the Association.

The Board shall conduct an election for all positions on the Board not acclaimed, which shall be open to all Regular Members of the Association, prior to the Annual General Meeting of the Association, and the Board shall establish procedures for the conduct of the elections.

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.

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 15th for the Board's approval at the September Board meeting.
- Develops the initial budget for the speakers program based on the Board's direction (with the assistance of the Executive Director).
- Identifies keynote and other major speakers (with input from the Conference Host Committee).
- Works closely with the Executive Director to develop the times for all program activities, allotment of speakers time and order of speakers, 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 is Chaired by a member of the Board of Directors. 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. A Call for an Expression of Interest to the membership is circulated for this jury. The jury consists of the Chair plus three to five others who should be representative of municipal CAO's (and not a member on the CAMA Board of Directors), 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.

It should be also noted that CAMA Board members may submit nominations to the Awards of Excellence Program following the same process as all other CAMA member municipalities; however the Chair of the Awards of Excellence Program Committee is not permitted to participate due to this being a conflict of interest. Members of the Awards Jury may submit nominations, however must declare a conflict of interest for the category for which they applied.

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 and overseeing the production of a video.

Form of Award

Plaques for the nine principal awards 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.

Three 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 between 20,001 to 100,000, and one to municipalities with a population over 100,000):

- **Professional Development Award**

The Professional Development Award recognizes a community that has developed a unique and innovative professional development program for their staff and can be replicated in other communities. Applicants should include documentation which outlines the program in all respects, and also shows evidence that the program has been successfully implemented.

- **Environment Award**

The Environment Award recognizes the commitment of a municipality to environmentally sustainable governance, to protecting the environment and to combating climate change. Awards are granted to programs, projects or services that have made a significant and positive impact on the environment.

- **Willis Award for Innovation**

The Willis Award for Innovation, awarded in recognition of Jack Willis for his contribution to CAMA, is presented for programs, projects or services that demonstrate exceptional innovation or meritorious initiative.

If one submission is received in a category, the Awards Jury should make the executive decision as to whether this submission warrants the award.

CAMA is not obligated to choose a winner in each category.

Awards Nomination Process

In January, the Association Management Firm/Executive Director prepares the Awards Nomination on-line application package and e-mails it to the CAMA membership and also sends a reminder postcard with the membership renewals (via Canada Post). The on-line application package includes the following information:

- On-line nomination forms specific to the population category.
- A Project Overview section including space for an executive summary (a maximum of 250 words), similar in nature to a media release.

- A Project Details section containing some questions relating to the evaluation criteria along with the opportunity to upload a submission (a maximum of 2,000 words) in Word or PDF format. Appendices are not accepted.

The Association Management Firm/Executive Director posts the on-line nomination package to the Awards Section of the CAMA website.

The appropriate nomination forms specific to the award submission must be completed on-line and forwarded to the CAMA National Office no later than March 1st along with a description of the program up to a maximum of 2,000 words. This submission should include the following: a brief description of the program/project; timeframes involved; process of implementation; results achieved; and, names and titles of officials with key involvement.

The fee for each award 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. The fee is paid on-line when the award nomination is submitted (and collected by CivicInfo BC, the service provider).

Upon receipt of all award nominations, the Executive Director circulates the electronic 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.

Award winners will be asked to submit a high resolution logo and fifteen to twenty photos of the project to be included in a video that will be shown at the Luncheon. Winners will also be recognized in CAMA's e-Brief, press releases will be prepared and circulated to the local media, and the CAMA Board member closest to the successful community will also arrange to attend a Council meeting to make the award presentation to the Mayor and Council. All submissions will only be accepted in electronic format.

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

- Arranges to have plaques made for each award winner to be presented by the Awards Chairperson at the CAMA Awards Ceremony.

- Prepares press releases to be circulated immediately following the Awards Ceremony at the Annual Conference to the communities of the award winners.
- Works with a local marketing firm to produce the video for each award.
- Prepares congratulatory ads to be placed in the local newspaper of the winning municipality if requested by the Board.
- 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	Chair chooses the members of the Committee/Jury.
First week of January	E-mail broadcast to market and promote the program and reminder postcard mailed to the membership.
By March 1 st	Deadline for submission of nominations.
March 7 th	Chair to have copies of nominations to the jury.
March 7 th to April 1 st	Jury deliberations – award winners selected.
By April 1 st	CAMA administration notifies award winners and non-winners. All award submissions are loaded to the Best Practices Library in the CAMA Member’s Section of the website.
April 1 st - May 10 th	Preparation of awards video, press releases, plaques and finalize details with winners with respect to attendance at awards luncheon, audio visual needs, etc.
May 15 th	Finalize details of awards luncheon with conference organizers with respect to logistics, e.g. speakers/sponsors, guests, head table, etc.
Mid-May	Prepare a final report to the Board to be considered at the May meeting.
June	Award summaries and videos posted to CAMA website. Winners are noted in the Best Practices Library.
June-August	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 is as follows:

Points (1-5)	Evaluation Criteria
	Extent of Innovation: The achievement involves innovation and creativity and exemplifies a significant change.
	Impact on Profession: The achievement contains elements that enhance professional practice elsewhere; it is not useful only to the municipal nominee but can be transferred and applied in other settings.
	Local Impact: - on the community - on the organization - though the achievement may not be new to the profession, it is a very important local achievement.
	Results Sustainability: The achievement will have a long-lasting, positive and measurable impact on the success of the organization or milieu.
	Total Points (20)

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 CAMA;
- 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.

A minimum of 15.5 points must be met to be considered for this award. The individual with the highest score will be awarded for that particular year and if it is a tie then two awards are bestowed.

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.

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.

EXTERNAL RELATIONS/INTERNATIONAL CHAIRPERSON

An External Relations/International Chairperson shall be appointed to seek opportunities and raise the profile of CAMA internationally with affiliate organizations such as LGMA, SOLGM, SOLACE, ICMA and the Alliance for Innovation; national associations such as FCM; provincial and territorial associations and the federal government. 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 - PROTOCOL FOR SELECTING NOMINEES

From time to time CAMA receives requests from other associations, organizations, agencies, etc. for the nomination of CAMA members to sit on various committees 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.

Before CAMA nominates anyone to represent CAMA on any external committee the Executive Director shall gather sufficient information about the organization and committee to permit CAMA to make an informed decision. Such information shall include:

- The purpose and objectives of the organization
- The terms of reference and mandate of the committee
- The membership of the committee
- The duration of the appointment
- The workplan of the committee
- The anticipated time commitment required
- The location and frequency of the committee meetings
- Payment of expenses for serving on the committee
- Such other information as the Executive Director deems relevant

The Executive Director shall advise the President when he/she receives such requests and the results of his/her research.

When considering the nomination the following criteria shall be taken into consideration:

- Whether the purpose and objectives of the requesting organization are compatible with CAMA's purpose and objectives;
- Whether the mandate and terms of reference of the committee are consistent with CAMA's Strategic Plan;
- Whether the anticipated product of the committee's work will benefit CAMA members;
- Whether the appointment is likely to enhance CAMA's image and reputation;
- Whether CAMA is likely to incur any expenses relative to the appointment;
- Other considerations which CAMA deems appropriate.

Should CAMA determine that it is in its best interest to nominate a member to the committee the following process shall be followed:

1. The President in consultation with the Executive Director shall determine if the terms of reference of the committee align with the work of a CAMA committee. If yes, the chairperson of the CAMA committee shall be asked if he or she is interested and willing to be nominated.

2. If the chairperson declines the Executive Director shall poll the rest of the Board members to determine the level of interest in the nomination. If one or more Board members express an interest the President in his or her sole discretion shall select the nominee.
3. Should no Board member express an interest in the nomination the Executive Director shall poll the Board members for recommendations from amongst CAMA's regular membership. Should this process produce one or more recommendations the President shall use his or her discretion as to which, if any, of the recommended candidates for nomination shall be selected.
4. Should this process not produce any recommendations, and even in the event that recommendations are made, the President may direct the Executive Director to poll the general membership. In this event the Executive Director shall seek an expression of interest from the CAMA regular members through e-Brief or direct e-mail to the regular membership. The notice to the membership shall provide the detail of the committee mandate and establish a deadline for response.
5. Within a reasonable period following the deadline for expressions of interest the President in his or her discretion shall select an individual from recommendations and expressions of interest for nomination to represent CAMA on the committee.
6. The Executive Director shall notify the successful candidate of the nomination and shall provide contact information for the committee. The successful candidate will be accountable to the CAMA Board of Directors and will be required to provide a written report to the Board outlining a summary of each meeting attended.
7. The Executive Director shall advise the requesting organization of the CAMA decision and the name and contact information for the nominee. The Executive Director shall also notify others who have expressed an interest in the nomination.

APPENDIX "A"



**CANADIAN ASSOCIATION OF MUNICIPAL
ADMINISTRATORS**

By-law No. 1

BY-LAW NO. 1

A by-law relating generally to the conduct of the affairs of
**Canadian Association of Municipal Administrators –
L'Association Canadienne des Administrateurs Municipaux**
(the "Association")

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BE IT ENACTED as a by-law of the Association as follows:

SECTION 1 - INTERPRETATION

1.01 Definitions

In this by-law and all other by-laws of the Association, unless the context otherwise requires:

- a. "Act" means the *Canada Not-for-profit Associations Act* S.C. 2009, c.23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- b. "articles" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Association;
- c. "association", "CAMA" or "ACAM" means Canadian Association of Municipal Administrators – L'Association Canadienne des Administrateurs Municipaux";
- d. "Board" means the Board of Directors of the Association and "director" means a member of the Board;
- e. "by-law" means this by-law and any other by-laws of the Association as amended and which are, from time to time, in force and effect;
- f. "members" shall mean all classes of members of the Association;
- g. "meeting of members" includes an annual meeting of members or a special meeting of members; "special meeting of members" includes a meeting of any class or classes of

members and a special meeting of all members entitled to vote at an annual meeting of members;

- h. "municipal administration" refers to the administration of a municipal or regional municipal government in Canada;
- i. "municipal administrator" means
 - i. A City Manager, Town Manager, Chief Administrative Officer, Commissioner or such position which acts in the chief or head administrative capacity for a Canadian municipality/or regional municipality; or
 - ii. A senior management position in the administration of a Canadian municipality or regional municipality which reports directly to a person as described in (i).
- j. "ordinary resolution" means a resolution passed by a majority of not less than 50% plus 1 of the votes cast on that resolution;
- k. "Regulations" means the regulations made under the Act, as amended, restated or in effect from time to time; and
- l. "Special resolution" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

1.02 Mission

The Mission of the Association is to champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy.

1.03 Interpretation

In the interpretation of this by-law, words in the singular include the plural and vice-versa, words in one gender include all genders, and "person" includes an individual, body corporate, partnership, trust and unincorporated organization.

Other than as specified in 1.01 above, words and expressions defined in the Act have the same meanings when used in these by-laws.

Both the French and English versions of the by-laws are official.

1.04 Corporate Seal

The Association shall have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the Executive Director or other officer who the Board of Directors may designate shall be the custodian of the corporate seal.

1.05 Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Association may be signed by any two (2) of its officers or directors. In addition, the Board may from time to time direct the manner in which and the person or persons by whom a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal to the document. Any signing officer may certify a copy of any instrument, resolution, by-law or other document of the Association to be a true copy thereof.

1.06 Financial Year

The financial year of the Association shall end on the 31st day of March in each year.

SECTION 2 - MEMBERSHIP

2.01 Membership Conditions

Subject to the articles, there shall be four classes of members in the Association, namely, Regular members (voting) and Affiliate, Retired and Honourary Member for Life members (non-voting). The Board of Directors of the Association may, by resolution, approve the admission of the members of the Association. Members may also be admitted in such other manner as may be prescribed by the Board by resolution. The following conditions of membership shall apply:

Voting Members

Regular Member: Regular voting membership shall be available only to a person employed as a Municipal Administrator who has applied and has been accepted for Regular membership in the Association.

The term of membership of a Regular member shall be annual, subject to renewal in accordance with the policies of the Association.

Each Regular member is entitled to receive notice of and attend all meetings and to vote on all matters requiring a vote of the membership. Each such Regular voting member shall be entitled to one (1) vote.

Regular Members shall have the right to hold executive office.

Member in Transition: A Regular Member who involuntarily ceases to be employed in a management capacity in the administration of a Canadian municipality/or regional municipality may continue to hold regular membership, at no cost, for one additional year.

Non-voting Members

Non-voting membership shall be available to a person who is an:

- a. Affiliate Member
 - i. Employed in an executive capacity in a national, regional, provincial or territorial municipal organization dealing with municipal management and administration;
 - ii. A representative of a federal, provincial or local government agency or commission;
 - iii. An organization or individual that provides professional expertise, management consulting or municipal services to municipalities;
- b. Retired Member: an individual who has been a Regular member and has retired from municipal administration.
- c. Honourary Member for Life: A Member whom the Association wishes to honour in accordance with established criteria;
- d. The term of membership of an Affiliate and Retired member shall be annual, subject to renewal in accordance with the policies of the Association.

Subject to the Act and the Articles, a non-voting member shall not be entitled to receive notice of or attend meetings of the members of the Association or to vote.

Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendments to this section of the by-laws if those amendments affect membership rights and/or conditions described in paragraphs 197 (1)(e), (h), (l) or (m)

2.02 Transfer of Membership

Membership is not transferable. Pursuant to Section 197(1)(Fundamental change) of the Act, a special resolution of the members is required to make any amendments to add, change or delete this section of the by-laws.

SECTION 3 - MEMBERSHIP DUES AND TERMINATION

3.01 Membership Dues

The annual membership dues payable by members of the association shall be those fixed from time to time by resolution of the Board of Directors to be adopted at the Annual General Meeting of the Association. Members shall be notified in writing of the membership dues at any time payable by them. A member who fails to pay annual invoiced dues within a period to be established by the Board of Directors shall cease to be a member and shall be so notified by the Association.

An Honourary Member for Life shall pay no dues.

3.02 Termination of Membership

A membership in the Association is terminated when:

- a. the member dies, or, in the case of a member that is a Association, the Association is dissolved;
- b. a member fails to maintain any qualifications for membership described in Section 2.01 of these by-laws;
- c. the member resigns by delivering a written resignation to the chair of the Board of the Association in which case such resignation shall be effective on the date specified in the resignation;
- d. the member is terminated in accordance with the articles or by-laws;
- e. the member's term of membership expires; or
- f. the Association is liquidated or dissolved under the Act.

SECTION 4 - MEETINGS OF MEMBERS

4.01 Notice

Notice of the time and place of a meeting of members shall be given to each member entitled to vote at the meeting by telephonic, electronic or other communication facility 30 days before the day on which the meeting is to be held. If a member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier or personal delivery. The notice shall include the order of business, which shall govern the conduct of the meetings.

Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendment to the by-laws of the Corporation to change the manner of giving notice to members entitled to vote at a meeting of members.

4.02 Special General Meetings

Special General Meetings may be held upon the call of the Board of Directors at such times and places as it may designate. The President shall call a special general meeting upon the written request of at least ten percent of the voting members within sixty (60) days after the filing of such request with the President. The business to be transacted at such special general meeting shall be stated in the notice thereof, and no other business may be considered at the meeting.

4.03 Quorum

At any annual or special general meeting, twenty-five members of the Association or one quarter of the total voting membership, whichever is less, present in person, shall constitute a quorum. If a quorum is present at the opening of a meeting of members, the members present may proceed with the business of the meeting even if a quorum is not present throughout the

meeting. Members who have declared a conflict of interest shall be counted in determining a quorum.

4.04 Order of Business

The usual order of business determined by parliamentary procedure shall govern the conduct of all meetings. In all matters not governed by By-laws, procedure shall be in accordance with Bourinot's Rules of Order.

SECTION 5 – BOARD OF DIRECTORS

5.01 Duties and Responsibilities

The affairs of the Association shall be governed by a Board of Directors which shall supervise, control and direct all activities of the Association, its committees and publications, the disbursement of its funds and the determination of its policies. The Board shall actively pursue the mission and goals of the Association and may adopt such rules and regulations for the conduct of its business as may be deemed advisable. The Board may delegate to any committee or officer any or all powers, duties and authority of the Board which may lawfully be granted.

5.02 Composition

The Board of Directors shall be comprised of eleven (11) Regular Members who are elected by the Membership. The Immediate Past-President shall serve on the Board of Directors and shall have voting privileges. The Immediate Past-President is not required to be a Regular Member of the Association.

The eleven (11) elected Members of the Board of Directors shall be regional representatives as follows:

British Columbia	1 Member
Alberta	1 Member
Manitoba and Saskatchewan	1 Member
Ontario	1 Member
Quebec	1 Member
New Brunswick	1 Member
Nova Scotia and Prince Edward Island	1 Member
Newfoundland and Labrador	1 Member
Yukon Territory, Northwest Territories and Nunavut	1 Member
Members at Large	2 Members

Only Regular Members resident in each region are eligible for election in that region. Member at Large positions are open to Regular Members from any part of the country.

5.03 Term of Office

Elected members of the Board of Directors shall serve for a four (4) year term 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 meeting at which they are elected and shall conclude upon the election of their successors.

5.04 Board Vacancies

A vacancy occurs on the Board when any Board member reaches the end of the fourth year following his or her election to the Board. In the event that a member of the Board of Directors moves from one region to another and remains a voting member of the Association, the date of such a move shall be deemed to take place on the date of the next following nomination process, at which time a vacancy shall be declared for that position.

Should a vacancy occur on the Board of Directors by virtue of the death, resignation, removal or ineligibility of an elected director, the Board may appoint another voting member to serve the balance of the term. A Director appointed by the Board shall be eligible for re-election to the Board of Directors in accordance with 5.02 and 5.03 of this Section.

SECTION 6 - MEETINGS OF DIRECTORS

6.01 Calling of Meetings

Meetings of the Board may be called by the President, the vice-President or any two (2) directors at any time. The Board of Directors shall meet and organize as soon as practicable following the Association's annual meeting to elect the officers of the Association.

6.02 Notice of Meeting

Notice of the time and place for the holding of a meeting of the Board shall be given to every director of the Association not less than 7 days before the time when the meeting is to be held by telephonic, electronic or other communication facility at the director's recorded address for that purpose;

Notice of a meeting shall not be necessary if all of the directors are present, and none object to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting.

6.03 Regular Meetings

The Board shall meet at least three (3) times in each year at such times and places as the President may designate. One of these times may immediately precede or follow the Annual Meeting.

The President may invite the Chairperson of any standing or special committee or a representative of any duly constituted organization to attend a regular or special meeting of the Board as an observer or to report on any matter of interest to the Board.

6.04 Special Meetings

The President shall call a special meeting of the Board of Directors at any time and place specified in a written demand by a majority of the members of the Board of the Directors. The business to be transacted at such special meeting shall be stated in the notice thereof, and no other business may be considered at the meeting.

6.05 Quorum

At any meeting of the Board of Directors, a quorum shall constitute a simple majority (50% plus one) of those entitled to be present and vote.

6.06 Votes to Govern

At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question by those members of the Board who are present. In case of an equality of votes, the chair of the meeting shall cast the deciding vote.

6.07 Electronic Meetings

The Board may determine that a meeting shall be held entirely by means of telephonic, electronic or other communication facility and also that Board members may attend and vote at any meeting by such telephonic, electronic or other such facility subject to the provisions of the Act and Regulations.

6.08 Expenses

No director or member shall receive any remuneration for duties performed on behalf of the Association. Directors or officers may be reimbursed for reasonable expenses incurred while performing such duties.

6.09 Committees

The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by resolution of the Board of Directors.

6.10 Indemnification

All directors and officers of the Association and their heirs, executors and administrators, and their estates and effects respectively, shall at all times be indemnified and saved harmless out of the funds of the Association from and against:

- a. All costs, charges and expenses whatsoever which directors or officers sustain or incur in or about any action, suit or proceeding which is brought, commenced or prosecuted against them, for or in respect of any act, deed, matter or thing howsoever made, done or permitted by them in or about the execution of the duties of their offices;
- b. All other costs, charges and expenses that they may sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by their own willful neglect or default.

SECTION 7 – OFFICERS

7.01 Description of Offices

The officers of the Company shall be the President, Immediate Past President, First Vice-President, Second Vice-President and Treasurer. The Nominating Committee shall bring forward nominees from among the members of the Board of Directors and the Board shall appoint the officers.

The powers and duties of all officers of the Association shall be such as the terms of their engagement call for or the Board or President requires of them. The Board may from time to time vary, add to or limit the powers and duties of any officer.

7.02 Vacancy in Office

In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any officer of the Association. Unless so removed, an officer shall hold office until the earlier of:

- a. the officer's successor being appointed,
- b. the officer's resignation,

- c. such officer ceasing to be a director, or
- d. such officer's death.

Should the office of President become vacant, it shall be filled by the first Vice-President. Vacancies in any other office shall be filled on the recommendation of the Nominating Committee by the Board of Directors from amongst its members for the balance of the term.

7.03 Executive Committee

The Executive Committee shall be comprised of all officers appointed according to 7.01.

SECTION 8 – NOMINATIONS AND ELECTIONS

8.01 Appointment and Composition of 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, first Vice-President, second Vice-President and Treasurer.

8.02 Duties of Nominating Committee

The duties of the Nominating Committee shall be set forth in terms of reference, which shall be established from time to time by the Board of Directors. Such duties include:

- a. Coordinating the process for election to positions on the Board of Directors that are vacant pursuant to 5.04.
- b. Recommendation to the Board of selected nominees for President, Immediate Past-President (ratification only), first Vice-President, second Vice-President and Treasurer.
- c. Recommendations to the Board of Directors naming candidates to fill vacancies on the Board pursuant to 7.02
- d. At the Annual Meeting:
 - i. Announcement of the duly elected Members of the Board of Directors and the Executive
 - ii. Ratification of the acclaimed Members of the Board of Directors

8.03 Nominating Procedure

Nominations shall be subject to the written consent of all nominees having first been received and shall be accompanied by two nominators who are Regular Members of the Association.

8.04 Election Process

The Board shall conduct an election for all positions on the Board not acclaimed, which shall be open to all Regular Members of the Association, prior to the Annual General Meeting of the Association, and the Board shall establish procedures for the conduct of the elections using such telephonic, electronic or other communication facility as is adequate to comply with the Act and Regulations.

SECTION 9 – FINANCES

9.01 Banking Arrangements

The banking business of the Association shall be transacted at such bank, trust company or other firm or association carrying on a banking business in Canada or elsewhere as the Board of directors may designate, appoint or authorize from time to time by resolution. The banking business or any part of it shall be transacted by an officer or officers of the Association and/or other persons as the Board of directors may by resolution from time to time designate, direct or authorize.

9.02 Signing Authority

All cheques issued or endorsed in the name of the Association shall be signed by such officers, employees or agents of the Association in such manner as shall be determined from time to time by resolution of the Board of Directors.

9.03 Surplus Funds

The Board of directors may set aside a reserve from the surplus funds of the Association for contingencies or may invest the surplus funds of the Association in a manner as may be determined from time to time.

9.04 Annual Financial Statements

The Association shall publish a notice to its members stating that the annual financial statements and related documents are available at the registered office of the Association and on its website and that any member may obtain a copy free of charge.

SECTION 10 – GENERAL

10.01 Invalidity of Any Provisions of this By-law

The invalidity or unenforceability of any provision of this by-law shall not affect the validity or enforceability of the remaining provisions of this by-law.

10.02 Omissions and Errors

The accidental omission to give any notice to any member, director, officer, member of a committee of the Board or public accountant, or the non-receipt of any notice by any such person where the Association has provided notice in accordance with the by-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

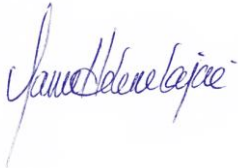
SECTION 11 - EFFECTIVE DATE

11.01 Effective Date

Subject to matters requiring a special resolution, this by-law shall be effective when made by the Board.

CERTIFIED to be By-Law No. 1 of the Association, as enacted by the directors of the Association by resolution on the 23rd day of March 2017 and confirmed by the members of the Association by special resolution on the 30th day of May 2017.

Dated as of the 30th day of May 2017.

A handwritten signature in blue ink, appearing to read "Marie-Hélène Lajoie".

Marie-Hélène Lajoie, CAMA President

APPENDIX "B"



**CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS (CAMA)
TRAVEL POLICY
Policy # 2003-01
Date of Revision: May 27th, 2018**

PURPOSE

To establish the terms and conditions for the reimbursement of a Board Member's expenses while travelling. As per CAMA By-law No. 1:

SECTION 6 - MEETINGS OF DIRECTORS

6.03 Regular Meetings

The Board shall meet at least three (3) times in each year at such times and places as the President may designate. One of these times may immediately precede or follow the Annual Meeting.

6.08 Expenses

No director or member shall receive any remuneration for duties performed on behalf of the Association. Directors or officers may be reimbursed for reasonable expenses incurred while performing such duties.

BOARD MEETINGS

In accordance with CAMA By-law No. 1 Section 6, the Board meets at least three (3) times in each year at a time and place determined by the Board. The following will be considered reimbursable expenses subject to completion of the CAMA Expense Claim Form and submission of the required receipts.

Travel

- Return Coach/Economy ticket for air travel at the most advantageous return rate. In the event that the return to the point of origin is at a time or date requiring airfare higher than the above or a charge for ticket modification, the difference shall be assumed by the Board Member.

- Ground transportation costs to and from the place of work or residence to the departure airport as well as to and from the destination airport and the accommodation.
- When travelling by private vehicle, the kilometres travelled at the CRA mileage rate provided it does not exceed the cost of air travel.
- When travelling by rented vehicle, the rental, insurance and fuel cost provided it does not exceed the cost of air travel.
- When a mode of travel other than air, private or rented vehicle is utilized, the cost of the return fare provided it does not exceed the cost of air travel.

Accommodations

- The nightly rate for single or double occupancy including all taxes and parking charges which apply for the duration of the stay are covered by CAMA. Any other charges to the room shall be assumed by the Board Member. The normal duration of the stay is defined as two nights accommodations on the day of arrival and the subsequent meeting day depending on the location of the meeting.
- Parking fees at the hotel for the duration of the stay are covered by CAMA.
- Exceptions: When complications arise due to weather during travel to or from the meetings and when flight connections cannot be made to either arrive on time for the meeting or return home on the last day of the meeting, the additional nights of accommodations.

Meals

- It is the practice of CAMA to cover the costs of the following meals: the night of arrival board dinner; breakfasts, nutrition breaks, lunch and the board dinner on the first day of the meeting; breakfast, nutrition break and lunch for the half day meeting. The cost of meals of a Board member's spouse is the responsibility of the Board member. CAMA will cover the cost of meals during travel time on the day of arrival and the day of departure. The meal allowances are as follows: Breakfast (\$10.00), Lunch (\$20.00) and Dinner (\$33.00). No receipts required.
- Alcoholic beverages are not reimbursed as part of a meal or otherwise.
- Exceptions: When complications arise due to weather during travel; when flight connections cannot be made to return home on the last day of the meeting, meals are covered until such time as the board member is able to board the plane.

Incidentals

- In order to cover incidental costs, board members may claim an allowance of \$10.00 per day. No receipts required.

AUTHORIZED BUSINESS

When representing CAMA at the request of the Board or the President, the following will be considered reimbursable expenses upon completion of the CAMA Expense Claim Form and submission of the required receipts. When requested by the President, the Board shall be made aware of such a request at the next Board meeting.

Travel

- Return Coach/Economy ticket for air travel.
- Ground transportation cost to and from the place of work or residence to the departure airport as well as to and from the destination airport and the accommodation.
- When travelling by private vehicle, the kilometres travelled at the CRA mileage rate provided it does not exceed the cost of air travel.
- When travelling by rented vehicle, the rental, insurance and fuel cost provided it does not exceed the cost of air travel.
- When a mode of travel other than air or private vehicle is utilized, the cost of the return fare provided it does not exceed the cost of air travel.

Accommodation

- The nightly rate for single or double occupancy including all taxes and parking charges where applicable for the duration of the stay. Any other charges to the room shall be assumed by the Board Member.
- Parking fees at the hotel for the duration of the stay are covered by CAMA.
- When residing at the home of a friend or relative, a one-time gift to the host of \$80.00 maximum for the duration of the stay. No receipt required.

Meals

- An allowance of \$65.00 per day including travel days. No receipts required.

Incidentals

- An allowance of \$10.00 per day including travel days. No receipts required.

CONFERENCES AND SEMINARS

The Board may at times authorize participation at a Conference or Seminar. In such instances the provisions found under the "Authorized Business" section of this policy will apply unless modified as follows. Under special circumstances, the President may authorize such participation; a report to the Board will be made at the subsequent Board meeting.

Registration

- The cost of the Member's registration fee including meals and special events. Registration will be processed by the CAMA National Office.

Meals

- Where meals are included, the allowance will be adjusted by deducting the following:
 - \$12.00 breakfast
 - \$20.00 lunch
 - \$33.00 dinner.

CONSIDERATIONS

- By administrative directive the Board will establish the CAMA Expense Claim Form.
- The reimbursement provisions and allowances set out in this policy shall be reviewed on an annual basis by the Board and adjusted where deemed necessary.
- When travelling outside of Canada, the above allowances will be converted to the currency of the country visited.
- Expenses incurred in a country other than Canada will be reimbursed in Canadian funds in accordance with the CAMA Bank Foreign Exchange Rate.
- The CAMA Expense Claim Form must be submitted within fourteen (14) days upon completion of the travel.
- Unless otherwise requested, CAMA will reimburse the Board Member.

INTERPRETATION OF THE POLICY

The Board reserves the right to interpret the above policy and apply its provisions accordingly. It also reserves the right to determine where special circumstances may require deviation from this policy. Any approved deviation will be recorded in Board Meeting Minutes.



TRAVEL EXPENSE REPORT

Date Report Submitted: _____

Expenses Incurred By: _____

From (Place): _____ Date _____

To (Place): _____ Date _____

Purpose of trip (Board meeting, authorized business, Conferences/seminars, representation):

<i>Date</i>						<i>Total</i>
Airline Tickets						
Auto (give mileage)						
Taxi, Bus, Shuttle, etc.						
Hotel						
Meals						
Incidentals/Per Diem (\$25.00/Board Meeting)						
Registration Fees						
Parking						
Car Rental						
Fuel						
Tolls						
Miscellaneous						
TOTAL						

I hereby certify that this is a true and correct statement of expenses incurred by me on behalf of the Canadian Association of Municipal Administrators.

TOTAL EXPENSES: _____

LESS: OWING _____

BALANCE/REFUND: _____

PAYABLE TO: _____

Signature of Board Member: _____

AUTHORIZED BY: _____
ACCOUNTING CODE # _____