

**The THIRD Meeting
Of the 2023-2024 AMCTO Management Committee
Friday, January 19, 2024 – 10:00 a.m.
Via Zoom Meeting Platform**

AGENDA

23-23-24 Chair's Opening Remarks and Land Acknowledgements

We would like to acknowledge and recognize that the work of our members takes place on traditional Indigenous land across Ontario. We acknowledge that the AMCTO office is located on the traditional Indigenous territory of the Huron-Wendat, Haudenosaunee, Anishinabek and the Mississaugas of the Credit.

24-23-24 Declarations of Interest

25-23-24 Identification of Matters of New Business

26-23-24 Report of the October 20, 2023 AMCTO Management Committee Meeting (Pg 3-6 attached)

27-23-24 Finance and Administration Reports

- i) Report of the Preliminary Unaudited Financial Statements for the year ending December 31st 2023 (Pg 4-25 attached)

28-23-24 Membership and Accreditation Reports

- i) Applications for Member in Transition Status (Pg 26 attached)

29-23-24 Government Relations and Policy Report

- i) Women of Ontario Say No (Pg 27-42 attached)

30-23-24 Executive Director Reports

- i) 2024 Strategic Initiatives Proposal (Pg 43-52 attached)
- ii) AMCTO Governance Framework Proposal (Pg 53-60 attached)
- iii) Diversity, Equity and Inclusion Proposal (Pg 61-69 attached)

31-23-24 Closed Session

- i) Confidential strategic direction matter related to the Association (To be distributed under separate cover)

32-23-24 Other Business

33-23-24 Date for Next Meeting

Friday, April 19, 2024 – 10:00 a.m.
Via Zoom Meeting Platform

34-23-24 Adjournment

**Minutes of the SECOND Meeting
Of the 2023-2024 AMCTO Management Committee
Friday, October 20th, 2023 – 10:00 AM
Via Zoom Meeting Platform**

Members Present:

Stephen O'Brien AOMC, General Manager – City Clerk's Office/City Clerk, City of Guelph, President
Paul Shipway, CMO, AOMC, Dipl.M.A., Legislative Services Manager/Clerk, County of Middlesex, Vice-President
Elana Arthurs CMO, AOMC, Chief Administrative Officer, Township of Douro-Dummer, Immediate Past-President
Danielle Manton, AOMC, Dipl.M.M., City Clerk, City of Cambridge
Kyle Pratt, MPA, CMM III, CHRL, CMO, Dipl.M.A., Chief Administrative Officer, Town of Tillsonburg

Staff:

David Arbuckle, MPA, Executive Director
Dan Nguyen, CPA, CGA, Manager, Finance & Administration

9-23-24 Chair's Opening Remarks

S. O'Brien welcomed members to the meeting. Spoke briefly about the upcoming meeting with the Minister of Public and Business Service Delivery.

10-23-24 Declarations of Interest

No Declarations of Interest were identified.

11-23-24 Identification of Matters of New Business

D. Arbuckle introduced an additional item on the Municipal Internship Program to the agenda.

12-23-24 Report of the August 25th, 2023 AMCTO Management Committee Meeting – For Information

D. Arbuckle clarified that the Report of the August 25th, 2023 AMCTO Management Committee Meeting was approved and provided to the Board of Directors for information.

13-23-24 Financial Reports

- i) Report: Highlights of Proposed 2024 Operating Budget
- ii) Report: Proposed 2024-2026 Operating Budget

D. Nguyen provided an overview of the Financial Reports. He provided highlights of the Proposed 2024 Operating Budget and Proposed 2024-2026 Operating Budget. AMCTO expects a positive increase in overall revenue and budget across all portfolios in 2024.

Administrative portfolio expects an increase in expenses due to staff compensation, increased costs of living including mileage reimbursement rate, and office relocation.

It was moved by D. Manton and P. Shipway:

“THAT the Financial Reports be received and advanced to the Board of Directors for approval and:

THAT the Proposed 2024-2026 AMCTO Operating Budget be moved forward to the Board of Directors in November for approval”

CARRIED

14-23-24 Other Business

- i) Unappoint Member: AMP Accreditation Review Team (verbal)

D. Arbuckle briefed the AMCTO Management Committee about a member’s disqualification for AMP Accreditation Review Team due to the failure to maintain AMP Accreditation.

He recommended that the AMCTO Management Committee remove this member from AMP Accreditation Review Team.

It was moved by P. Shipway and seconded by E. Arthurs:

“THAT the recommendation to Unappoint Member from AMP Accreditation Review Team be approved”

CARRIED

ii) Upcoming Board Reports: AMCTO Governance and Career Development (verbal)

D. Arbuckle provided an overview of the Upcoming Board Reports on AMCTO Governance and Career Development. AMCTO plans to seek approval from the Board in upcoming Board of Directors meeting to implement Career Development Packages in 2025.

D. Arbuckle introduced a discussion on AMCTO potential governance changes in Board Composition and Committee Structure, seeking feedback from the AMCTO Management Committee.

Potential changes included the introduction of new committees connected to AMCTO strategic plan priorities, streamline/replace/maintaining existing committees, Board structure/membership adjustments.

Management Committee members provided feedback on each aspect, expressing support for committee structure and suggestions on how to potentially engage various membership categories in a alternative manner.

D.Arbumble noted all feedback provided and committed to bring back recommendations to the Board of Directors in February 2024.

iii) AMCTO Municipal Internship Program (verbal)

D. Arbuckle provided an update on conversations with other municipal association partners about a potential revival of the Municipal Internship Program (MIP). A draft model for a future MIP was presented to Management Committee.

Management Committee expressed their support for continued dialogue with potential partners and the revival of the MIP. They also provided feedback on different components of the draft model including internship positions, compensation and program components.

D.Arbumble received feedback and will provide updates on future discussions as they occur.

15-23-24 Closed Session

It was moved by P.Shipway and seconded by D.Manton:

“THAT the AMCTO Management Committee move into closed session to discuss confidential items related to the Association”

CARRIED

- i) Confidential strategic direction matter related to the Association (verbal)
- ii) Confidential legal matter related to the Association (verbal)

It was moved by P.Shipway and seconded by D.Manton:

“THAT the AMCTO Management Committee move into open session to discuss confidential items related to the Association”

CARRIED

16-23-24 Date for Next Meeting

Friday, January 19, 2024 – 10:00 a.m.
Via Zoom Meeting Platform

17-23-24 Adjournment

It was moved by P. Shipway and D. Manton:

“THAT the SECOND Meeting of the 2023-2024 AMCTO Management Committee be adjourned”

CARRIED

**AMCTO Unaudited Statement of Financial Position
As at December 31, 2023**

	Current YTD Actual	Previous YTD Actual
ASSETS		
Current Assets		
Cash	\$652,521	\$585,645
Accounts Receivable	\$29,877	\$56,770
Prepaid Expenses	\$65,302	\$84,507
	\$747,700	\$726,922
Rent Inducement Receivable	\$0	\$0
Long-term Investments	\$1,981,342	\$1,820,194
Capital and Intangible Assets	\$108,996	\$111,514
	\$2,838,038	\$2,658,630
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts Payable and Accrued Liabilities	\$217,284	\$264,265
Deferred Revenue	\$692,787	\$578,502
	\$910,071	\$842,767
Deferred Rent Inducement	\$11,741	\$31,869
CEBA Loan	\$0	\$30,000
	\$921,812	\$904,637
Net Assets		
Invested in Capital and Intangible Assets	\$108,996	\$111,514
Internally Restricted Funds		
Education & Innovation	\$266,083	\$316,602
Strategic Initiatives	\$208,136	\$221,190
Government Relations	\$149,596	\$149,596
Operations	\$991,584	\$1,130,856
Unrestricted	\$29,595	\$27,080
Net Surplus/(Deficit) to-date	\$162,235	-\$202,844
	\$1,916,226	\$1,753,993
	\$2,838,038	\$2,658,630

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Membership	\$706,373	\$717,073	-1.49%	\$669,230
Accreditation	\$5,039	\$2,618	92.48%	\$1,593
Education Programs	\$1,156,502	\$1,064,376	8.66%	\$862,837
Professional Development Programs	\$591,831	\$551,560	7.30%	\$593,084
Annual Conference	\$541,509	\$542,806	-0.24%	\$446,866
Publications	\$41,212	\$38,680	6.55%	\$27,779
Legislative Services	\$0	\$0		\$0
Communications & Marketing	\$343,028	\$375,645	-8.68%	\$399,990
Administration	\$30,094	\$45,570	-33.96%	(\$179,402)
Total Revenues	\$3,415,587	\$3,338,328	2.31%	\$2,821,976
Expenditures				
Membership	\$106,329	\$140,881	-24.53%	\$66,143
Accreditation	\$33,602	\$27,655	21.50%	\$26,444
Education Programs	\$491,773	\$534,541	-8.00%	\$500,964
Professional Development Programs	\$256,010	\$232,921	9.91%	\$227,347
Annual Conference	\$493,684	\$492,982	0.14%	\$449,442
Publications	\$13,794	\$16,281	-15.27%	\$12,281
Legislative Services	\$170,037	\$184,780	-7.98%	\$150,838
Communications & Marketing	\$135,254	\$144,383	-6.32%	\$147,754
Administration	\$1,552,871	\$1,563,903	-0.71%	\$1,443,608
Total Expenditures	\$3,253,353	\$3,338,328	-2.55%	\$3,024,820
Surplus/Deficit	\$162,235	\$0		(\$202,844)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Membership

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Annual Membership Revenues				
Membership Fees				
Full	\$624,163	\$633,598	-1.49%	\$593,431
Associate	\$20,737	\$26,337	-21.26%	\$22,149
Other (incl. Retired, Student, MIT & NP)	\$61,423	\$56,618	8.49%	\$53,500
Total Membership Fees	\$706,323	\$716,553	-1.43%	\$669,080
Membership - Other	\$50	\$520	-90.38%	\$150
Total Annual Membership Revenues	\$706,373	\$717,073	-1.49%	\$669,230
Annual Membership Expenditures				
Membership Administration	\$3,660	\$2,500	46.38%	\$2,601
Credit Card Service Fee	\$9,283	\$14,925	-37.80%	\$10,808
Membership Broadcast Services	\$2,202	\$1,900	15.89%	\$1,919
Career Transition Counselling Service	\$0	\$500	-100.00%	\$0
Awards Programs (non-education)	\$95	\$500	-81.02%	\$0
Membership Recognition	\$1,002	\$3,300	-69.63%	\$1,452
Total Annual Membership Expenditures	\$16,242	\$23,625	-31.25%	\$16,781
Annual Membership - Gross	\$690,131	\$693,448	-0.48%	\$652,449
Staff Costs	\$90,087	\$117,256	-23.17%	\$49,362
MEMBERSHIP NET	\$600,044	\$576,191	4.14%	\$603,087

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Accreditation

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Accreditation Program Revenues				
CMO Fees	\$925	\$561	64.88%	\$354
AMP Fees	\$1,122	\$561	100.00%	\$531
AOMC Fees	\$2,992	\$1,496	100.00%	\$708
Total Accreditation Program Revenues	\$5,039	\$2,618	92.48%	\$1,593
Accreditation Program Expenditures				
Administration	\$390	\$2,000	-80.50%	\$0
Credit Card Service Fee	\$125	\$56	121.53%	\$43
Accreditation Program Marketing	\$1,414	\$1,625	-12.96%	\$3,768
Total Accreditation Program Expenditures	\$1,929	\$3,681	-47.60%	\$3,811
Accreditation Programs - Gross	\$3,110	(\$1,063)	-392.48%	(\$2,218)
Staff Costs	\$31,673	\$23,974	32.11%	\$22,632
ACCREDITATION - NET	(\$28,563)	(\$25,037)	14.08%	(\$24,851)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education -- MAP

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Course Fees	\$238,334	\$267,082	-10.76%	\$233,297
Challenge Exam	\$750	\$2,760	-72.83%	\$940
In-Class Administration	\$116,100	\$61,600	88.47%	\$55,950
	<u>\$355,184</u>	<u>\$331,442</u>	7.16%	<u>\$290,187</u>
Binders	\$9,815	\$4,920	99.49%	\$8,250
Total MAP Revenues	<u>\$364,999</u>	<u>\$336,362</u>	8.51%	<u>\$298,437</u>
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$11,970	\$12,600	-5.00%	\$11,400
Trainer/Facilitator Expenses		\$0		
Marker Fees	\$47,469	\$63,480	-25.22%	\$51,982
Catering		\$0		
Other	\$941	\$1,500	-37.25%	\$656
General Program Administration	<u>\$60,380</u>	<u>\$77,580</u>	-22.17%	<u>\$64,038</u>
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revision of Course Materials	\$25	\$0	0.00%	\$34,896
Contr. From Education & Innovation Reserve	\$0	\$0	0.00%	\$0
Binders	\$3,974	\$5,170	-23.14%	\$3,985
Total MAP Expenditures	<u>\$64,379</u>	<u>\$82,750</u>	-22.20%	<u>\$102,919</u>
MUNICIPAL ADMINISTRATION PROGRAM -- NET	<u>\$300,620</u>	<u>\$253,612</u>	18.54%	<u>\$195,518</u>

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education -- MAFP

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Course Fees	\$80,474	\$94,325	-14.68%	\$69,169
Challenge Exam	\$500	\$440	13.64%	\$0
In-Class Administration	\$40,375	\$30,800	31.09%	\$27,770
	<u>\$121,349</u>	<u>\$125,565</u>	<u>-3.36%</u>	<u>\$96,939</u>
Binders	\$3,670	\$2,400	52.92%	\$2,930
Total MAFP Revenues	<u>\$125,019</u>	<u>\$127,965</u>	<u>-2.30%</u>	<u>\$99,869</u>
Expenditures				
Professional Fees - Instructor/Trainer/Speaker Trainer/Facilitator Expenses	\$3,150	\$6,300	-50.00%	\$6,000
Marker Fees	\$18,648	\$20,580	-9.39%	\$17,014
Catering				
Other	\$601	\$1,000	-39.92%	\$468
General Program Administration	<u>\$22,399</u>	<u>\$27,880</u>	<u>-19.66%</u>	<u>\$23,482</u>
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revision of Course Materials	\$0	\$0	0.00%	\$14,315
Contr. From Education & Innovation Reserve	\$0	\$0	0.00%	\$0
Binders	\$1,390	\$2,658	-47.70%	\$1,897
Total MAFP Expenditures	<u>\$23,789</u>	<u>\$30,538</u>	<u>-22.10%</u>	<u>\$39,693</u>
MUNICIPAL ACCOUNTING & FINANCE-- NET	<u>\$101,230</u>	<u>\$97,427</u>	<u>3.90%</u>	<u>\$60,176</u>

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education -- Municipal Law

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Course Fees	\$77,983	\$94,325	-17.33%	\$63,630
In-Class Administration	\$42,550	\$39,900	6.64%	\$35,400
Binders	\$3,200	\$1,520	110.53%	\$2,845
Total MLP Revenues	\$123,733	\$135,745	-8.85%	\$101,875
Expenditures				
Professional Fees - Instructor/Trainer/Speaker Trainer/Facilitator Expenses	\$7,560	\$10,800	-30.00%	\$9,600
Marker Fees	\$18,304	\$23,870	-23.32%	\$18,115
Catering Other	\$1,019	\$1,200	-15.10%	\$912
General Program Administration	\$26,883	\$35,870	-25.05%	\$28,627
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revisions	\$2,644	\$25,000	-89.43%	\$58
Contribution from Education & Innovation Reserve	\$0	(\$25,000)	-100.00%	\$0
Binders	\$2,825	\$1,657	70.51%	\$1,505
Total MLP Expenditures	\$32,352	\$37,527	-13.79%	\$30,191
MUNICIPAL LAW-- NET	\$91,381	\$98,218	-6.96%	\$71,684

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education - Other Programs

	Current YTD Actual	Current Year Budget	Variance %	Current YTD Actual
Exec. Diploma in Municipal Management				
Program Registration	\$168,048	\$132,340	26.98%	\$108,325
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$41,400	\$33,000	25.45%	\$30,380
Trainer/Facilitator Expenses	\$3,198	\$0	0.00%	\$0
Marker Fees	\$3,018	\$6,600	-54.27%	\$3,457
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$146	\$675	-78.44%	\$127
General Program Administration	\$47,761	\$40,275	18.59%	\$33,964
Revisions/Program Development	\$500	\$1,500	-66.67%	\$1,250
Contr. From Education & Innovation Reserve	\$0	(\$1,500)	-100.00%	\$0
Total EDMM Program - Expenditure	\$48,261	\$40,275	19.83%	\$35,214
EXECUTIVE DIPLOMA PROGRAM - NET	\$119,787	\$92,065	30.11%	\$73,111

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education - Other Programs

	Current YTD Actual	Current Year Budget	Variance %	Current YTD Actual
Human Resources Certificate Program				
Program Registration	\$101,640	\$135,344	-24.90%	\$87,500
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$15,400	\$14,600	5.48%	\$10,950
Trainer/Facilitator Expenses	\$0	\$0	0.00%	\$0
Marker Fees	\$1,663	\$4,400	-62.20%	\$2,380
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$0	\$0	0.00%	\$0
General Program Administration	\$17,063	\$19,000	-10.19%	\$13,330
Program Revisions	\$0	\$3,000	0.00%	\$0
Contr. From Education & Innovation Reserve	\$0	(\$3,000)	0.00%	\$0
Total HRCP - Expenditure	\$17,063	\$19,000	-10.19%	\$13,330
HUMAN RESOURCES PROGRAM - NET	\$84,577	\$116,344	-27.30%	\$74,170

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education - Other Programs

	Current YTD Actual	Current Year Budget	Variance %	Current YTD Actual
Municipal Clerks Institute				
Program Registration	\$138,465	\$99,569	39.06%	\$86,058
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$31,971	\$33,000	-3.12%	\$20,898
Trainer/Facilitator Expenses	\$0	\$1,500	-100.00%	\$0
Venue	\$0	\$500	-100.00%	\$0
Catering	\$0	\$1,500	-100.00%	\$0
Other	\$350	\$500	-30.00%	\$0
General Program Administration	\$32,321	\$37,000	-12.64%	\$20,898
Total Clerks Institute - Expenditure	\$32,321	\$37,000	-12.64%	\$20,898
MUNICIPAL CLERKS INSTITUTE - NET	\$106,144	\$62,569	69.64%	\$65,160
Municipal Executive Leadership Program				
Share of Program Revenues (from Ivey)	\$42,838	\$19,600	118.56%	\$17,200
Storytelling with Finance - Executive Program				
Share of Program Revenues (Ivey)	\$0	\$11,025	-100.00%	\$0
Program Development	\$0	\$6,000	-100.00%	\$0
Program Marketing	\$0	\$3,000	-100.00%	\$0
Total Storytelling with Finance Prog - Expenditure	\$0	\$9,000	-100.00%	\$0
COMMUNICATING PROGRAM - NET	\$0	\$2,025	-100.00%	\$0

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Education -- Miscellaneous

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Primer on Planning Program Registration	\$58,645	\$43,550	34.66%	\$43,819
Parliamentary Procedures Course Reg'n	\$22,800	\$21,175	7.67%	\$16,659
Education - Miscellaneous	\$715	\$200	257.50%	\$1,345
Education Awards - Sponsorship Revenues	\$9,600	\$1,500	540.00%	\$1,750
Total Education-Miscellaneous Revenues	\$91,760	\$66,425	38.14%	\$63,573
Expenditures				
Primer on Planning General Program Administration	\$16,262	\$20,624	-21.15%	\$17,720
Parliamentary Procedures General Program Administration	\$6,767	\$6,922	-2.23%	\$5,406
Credit Card Service Fee (for All Education Programs)	\$22,261	\$22,426	-0.74%	\$18,033
Education Program Broadcasts	\$2,834	\$2,500	13.37%	\$2,484
Education - Miscellaneous	\$872	\$1,700	-48.68%	\$2,442
Education - LMS	\$22,668	\$22,500	0.75%	\$22,980
Education Awards	\$2,876	\$2,000	43.81%	\$1,825
Total Education - Miscellaneous Expenditures	\$74,541	\$78,672	-5.25%	\$70,890
EDUCATION - MISCELLANEOUS -- NET	\$17,219	(\$12,247)	-240.60%	(\$7,317)
Staff Costs (all Education)	\$199,066	\$199,780	-0.36%	\$187,828
ALL EDUCATION PROGRAMS -- NET	\$664,729	\$529,834	25.46%	\$361,873

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Professional Development Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Workshop & Webinar Revenues				
Program Registration - Workshops	\$139,735	\$142,800	-2.15%	\$169,424
Program Registration - Webinars	\$42,830	\$47,250	-9.35%	\$44,485
Total Workshop & Webinar Revenues	\$182,565	\$190,050	-3.94%	\$213,909
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$10,400	\$13,900	-25.18%	\$7,600
Trainer/Facilitator Expenses	\$0	\$0	0.00%	\$0
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$297	\$500	-40.52%	\$324
General Administration - Workshops	\$10,697	\$14,400	-25.71%	\$7,924
Program Development	\$3,400	\$8,750	-61.14%	\$1,500
Contribution from Educ & Innov Reserves	\$0	(\$8,750)	-100.00%	\$0
Total Workshop & Webinar Expenditures	\$14,097	\$14,400	-2.10%	\$9,424
WORKSHOP & WEBINARS - NET	\$168,468	\$175,650	-4.09%	\$204,485

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Professional Development Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Annual Forums				
Program Registration	\$190,868	\$197,235	-3.23%	\$162,140
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$7,232	\$12,000	-39.74%	\$1,500
Trainer/Facilitator Expenses	\$841	\$500	68.25%	\$0
Venue	\$5,000	\$500	900.00%	\$0
Catering	\$1,840	\$6,000	-69.33%	\$0
Other	\$1,459	\$500	191.81%	\$25
General Administration - Forums	\$16,372	\$19,500	-16.04%	\$1,525
Total Annual Forums - Expenditure	\$16,372	\$19,500	-16.04%	\$1,525
ANNUAL FORUMS - NET	\$174,496	\$177,735	-1.82%	\$160,615

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Corporate Training Program				
Program Registration	\$217,898	\$150,345	44.93%	\$217,035
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$63,887	\$33,000	93.60%	\$67,400
Trainer/Facilitator Expenses	\$7,636	\$15,345	-50.24%	\$4,554
Catering	\$0	\$0	0.00%	\$0
Other	\$0	\$0	0.00%	\$300
General Administration - Corporate Training	\$71,523	\$48,345	47.94%	\$72,254
Total Corporate Training - Expenditure	\$71,523	\$48,345	47.94%	\$72,254
CORPORATE TRAINING - NET	\$146,374	\$102,000	43.50%	\$144,781

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

AGM & Professional Development Institute

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Delegate Registration	\$316,670	\$299,020	5.90%	\$241,266
Trade Show & Exhibit	\$84,419	\$75,250	12.18%	\$70,283
Corporate Sponsorship	\$90,415	\$78,000	15.92%	\$106,050
Golf Tournament	\$2,520	\$6,000	-58.00%	\$5,104
Optional Event / Virtual PD	\$47,485	\$84,536	-43.83%	\$24,163
Sale of Extra Tickets	\$0	\$0	0.00%	\$0
Total AGM Revenues	\$541,509	\$542,806	-0.24%	\$446,866
Expenditures				
Credit Card Service Fee	\$7,882	\$6,788	16.12%	\$7,624
Annual Meeting	\$150	\$200	-25.00%	\$0
Courier/Postage	\$326	\$500	-34.77%	\$431
Marketing/Printing	\$9,587	\$9,000	6.52%	\$6,970
Fees & Expenses - Instructor/Trainer/Speaker	\$23,677	\$25,000	-5.29%	\$24,646
Audiovisual	\$53,036	\$86,000	-38.33%	\$36,778
Guests/President's Expenses	\$13,043	\$10,000	30.43%	\$10,468
Staff Travel/Accommodation	\$9,774	\$8,000	22.18%	\$8,087
Supplies/Sundry	\$12,086	\$7,500	61.15%	\$12,486
Trade Show	\$17,092	\$15,000	13.94%	\$15,893
Companions Program	\$0	\$0	0.00%	\$0
Entertainment	\$17,140	\$18,600	-7.85%	\$14,033
Golf Tournament	\$5,825	\$6,000	-2.92%	\$8,177
Food and Beverage	\$179,577	\$160,000	12.24%	\$176,897
Optional Event	\$34,842	\$37,700	-7.58%	\$21,026

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

AGM & Professional Development Institute

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Conference Charity	\$8,100	\$5,000	62.00%	\$7,000
Conference Committee	\$0	\$0	0.00%	\$0
Conference Presentation Review/Refresh	\$0	\$0	0.00%	\$0
Consultant's Fee - Conference Management	\$0	\$0	0.00%	\$5,923
Contribution from E&I Reserve - Scholarships	\$0	(\$4,950)	-100.00%	\$0
Total AGM Expenditures	\$392,138	\$390,338	0.46%	\$356,441
Annual General Meeting -- Gross	\$149,371	\$152,468	-2.03%	\$90,425
Staff Costs	\$101,546	\$102,644	-1.07%	\$93,001
ANNUAL GENERAL MEETING - NET	\$47,825	\$49,824	-4.01%	(\$2,576)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Publications

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Municipal Minute - Advertising Share	\$22,300	\$12,000	85.83%	\$6,098
Municipal Directory	\$18,912	\$26,680	-29.11%	\$21,681
Total Publications Revenues	\$41,212	\$38,680	6.55%	\$27,779
Expenditures				
Credit Card Service Fee	\$1,037	\$967	7.24%	\$640
Shipping & Handling	\$0	\$0	0.00%	\$103
Publications Broadcasts	\$0	\$500	-100.00%	\$0
Total Publications Expenditures	\$1,037	\$1,467	-29.31%	\$743
PUBLICATIONS -- GROSS	\$40,175	\$37,213	7.96%	\$27,036
Staff Costs	\$12,757	\$14,814	-13.88%	\$11,537
PUBLICATIONS -- NET	\$27,418	\$22,399	22.41%	\$15,498

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Legislative Services

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Expenditures				
Communication & Technology	\$1,674	\$500	234.84%	\$1,619
Government Relations Expenses	\$1,774	\$5,050	-64.88%	\$2,532
Legislative & Policy Advisory Committee	\$0	\$6,900	-100.00%	\$0
Policy & Advocacy Program Research	\$4,800	\$5,000	-4.00%	\$0
Total Legislative Services Expenditures	\$8,248	\$17,450	-52.73%	\$4,151
Staff Costs	\$161,789	\$167,330	-3.31%	\$146,686
LEGISLATIVE SERVICES -- NET	(\$170,037)	(\$184,780)	-7.98%	(\$150,838)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Communications and Marketing

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Broadcast Services	\$339,690	\$357,265	-4.92%	\$393,490
Sponsored PD	\$3,000	\$15,000	-80.00%	\$6,500
Merchandise	\$338	\$3,380	-90.01%	\$0
Total Communications & Marketing Revenues	\$343,028	\$375,645	-8.68%	\$399,990
Expenditures				
Trade Shows/Sponsorships	\$13,452	\$9,000	49.47%	\$13,595
Credit Card Service Fee	\$11,901	\$7,877	51.09%	\$10,364
Job Ad Broadcasts	\$4,496	\$4,400	2.19%	\$4,303
Website Maintenance	\$2,423	\$300	707.67%	\$196
Media Relations	\$0	\$2,000	-100.00%	\$0
Market Research	\$1,680	\$400	320.00%	\$1,680
Annual Awards Inserts	\$0	\$3,000	-100.00%	\$0
Digital Marketing	\$395	\$5,110	-92.27%	\$1,355
Merchandise	\$0	\$2,600	-100.00%	\$0
Total Communications & Marketing Expenditures	\$34,348	\$34,687	-0.98%	\$31,494
Communications & Marketing - Gross	\$308,680	\$340,958	-9.47%	\$368,496
Staff Costs	\$100,906	\$109,696	-8.01%	\$116,260
COMMUNICATIONS & MARKETING - NET	\$207,774	\$231,262	-10.16%	\$252,236

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Administration

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Investment Income	\$64,807	\$44,970	44.11%	\$53,344
Change in Investment FMV	(\$34,753)	\$0	0.00%	(\$232,778)
Other Revenue	\$40	\$600	-93.33%	\$32
Total Administration Revenues	\$30,094	\$45,570	-33.96%	(\$179,402)
Expenditures - Administration				
Supplies & Sundry	\$1,603	\$5,000	-67.95%	\$3,872
Zones	\$12	\$500	-97.62%	\$0
Equipment Rental - Copying & Printing	\$3,863	\$7,004	-44.85%	\$4,975
Telephone and Internet	\$17,642	\$16,020	10.12%	\$15,389
Equipment Rental - Postage	\$5,091	\$5,100	-0.17%	\$5,091
Postage	\$5,422	\$1,000	442.18%	\$292
Base Rent	\$75,480	\$75,480	0.00%	\$75,480
Office Operating Costs	\$99,034	\$104,244	-5.00%	\$101,364
Contract Services - Operations	\$7,409	\$6,700	10.59%	\$5,924
Audit	\$16,240	\$14,000	16.00%	\$15,550
Publications & Memberships	\$625	\$1,500	-58.31%	\$775
Insurance	\$13,499	\$12,000	12.49%	\$12,190
Legal	\$7,043	\$1,500	369.50%	\$1,797
Couriers	\$813	\$815	-0.19%	\$1,392
Staff Training	\$13,329	\$20,000	-33.35%	\$12,740
Payroll Processing Fees	\$2,248	\$1,820	23.50%	\$2,017
Bank Charges	\$483	\$610	-20.74%	\$389
Investments - Management Fee	\$10,734	\$12,500	-14.13%	\$14,254
Depreciation - IT Software/Hardware	\$25,830	\$36,601	-29.43%	\$25,288
Depreciation - Furniture and Fixtures	\$3,009	\$3,109	-3.21%	\$3,155
Depreciation - General	\$573	\$1,146	-50.00%	\$976
Amortization of Leasehold improvement	\$0	\$0	0.00%	\$0

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Administration

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Contract Services - Information Technology	\$90,919	\$86,000	5.72%	\$102,148
Board Elections - Alternative Voting	\$4,000	\$4,000	0.00%	\$4,000
Bad Debt	\$0	\$200	-100.00%	\$0
Salaries	\$1,542,974	\$1,544,313	-0.09%	\$1,404,664
Employee Benefits	\$360,078	\$365,000	-1.35%	\$321,374
Staff Costs Allocated	(\$827,522)	(\$860,458)	-3.83%	(\$750,308)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2023**

Administration

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
IT Technology Strategy	\$0	\$10,000	-100.00%	\$0
Contr. From Strategic Initiative Reserve	\$0	(\$10,000)	-100.00%	\$0
HR/Performance Management Consulting		\$12,800		
Contribution from General Operating Reserve				
Total Administration Expenditures	\$1,480,430	\$1,478,503	0.13%	\$1,384,787
Expenditures - Administrative Meetings				
Board of Directors - Regular Meetings	\$31,371	\$34,000	-7.73%	\$20,120
Board of Directors - Strategic Priorities (Org & Zone Reviews)	\$0	\$20,000	-100.00%	\$13,054
Contr from Strategic Init. Reserve	\$0	(\$20,000)	-100.00%	\$0
Management Committee	\$0	\$1,400	-100.00%	\$0
Zone Meetings	\$9,295	\$14,000	-33.61%	\$26
Board/Zone/Committee Training	\$2,411	\$5,000	-51.79%	\$5,000
Staff/Board Business Meetings	\$7,948	\$6,000	32.46%	\$6,531
Conference Attendance	\$21,417	\$25,000	-14.33%	\$14,090
Total Administrative Meetings Expenditures	\$72,440	\$85,400	-15.18%	\$58,821
ADMINISTRATION -- NET	(\$1,522,777)	(\$1,518,332)	0.29%	(\$1,623,010)

**MEMBERSHIP MATTERS
MEMBERS IN-TRANSITION**

**TO THE AMCTO MANAGEMENT COMMITTEE MEETING
Friday, January 19, 2024**

MEMBERS-IN-TRANSITION

1st Year Approvals

ZONE 2

Lindsay Cline
Clerk/Legislative Services Supervisor
Municipality of North Perth

Jessica Pinkse
Tax Collector/Deputy Treasurer
Municipality of Brockton

ZONE 3

Kwab Ako-Adjei
Former, Director, Corporate Communications &
Engagement, City of Burlington

ZONE 4

Christine Leduc, CMO
Supervisor, Collections, City of Mississauga

Rumali Perera
Deputy Clerk, City of Pickering

ZONE 6

Alison E. Merkley, Dipl.M.A., Dipl.M.M.
Former, Clerk
Township of Elizabethtown-Kitley

Valérie Parisien
Treasurer
United Counties of Prescott and Russell

ZONE 7

Kryssaundra Sinclair
Former, Administrative Assistant
Township of Ryerson

2nd Year Approvals

ZONE 2

Jessica Gunby, Dipl.M.A., Dipl.M.M.
Committee of Adjustments
Township of Severn

Cally A. Mann, Dipl.M.A.
Municipal Executive Coordinator
Municipality of Brockton

ZONE 3

Steven P. Freitas, CPA, CGA
Former, Supervisor, Accounting & Reporting
City of Mississauga

Amelia Jaggard
Deputy Clerk, Town of Tillsonburg

Michelle Smibert, AOMC, CMO
Former, Director of Corporate Services/Clerk
Town of Tillsonburg

Holly Marie Willford
Town Clerk, Town of Pelham

ZONE 4

Samantha Blakeley
Deputy Clerk, Town of Whitchurch - Stouffville

Jordyn L. Lavecchia-Smith
Deputy Clerk, Corporate Services, Town of Caledon

ZONE 5

Leigh Doughty, CMO
Trent University

Christine A. Jones, AMCT
Former, Planning Assistant, Township of Stirling-Rawdon

ZONE 6

Aimée D. Roy
Deputy Clerk, The Nation Municipality

4TH Year Approvals

ZONE 3

Nancy Fiorentino, Dipl.M.M.
Former, Council and Committee Services Coordinator

5TH Year Approvals

ZONE 6

Beryl Brownlee, AMCT
Program Manager, Building Code Services
City of Ottawa



AMCTO Staff Report

TO: Management Committee

RE: **Supporting Women of Ontario Say No Campaign**

FROM: Alana Del Greco, Manager – Policy and Government Relations

REPORT DATE: January 19, 2024

PURPOSE:

Seek Board support for Women of Ontario Say No (WOSN) campaign.

RECOMMENDATION:

THAT the resolution attached as Appendix I, in support of the Women of Ontario Say No campaign, be adopted.

HISTORICAL BACKGROUND:

In 2021, the Province launched consultations to Strengthen Municipal Codes of Conduct in response to serious and significant allegations against a city councillor in Ottawa and in other municipalities. The review was led by the Associate Minister for Children and Women's Issues and supported by the Minister of Municipal Affairs and Housing and proposals provided were developed by MMAH and AMO.

AMO released its recommendations in support of the consultation and provided a template council resolution to gather municipal support for change. AMCTO presented its advice and recommendations to the Associate Minister and also made a written submission to the consultation. The Province has yet to act on received input and recommendations.

MPP Stephen Blais has put forward private members bills, including Bill 5, which called for:

- Municipal codes of conduct to require compliance with workplace violence and harassment policies
- Authorize the Integrity Commissioner to apply to court to vacate a member's seat if a councillor was found to fail to comply with these policies;
- Restricted those removed from standing for election or be reappointed to council or a local board.

Despite support from Ontario Big City Mayors, Women of Ontario Say No and others, the bill failed to pass the legislature.

In Fall 2022, Women of Ontario Say No approached AMCTO seeking support for their campaign to hold municipally-elected politicians accountable for violence and harassment.

ANALYSIS OF ISSUE/S:

In 2021, AMCTO provided feedback on operational matters, suggestions for improving process, considerations for implementation including not putting staff in the middle, and mechanisms to protect staff, especially CAOs, who have no place to turn to when faced with harassment and poor behaviour from members of council.

Association of Municipalities of Ontario

AMO's position on Codes of Conduct is:

- Code content should be updated to account for workplace safety and harassment
- Creating a flexible administrative penalty regime that could be adapted to the local economic and financial circumstances of municipalities across Ontario
- Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province
- Allowing municipalities to apply to a member of the judiciary to remove a sitting member if recommended through the report of a municipal Integrity Commissioner

Given AMCTO's feedback to the consultation, AMCTO has supported this position except for the use of administrative monetary penalty regime as it is not clear how this would work in practice. Without the details and assuming the regime would leverage the existing AMPS processes AMCTO is concerned about:

- Implementation and capacity: Not every municipality uses AMPS and some only use it for parking infractions;
- Conflict of interest: potential risk in putting municipal contractors or municipal staff appointed by council in conflict with members of council.

Ontario Big City Mayors (OCBM)

In April, OCBM passed a resolution supporting AMO's call to introduce legislation to strengthen municipal Codes of Conduct and compliance with them in consultation with municipal governments or in the alternative, OCBM supports the province ordering Bill 5 for second reading to expedite this matter. The resolution included support for all of AMO's proposed legislative amendments.

City of Toronto

On October 11 and 12, 2023, Toronto City Council requested that the Province amend the *City of Toronto Act* to address workplace harassment and discrimination by members of council and local boards including:

- mandatory training in workplace anti-harassment/discrimination requirements for Members of Council, their staff, and members of local boards.
- A duty for Members of Council, their staff, and members of local boards to report harassment/discrimination in the workplace;
- An appropriate range of penalties should apply;
- Remedial measures and supports should be available and the interests of complainants must be accommodated in a trauma-informed process;
- Appropriate support and indemnification should be provided to Members of Council, their staff, and members of local boards;
- Workplace harassment/discrimination complaints should be investigated in a fair, efficient and independent manner; and
- Workplace harassment /discrimination cases should be heard, and have penalties, if any, imposed by a court or administrative tribunal and not debated or decided at Council.

Council also requested that the Integrity Commissioner in consultation with City Clerk, City Manager, and City Solicitor report back on having the commissioner serve as ethics executive for members' staff under the Human Resources Management and Ethical Framework for Members staff.

Note: Toronto's Integrity Commissioner is appointed to a non-renewable 5-year term whereas many other municipalities have ICs on retainer.

Additional Municipal Support

In addition to the City of Toronto, WOSN lists approximately 200 additional municipalities who have expressed support for Bill 5 and/or WOSN.

Strong Mayors

Given the ongoing uncertainties on the implementation and reach of strong mayor powers as well as the legacy of frayed council-staff relations, there is also an opportunity to highlight the impact of poor member of council behaviours on the well-being of municipal staff.

Currently, proposals do not include a mechanism for municipal staff to manage challenging relationships with members of council.

LPAC Discussion



LPAC held a discussion on this request at its December meeting. While members highlighted the need for AMCTO as a staff association to be strategic and take care in how it engages in the space given the political nature of the topic, there was agreement that there was a space for AMCTO in this area.

Proposed Approach

Staff are recommending that Committee approve the draft resolution attached. While different from AMO's original template, which is endorsed by WOSN, the modifications highlight the concerns about codes of conduct from a municipal staff perspective and includes the recommendations AMCTO had put forward to the Province in 2021. In addition, it contains clauses to reinforce AMCTO's existing recommendations related to council-staff relations, the need for an independent and non-partisan CAO and the need to clarify the role of staff as administrators and members of council which also address AMCTO's continued concerns related to strong mayors.

WOSN have indicated they will be hosting an "all-party press conference" in mid-February, 2024 to highlight the need for action. While details of the event are not currently available, organizers have indicated they would appreciate AMCTO endorsement of the campaign in advance of that event as well as AMCTO's potential participation in the event.

In light of this request, staff are seeking Management Committee's endorsement of the attached motion on behalf of the AMCTO Board of Directors, as is permitted by the Management Committee Terms of Reference.

While the endorsement will appear on the February 2024 Board of Director's meeting agenda for information, staff also appreciate that Management Committee may wish to engage the entire Board of Directors in advance of formally adopting the motion.

Next Steps

Should Committee pass the resolution, AMCTO staff would forward a copy to WOSN, AMO and the Ministry of Municipal Affairs and Housing. AMCTO may be referenced as a supporting organization during WOSN media event in February as well as on the organization's website and social media.

FINANCIAL IMPACT:

N/A

LINK TO STRATEGIC GOALS/PRIORITIES:



The proposed action supports the following Strategic Plan elements:

- Goal 7: AMCTO informs and influences public policy in its capacity as the respected voice of municipal professionals.
 - Build and maintain relationships with government and sector stakeholders and grow AMCTO's profile and reputation for substantive policy expertise.

There are also potential synergies with AMCTO's Policy and Advocacy Framework including the Issue Profile:

- Accountability and transparency frameworks must be improved to operate efficiently and effectively and manage local relationships:
 - A broader range of penalties on a progressive hierarchy or range of penalties should be introduced to manage egregious council member conduct and a model code should be developed in consultation with the sector to ensure consistency across the Province.

Appendix I: Draft Resolution

Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement

Whereas all Ontarians deserve and expect a safe and respectful workplace;

Whereas, municipal governments, as the democratic institutions most directly engaged with Ontarians, including municipal staff, need respectful discourse;

Whereas, several incidents in recent years of disrespectful behaviour and workplace harassment have occurred amongst members of municipal councils;

Whereas, these incidents seriously and negatively affect the people involved and lower public perceptions of local governments;

Whereas AMCTO members are the municipal staff, managers, and senior leaders who may also be impacted by the disrespectful behaviour of members of council impacting morale and well-being;

Whereas AMCTO remains concerned about the changes to council-staff and mayor-staff relations as a result of strong mayor legislation which has led to fraying relationships and organizational repercussions in some municipalities that have implemented strong mayor powers;

Whereas ensuring a strong, stable, and sustainable municipal administration for many years to come is critical for the continued efficient and effective program and service delivery undertaken by municipal public servants on behalf of the municipalities for which they work;

Whereas AMCTO members are the municipal staff who support implementation of Codes of Conduct and related policies, procedures and processes;

Whereas, municipal Codes of Conduct are helpful tools to set expectations of council member behaviour;

Whereas, municipal governments do not have the necessary tools to adequately enforce compliance with municipal Codes of Conduct;

Now, therefore be it resolved that AMCTO supports the call of Women of Ontario Say No and Association of Municipalities of Ontario to introduce legislation to strengthen municipal Codes of Conduct in consultation with municipal governments and municipal staff and AMCTO;

Also be it resolved that the legislation encompass:

- Updating municipal Codes of Conduct to account for workplace safety and harassment and council-staff relations.
- Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province;
- Requiring mandatory training of all members of council, including the head of council, to promote understanding their responsibility to ensure a respectful workplace and their roles in the municipality;
- Ensuring that any remedial mechanism implemented to enforce the codes of conduct avoid placing:
 - municipal staff in situations where they may be in conflict with members of council;
 - additional administrative and operational burden on municipal staff;
- Ensuring that there is a mechanism through which municipal staff, including Chief Administrative Officers (CAO), receive support, advice and access to remedial measures to manage problematic interactions with members of council;
- Reinstating the independent and impartial role of the CAO and make the hiring of a CAO mandatory returning the appointment power to council.
- Clarifying the roles of CAO and head of council as Chief Executive Officer (CEO) to distinguish between administrative and political responsibilities and codifying CAO responsibilities.
- Clarifying the roles and responsibilities of staff and council to distinguish between providing strategic oversight and implementing administration and operations.

Appendix II: AMCTO's Submission to the 2021 Strengthening Codes of Conduct Consultation (see below)



July 14, 2021

The Honourable Jane McKenna
Associate Minister for Children and Women's Issues
Ministry of Children, Community and Social Services
438 University Ave, 7th Floor
Toronto, ON M5G 2K8

Dear Associate Minister McKenna:

We thank you for the opportunity to provide input into the Government's consultation on Strengthening Municipal Codes of Conduct.

The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) represents excellence in local government management and leadership. With more than 2000 members working in municipalities across Ontario, AMCTO is Ontario's largest voluntary association of local government professionals and the leading professional development organization for municipal professionals.

We appreciated the opportunity to meet with your predecessor, Minister Dunlop, during the roundtable in May along with our colleagues from the Ontario Municipal Administrators' Association.

In addition to responding to the survey, we offer this submission for your consideration with additional input on the topics raised through the consultation and the accountability and transparency framework in Ontario more broadly.

Our input is based on our first principle - that protecting the health, safety and well-being of municipal staff, elected officials and the public is paramount.

We look forward to continuing to work with you and your staff on areas of common interest and concern. Please do not hesitate to contact David Arbuckle, Executive Director (darbuckle@amcto.com) should you wish to discuss our submission further.

Sincerely,

Sandra MacDonald, CMO, AMCT, AOMC
President, AMCTO



Cc: Steve Clark, Minister of Municipal Affairs and Housing
Kate Manson-Smith, Deputy Minister, Ministry of Municipal Affairs and Housing
Marie-Lison Fougère, Deputy Minister, Women's Issues, Ministry of Children,
Community and Social Services
Jonathan Lebi, Assistant Deputy Minister, Local Government and Planning Policy
Division, Ministry of Municipal Affairs and Housing
Association of Municipalities of Ontario
Ontario Municipal Administrators' Association
Municipal Integrity Commissioners of Ontario



**AMCTO's Submission to the Strengthening Municipal Codes of Conduct
Consultation**

July 2021

AMCTO appreciates the opportunity to provide input into the Government's consultation on Strengthening Municipal Codes of Conduct. After taking time to hear from our membership and in consult with our Legislative and Policy Advisory Committee and Board members, who work in a variety of roles across Ontario municipalities, we are pleased to share with you our recommendations and additional considerations.

The AMO submission identifies five guiding principles – subsidiarity and accountability to the electorate, mature municipal governments, clear link to municipal governance, practicality and respect for other legal processes. We agree with these guiding principles and add that our submission also framed by our first principle – that protecting the health, safety and well-being of municipal staff, elected officials and the public is paramount. That said, we also note that improvements to the accountability and transparency framework should be broader than the scope of this review as it presents an opportunity to look at some of the other aspects beyond the surface that present challenges for municipalities.

Moreover, given the sensitive and often political nature of the enforcement of codes, we would also like to re-highlight that municipal staff should not be put in the uncomfortable position of enforcing codes whether that be the use of penalties or other remedial mechanisms.

As an organization representing excellence in municipal administration, with members whose responsibilities include administering policy, we also highlight the importance of planning for operational implications of any changes and believe implementation must be considered.

What changes or mechanisms are needed to better hold council members accountable for municipal code of conduct violations?

Recommendation 1: Require enhanced training on the Code of Conduct for Members of Council

Code of Conduct violations would be reduced through proactive augmented training for elected officials. This training should be standardized, and legislatively mandated each term as is done in Alberta. The training could be provided by the Ministry of Municipal Affairs and Housing or an authorized provider, in consultation with municipal staff.

Enhanced content in training would assist elected officials in understanding their responsibility to ensure a respectful workplace. Consideration can also be given to mandating training for candidates during the Campaign Period, so that potential council members understand the commitment to the Code prior to taking office.

Recommendation 2: Require continued commitment to the Code

Councillors should be required to confirm, on an annual basis, their commitment to their Code to refresh their understanding. This would also provide municipal staff and council an opportunity to review their Code frequently and evaluate if there is a need to update or enhance its provisions.

Recommendation 3: Expand O. Reg. 55/18 to include minimum standards

O.Reg. 55/18 prescribes certain subject matters that a municipality is required to include in their Code of Conduct; however, this should be augmented. Municipalities should continue to have the ability to alter their Code to suit local circumstances with minimum standard requirements.

This would assist Integrity Commissioners in reaching consistent decisions across the province, as they could better draw on precedents set by others. Councillors would also have a sense of their obligations because of the standards set by these decisions.

Some jurisdictions (e.g., the States of Western Australia and New South Wales) have provided municipalities with a model code; others have set additional minimum standards (e.g., Alberta, Quebec). In each case, municipalities can still augment the code as suited to their local circumstances. Still other jurisdictions have worked together with the sector to develop guidance and template codes (e.g., British Columbia). Should the Government choose to adopt a model code, additional consultation with municipalities as to its benefits would be required.

How can codes be more effectively enforced?

Recommendation 4: Integrity Commissioners should not be accountable to Councils

Integrity Commissioners should be independent from Council, as the current framework represents an inherent conflict in Council appointment and removal. Several municipalities have had issues where a Council is not satisfied with the report of an Integrity Commissioner, does not accept the report, and fires the Integrity Commissioner. While we are not suggesting that Integrity Commissioners are infallible and should have a secured permanent position within the municipality, there must be assurances of accountability and transparency in their independent role. Some options that might be worth considering:

- Fixed terms for Commissioner appointment;
- A stipulated 2/3 majority vote threshold to meet in order to remove the Integrity Commissioner; and
- Legislation should also make clear that Integrity Commissioners report to Council as a whole.

Moreover, separating the hiring process could also reduce the inherent conflict. For instance, some larger municipal Councils have delegated authority for an Integrity Commissioner appointment to municipal staff or to a panel though this is not a common practice.

Recommendation 5: Integrity Commissioners should have the ability to make binding decisions and the power to apply sanctions

Integrity Commissioner decisions should be binding and Integrity Commissioners should have the power to apply remedies and sanctions, not just recommend them to Council.

We have heard from our membership that since Integrity Commissioners' reports are not binding and they cannot apply sanctions, there is often a feeling amongst complainants that filing a complaint is not worth it, especially if the complaint is of a nature where the complainant may be identified. This means that serious breaches of Codes of Conduct may be going unreported because potential complainants feel defeated before the process begins.

Are a broader range of penalties for violations of the codes of conduct needed?

Recommendation 6: Create a standard suite of progressive penalties for certain violations of the Code

A broader range of penalties for violations of Codes of Conduct that are meaningful and reflective of the seriousness of Code breaches are needed. There should be a standardized, progressive hierarchy or range of penalties for violations of the Code. However, there should be inherent flexibility in this regime to allow the Integrity Commissioner to take into account unique circumstances of the local municipality.

This should include a mechanism for suspension and/or removal from office for egregious conduct. Consideration must be given, however, for Members who sit on both an upper and lower tier council and what the procedures should be for dealing with such a matter. It is currently unclear whether a violation of a lower-tier code automatically impacts the work of a councillor at the upper tier.

For instance, if they are suspended or possibly removed from one council, are they/should they be removed from both? There are other aspects that should be considered when imposing sanctions for Code breaches, such as harm or costs incurred in terms of lost wages (some councillors are part-time, receive small salaries, honorarium or stipends) as well as costs to the ratepayers related to code violations, and escalated repercussions on the municipality related to the timing of the Code breaches, such as during a crisis situation.

Whatever the progressive penalization and removal mechanism, due consideration must be given to the ease of implementation and operationalization to ensure timely remediation and avoid administrative burden.

Applying sanctions should not be the responsibility of municipal staff.

What circumstances would additional or stronger penalties for violating a code be appropriate?

Stronger penalties could be appropriate in cases where a Member of Council has multiple violations of the same provisions of the Code of Conduct.

Upon the recommendation of the Integrity Commissioner or another body, an egregious act should also be met with stronger penalties.

It is important to differentiate between serious breaches of the Code of Conduct which should be dealt with through strong penalties by the Integrity Commissioner, criminal matters that should be referred to the proper authorities, and matters related to Occupational Health and Safety and Ontario Human Rights issues. Further guidance is needed from the Province to assist in developing proper procedures to handle matters that may be addressed by multiple parties, such as those investigated by Integrity Commissioners and independent investigations conducted by a Human Resources department or third parties.

[Other Considerations for Strengthening Accountability and Transparency:](#)

Beyond the questions posed by the consultation survey, AMCTO offers several other insights on the accountability and transparency framework for your consideration. We believe that as an organization

Council-Staff Relations

Recommendation 7: Ensure staff are not responsible for enforcement of Codes of Conduct and have adequate support.

As mentioned above, municipal staff should not be responsible for the enforcement of Codes of Conduct, especially with regards to suspension or removal from office. As AMCTO and other staff associations have raised previously, matters related to Council-staff relations can continue to pose a challenge and working relationships can be significantly affected. Moreover, municipal staff require a place to turn for advice and support when it comes to problematic or troublesome interactions with members of council. In the current system, senior municipal staff are particularly vulnerable as they have nowhere to turn except Council, who they are accountable to and may be unable to seek the remedy required in these situations.

While there are processes at the provincial level for public servants to turn to for advice and support, there is no body or advisor to which municipal staff can seek advice on these or other ethical matters. The Integrity Commissioner's role is strictly for members of council and have a responsibility for education, but not to provide advice to staff.

Recommendation 8: Review the definitions and descriptions of 'administration' and 'council,' and remove the 'CEO' title from the description of the head of council

In previous submissions to review of the Municipal Act, AMCTO has recommended clarifying the roles and responsibilities of council and staff in the Act, including enhancing the distinction between the Head of Council as CEO and the CAO. As we indicated in

our submission to the last Municipal Act review in 2015, the head of council is not responsible for the administrative policies, practices and procedures of the municipality, which the Municipal Act places with the CAO, who sits atop the administrative structure.

The CEO definition creates confusion and misrepresents the role of both council and its head. This is similar to recommendations by Justice Bellamy and more recently Justice Marrocco. We would continue to recommend to the Province that this be reviewed and amended as part of strengthening and clarifying roles and responsibilities and enhancing accountability.

Municipal Operational and Administrative Burden

Recommendation 9: Clarify the ability of the Integrity Commissioner to dismiss frivolous requests and find informal mechanisms for resolution

The current Integrity Commissioner framework is placing a significant financial burden on municipalities. In some municipalities, many complaints come from the same handful of complainants, whether a resident or another member of council. By clarifying the ability of the Integrity Commissioner to either dismiss frivolous requests or explore alternative mechanisms for resolution, municipalities could most easily contain the large cost of Integrity Commissioner investigations.

There should also be regulation surrounding what Integrity Commissioners charge for their services to help standardize across the province, with consideration given to municipalities who have considerably smaller budgets.

Administrative Monetary Penalties

While we agree with AMO that legislation and regulations are needed to enhance the Integrity Commissioner's role to enforce Codes of Conduct and give it more tools to do so, we would need to better understand how the proposed application of Administrative Monetary Penalties would be implemented in order to provide meaningful feedback. Without this understanding, AMCTO is not in a position to be for or against this proposal. However, we offer the below considerations as the use of Administrative Monetary Penalties continues to be explored:

- Would members of council be able to use existing appeal processes currently available to members of the public?
- Hearing and screening officers may be members of municipal staff appointed to the role, while others may be contracted by municipalities and others still are appointed by council which could exacerbate issues around council-staff relations and impartiality/conflict of interest.
- There are typically procedures in place to collect the penalty fee from members of the public that would need to be applied to members of council. Would existing remedies for failing to pay a fine also apply to members of council who refuse to pay?

- Not all municipalities have implemented AMPS for existing offence types allowed under the Municipal Act and there would likely be administrative costs in implementing and preparing staff to operationalize such a system.

Integrity Commissioners

Recommendation 10: Set standards for Integrity Commissioners to promote greater consistency in investigations, including required qualifications, more guidance on how investigations are conducted and reported, and how Integrity Commissioners fulfill their role in providing education.

Integrity Commissioners are important to the existing accountability and transparency framework, but there is still work to be done to increase their impact and improve consistency across the province. The Integrity Commissioner mechanism should be further standardized. Across the province, there is much discrepancy surrounding the qualifications for Integrity Commissioners. Our members would like to see set standard qualifications for Integrity Commissioner as well as enhanced training, perhaps offered by the Ministry of Municipal Affairs and Housing.

Though municipalities are required to appoint an Integrity Commissioner to provide educational information to Members of Council, the municipality and the public about the Code of Conduct and the Municipal Conflict of Interest Act, this role is not always fulfilled and when it is, there are often significant costs applied.

Recommendation 11: Promote greater knowledge of municipal issues in the judicial system, and explore the creation of a specific provincial tribunal to handle local government issues

Given that some of the recommendations put forward during this consultation would potentially increase the use of the courts to adjudicate issues around removal of a member of council, we would draw attention to our submission to the last [Municipal Act Review in 2015](#). Specifically:

The government should look for ways that it can increase knowledge of municipal issues in the judicial system. This is an initiative that AMCTO would support and be willing and interested in partnering with the government to achieve. However, the government should also go further and consider what other actions it could take to ensure that the principles of good governance are being upheld in the judicial system. One option worth exploring would be the creation of a specific tribunal to handle local government adjudication.



AMCTO STAFF REPORT

TO: Management Committee
RE: 2024 Strategic Initiatives Proposal
FROM: David Arbuckle, MPA - Executive Director
REPORT DATE: January 19, 2024

PURPOSE:

To provide Management Committee with information related to staff prioritized strategic initiatives and activities for 2024.

RECOMMENDATION/S:

THAT the proposed activities to be undertaken in 2024 to advance the Association's Strategic Goals, as identified in Appendix I to this report be approved and advanced to the AMCTO Board of Directors in February 2024 for final approval.

HISTORICAL BACKGROUND:

Strategic Initiatives

The Association's 2022-2026 Strategic Plan sets out a list of eight (8) Strategic Goals, under four (4) Strategic Pillars, which are to be pursued during the term of the Plan. These eight Goals are:

Professional Growth:

1. AMCTO's education and accreditation programs are recognized tools for career advancement and growth in the municipal sector.
2. AMCTO provides high quality, forward-thinking education and professional development programs that reflect the needs of a range of aspiring, new, and established municipal professionals.

Network and Community

1. AMCTO events and platforms are an essential space for municipal professionals to grow their networks within the municipal sector and the association.
2. AMCTO is a community built on the shared experiences and knowledge of municipal professionals.

Membership

1. AMCTO retains members throughout and beyond their careers in the municipal sector.
2. AMCTO has a growing and diversified membership base from municipal professionals across Ontario.

Advocacy

1. AMCTO informs and influences public policy in its capacity as the respected voice of municipal professionals.
2. AMCTO is the leading resource for municipal professionals to stay abreast and up-to-date on issues related to municipal public policy and administration.

To succeed in achieving these Goals, the Plan also identified a number of key strategic actions to be undertaken over the term of the Plan.

On an annual basis, staff are requested to identify projects or activities that can be undertaken in the upcoming year to advance these key strategic actions.

ANALYSIS OF ISSUE/S:

Strategic Initiatives

Appendix I outlines a number of strategic initiatives planned for 2024. If approved, the Executive Director will work with individual portfolio managers to identify appropriate timelines and milestones for implementation.

FINANCIAL IMPACT:

The 2024 Operating Budget includes allowances for any financial impacts that might arise from the pursuit of the identified key strategic initiatives in 2024. Any significant variances in those allowances that impact the overall budget will be identified to the Board for review and approval.

LINK TO STRATEGIC GOALS/PRIORITIES:

The identification and approval of key strategic actions is directly related to the advancement of the AMCTO 2022-2026 Strategic Plan goals.



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Professional Growth - Goal 1: AMCTO’s education and accreditation programs are recognized tools for career advancement and growth in the municipal sector.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Promote the market value of AMCTO’s professional accreditation programs to both municipal professionals and employers.	<ul style="list-style-type: none"> • Develop virtual accreditation information session for recent/existing MAP graduates annually.
2. Define and develop a “career path” service offering that will provide end-to-end supports for municipal professionals as they advance through their careers.	<ul style="list-style-type: none"> • Develop implementation plan and rollout Career Development Packages in 2024.



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Professional Growth - Goal 2: AMCTO provides high quality, forward-thinking education and professional development programs that reflect the needs of a range of aspiring, new, and established municipal professionals.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Continue to develop and update AMCTO’s education and professional development programs to ensure relevance and responsiveness of programming to sector trends and member needs.	<ul style="list-style-type: none"> • Continue with course revisions/updates as scheduled (contingent on SME availability and budget)
2. Evaluate partnership opportunities with other professional associations and post-secondary institutions for shared service delivery.	<ul style="list-style-type: none"> • Make formal connection with current and new post-secondary AMCTO education providers to explore enhanced/new partnerships



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Network and Community - Goal 1: AMCTO events and platforms are an essential space for municipal professionals to grow their networks within the municipal sector and the association.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Increase supports and resources to Zones to deliver valuable and relevant content and events to members.	<ul style="list-style-type: none"> • Complete Zone Executive package and deliver to Zones by Spring 2024
2. Continue to invest in and leverage technology to connect and engage members and customers.	
3. Develop flexible engagement and participatory models for networking that support user choice.	<ul style="list-style-type: none"> • Develop and execute strategy to increase engagement in Zone Discussion form • Work with Zone Executives to ensure equal balance of in-person and virtual engagement



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Network and Community - Goal 2: AMCTO is a community built on the shared experiences and knowledge of municipal professionals.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Continue to create opportunities for municipal professionals to connect and build interpersonal relationships and a “community of practice.”	<ul style="list-style-type: none"> • Present alternative board/committee structure for implementation in 2024/25 • Develop plan for virtual engagement opportunities for members of municipalities with like populations
2. Review mentorship services, including opportunities for peer-to-peer mentorship, to support new and experienced professionals in the municipal sector.	



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Membership - Goal 1: AMCTO retains members throughout and beyond their careers in the municipal sector.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Leverage data analysis to better define and understand member and customer segments and “customer journeys.”	<ul style="list-style-type: none"> • Incorporate member lifespan and new professional transition into membership reporting • Determine what reporting tools and information is available to assist with member retention, attrition and engagement in updated iMIS platform
2. Develop tailored value propositions for AMCTO member segments and customers.	
3. Identify opportunities to offer more “member-only” benefits, promotions, and/or affinity programs.	<ul style="list-style-type: none"> • Identify and recommend at least one new member affinity program in 2024



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Membership - Goal 2: AMCTO has a growing and diversified membership base from municipal professionals across Ontario.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Enhance marketing, communications, and outreach initiatives to target markets to ensure continued awareness of AMCTO and the value of membership.	
2. Engage in targeted outreach in geographical areas that are underrepresented in AMCTO membership and/or engagement.	<ul style="list-style-type: none"> • Execute AMCTO roadshow to underrepresented municipalities (minimum of 1 in 2024)
3. Explore AMCTO rebranding options to make membership more accessible and attractive to all municipal professionals.	<ul style="list-style-type: none"> • Start preliminary research on association rebranding market for not-for-profits
4. Review options for AMCTO’s membership model.	<ul style="list-style-type: none"> • Introduce amended corporate membership model to Board



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Advocacy - Goal 1: AMCTO informs and influences public policy in its capacity as the respected voice of municipal professionals.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Build the advocacy capacity of AMCTO, including strengthened relationships with other municipal associations to support advocacy on areas of shared interest.	<ul style="list-style-type: none"> • Continue to pursue engagement opportunities with new contacts at the federal and provincial level as informed by the Issue Profile (carry over from last years)
2. Identify and develop content to support key advocacy priorities.	
3. Build and maintain relationships with government and sector stakeholders and grow AMCTO’s profile and reputation for substantive policy expertise.	<ul style="list-style-type: none"> • Identify key decision-makers (political and public service) as they pertain to advocacy priorities and initiate connection
4. Empower municipal professionals to undertake their own advocacy efforts on AMCTO priorities.	<ul style="list-style-type: none"> • Continue to develop tools to support members with advocacy (eg. Issues at a Glance)



Appendix I
Key Strategic Actions and Related 2024
Projects or Activities

Advocacy - Goal 2: AMCTO is the leading resource for municipal professionals to stay abreast and up-to-date on issues related to municipal public policy and administration.

Key Strategic Actions	Specific Projects or Activities for 2024
1. Continue to deliver timely and relevant legislative and policy updates.	
2. Expand research and data analysis capacity to develop policy content that addresses emerging and evolving issues in the municipal sector.	<ul style="list-style-type: none"> • Investigate opportunities to expand research and data access



AMCTO STAFF REPORT

TO: Management Committee

RE: AMCTO Governance Framework Proposal

FROM: David Arbuckle – Executive Director

REPORT DATE: January 19, 2024

PURPOSE:

To review AMCTO’s current governance framework and review potential revisions.

RECOMMENDATION/S:

THAT the proposed changes to AMCTO’s governance framework be approved and advanced to the AMCTO Board of Directors for further review.

ANALYSIS OF ISSUE/S:

As per the AMCTO Constitution and By-Laws (AMCTO By-Laws), AMCTO is “is incorporated under the laws of the Province of Ontario as a Corporation without Share Capital under the Not-for-Profit Corporations Act, 2010 (Ontario) (“Act”).

The Association is governed by a Board of Directors, whose composition of sixteen (16) is directed by the AMCTO By-Laws:

- Nine (9) Directors who are Full Members shall be elected, one from each Zone, by the eligible voting members within the Zone and their election shall be ratified at the Annual General Meeting.
- Four Directors who are Full Members shall be elected at-large.
- The thirteen (13) Directors shall be elected for a two-year term on a staggered basis as set out in this Section.
- In addition, the President, Vice-President and Immediate Past President shall be Directors by virtue of their offices. The term of office for the President, Vice-President and Immediate Past President shall be one year each.

AMCTO By-Laws also permit the Board of Directors to establish (and dissolve) “as needed” committees to meet specific needs of the Association. A number of such committees have been established and are currently operational:

- Management Committee
 - Membership:
 - President
 - Vice-President
 - Immediate Past-President
 - Two members of the Board elected to the Committee by the Board
 - Mandate:
 - To act on behalf of the Board of Directors between Board meetings and report its decisions/actions to the Board as soon as possible but not later than the next Board meeting;
 - To provide guidance to the Executive Director, including the setting of annual performance objectives, and undertake the annual performance review process for the Executive Director;
 - To serve as:
 - Finance and Budget Committee
 - Audit Committee
 - Membership Committee
- Legislative and Policy Committee (LPAC)
 - Membership
 - maximum of 12 members are appointed by the Board of Directors for a 2-year term. Members are appointed on a staggered-term basis such that the term of no more than one-half of the total Committee membership will expire in any given year.
 - In accordance with AMCTO's Constitution and By-laws, a Presidential Alternate is appointed from the Board for a 1-year term, and will serve as the Chair of the Committee.
 - Mandate
 - To assist the Association in developing and maintaining a close liaison with all levels of government through the identification and evaluation of key legislative and regulatory issues affecting the responsibilities of Association members, and identification of tool and/or resource needs of members as a result of legislative changes.
- Awards Review Committee
 - Membership
 - AMCTO President;
 - AMCTO Immediate Past President;
 - Two (2) most recent recipients of the AMCTO Prestige Award, who are members in good standing;
 - Chair of the Legislative & Policy Advisory Committee.
 - Mandate



- Review submissions received for the E.A. Danby Award and select the recipient/s based on the Awards criteria as established by the Board of Directors;
- Review nominations received for the Prestige Award and select a recipient based on their evaluation of the submissions received.

In addition to these committees, the AMCTO Board of Directors has various advisory groups/review teams that have defined mandates related to different aspects of AMCTO accreditation programs and membership:

- Ethics Advisory Group
- AMP/CMO Program Advisory Group
- AMP/CMO Accreditation Review Team
- AOMC Program Advisory Group
- AOMC Accreditation Review Team

Within AMCTO's Professional Development portfolio, staff form different advisory groups each year to assist in the development of professional development events including the annual conference and annual general meeting and AMCTO Forums (ex Leaders, Clerks, Finance, etc.)

Current Committee Structure Observations:

From an overall operational perspective, AMCTO staff provide the following observations on the current structure for consideration:

- The AMCTO Board and existing committees (Management, LPAC and Awards) meetings are held consistently.
 - Agendas are consistently full with decision-making consistent with the mandate of each committee.
- Meetings of Program Advisory/Advisory Groups are adhoc with content primarily driven by staff seeking policy change or direction.
 - Over the past 3 years, Ethics Advisory Group has met once annually. AMP/CMO and AOMC Program Advisory Groups have met once (with plans to meet in early 2024).
 - The adhoc nature of these advisory groups leads to infrequent meetings and volunteer disengagement.
- Accreditation Review Teams are a roster of accredited individuals who are available to review applications for accreditation. They do not meet as a collective body.
- Volunteer opportunities for all Board, committee and advisory group traditionally are filled by full-time AMCTO members, leaving little opportunity for members from other categories (Associate, New Professional, Retired, Student) to contribute to the overall direction of the Association.

- There is little to no alignment between the current committee structure and:
 - AMCTO organizational structure/policy portfolios
 - Strategic Plan and key pillars identified in that plan.
 - Exceptions are Advocacy (LPAC) and Membership, which formally is under the mandate of the Management Committee. Also, professional development event-based advisory groups provide a platform for volunteer engagement.
 - This misalignment creates some gaps/inconsistencies in policy-making and places greater emphasis on review and debate by the Board of Directors.

Given these observations, staff believe there is an opportunity to modify AMCTO's committee structure to provide the following benefits:

- Increased opportunity for predictable engagement from different segments of AMCTO's membership base
- Volunteer opportunities that provide greater value to the member and insights into AMCTO activities and policies.
- Greater levels of engagement between AMCTO staff and volunteer members with subject matter interest.
- Increased member feedback in advance of Board of Director reports

Proposed Changes

Board of Directors

While no formal changes to the overall Board of Directors composition is being recommended at this time, it is important that the Association take more steps to nurture and educate the "next generation" of Association leaders. Staff and Board members often receive feedback that potential future municipal leaders (and possible future board members) know little about the operations and policies of AMCTO and the role of a Board member.

Staff is recommending the creation of "AMCTO Board Discovery" opportunities. As part of these promoted opportunities, interested AMCTO members would receive a 3 month "placement". As part of this placement, these members would receive three deliverables:

- Virtual meeting with AMCTO Immediate Past-President
 - Opportunity to talk about career development, zone and board activity and role.
- Virtual meeting with AMCTO Secretary-Treasurer/Executive Director
 - Opportunity to discuss AMCTO operations and Board/Staff relations
- Invitation to attend AMCTO Board meeting (virtual or in-person (if available))
 - Opportunity to observe and AMCTO Board meeting and make inquiries related to board processes/procedures.

Board discoveries would be a year-round application window and open to any AMCTO member interested in knowing more about the Association and Board participation.

Committees

Staff are recommending the establishment of a new committee structure that seeks to bring greater and more consistent opportunity for member participation and is more aligned with AMCTO policy/program areas as well as the pillars of the AMCTO Strategic Plan.

New Committees

- Professional Growth (Meet 2x per year)
 - Mandate to review new/revised education and professional development policies
 - Provide updates and receive feedback on education and professional development portfolios
 - All existing event specific professional development working group will be maintained as deemed necessary by the Manger, Professional Development (i.e. Conference Committee, Forum Committees, etc)
 - Composition – 8 plus Presidential Alternate as Chair
 - Minimum MAP completion. Other education/PD experience encouraged.
- Network, Community and Membership (Meet 2x per year)
 - Mandate to provide feedback on proposed membership, communications policies, including ethics code review
 - Provide updates and feedback on membership and communications/marketing portfolios
 - Composition – 10 plus Presidential Alternate as Chair
 - 2 representatives from each membership category (Full, Associate, New Professional, Student and Retired)
- Accreditation (Meets 2 x per year)
 - Review new/revisions to all three AMCTO accreditation programs (AMP, CMO, AOMC)
 - Provided updates and feedback on accreditation portfolios
 - Composition – 9 plus Presidential Alternate as Chair
 - 3 representatives each from three accreditation categories

Remaining Committee

- Management Committee
 - Minor mandate revisions

- Remove “membership committee”, transferred to Network, Community and Membership
- Legislative and Policy Advisory Committee
 - Consider name change to “Government Relations and Policy Committee”
- Awards Review Committee

Eliminated Committees/Advisory/Working Groups

- Ethics Advisory Working Group
 - Mandate to move to new Network, Community and Membership
- AMP/CMO and AOMC Review Teams
 - Recruitment of review teams to still occur
 - No longer required to be appointed by the Board
 - Selected by Accreditation staff and approved by Executive Director
 - No term – annual confirmation for renewal as member

Appendix I of this report outlines the proposed new governance structure for AMCTO. As outlined, all committee activity will be reported back through the Board of Directors, with the exception of the Awards Committee, whose decisions are deemed final and reported through the Executive Director. Any recommendations from the Committee will require final approval by the Board of Directors.

Preliminary review of these recommendations indicate that no changes to the AMCTO Constitution and By-Laws are necessary to revise governance structure.

NEXT STEPS

Should the proposed governance structure be approved, the report will be advance to the Board of Directors in February for review. If approved by the Board, AMCTO staff will begin drafting committee governance documents (terms of reference) in addition to an implementation work-back schedule for presentation to the Board in June.

Again, if approved, staff anticipate having new governance structures in place for 2025.

FINANCIAL IMPACT:

There are no direct cost implications to the proposed changes. Staff resources will be required to plan and organize committee meetings.

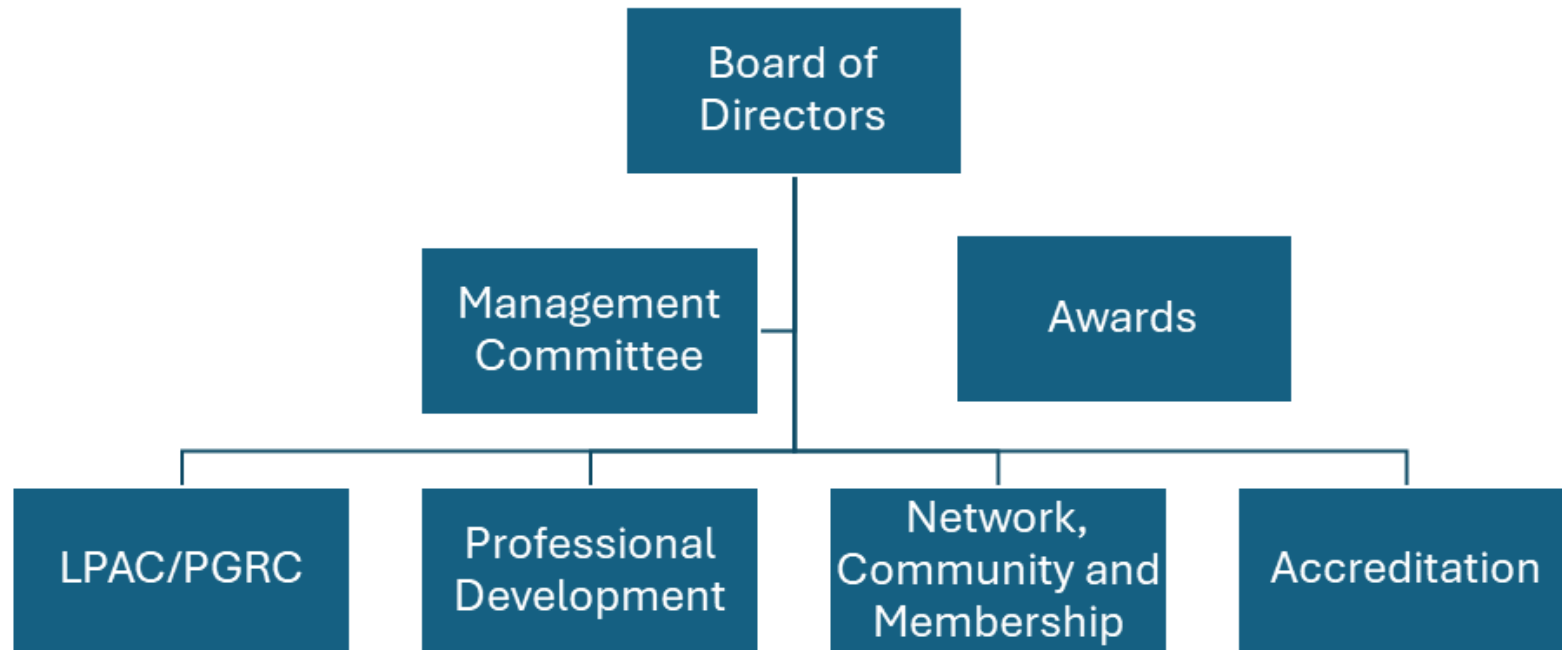


LINK TO STRATEGIC GOALS/PRIORITIES:

A revised AMCTO governance structure has been identified as a project under Network and Community - Goal #2: AMCTO is a community built on the shared experiences and knowledge of municipal professionals

- Key strategic action #1 - Continue to create opportunities for municipal professionals to connect and build interpersonal relationships and a “community of practice.”

Proposed AMCTO Governance Structure





AMCTO STAFF REPORT

TO: Management Committee

RE: Diversity, Equity and Inclusion Audit Proposal

FROM: David Arbuckle – Executive Director, AMCTO

REPORT DATE: January 19, 2024

PURPOSE:

To review the current state of the Association’s diversity, equity and inclusion efforts and review the need for an audit to identify further organizational actions

RECOMMENDATION/S:

THAT AMCTO conduct a diversity, equity and inclusion audit as outlined in the proposal in Appendix I to this report and;

THAT AMCTO form a Diversity, Equity and Inclusion Working Group to provide feedback for the DEI and review draft recommendations and;

THAT the report be forwarded to the AMCTO Board of Directors for final review.

ANALYSIS OF ISSUE/S:

Now in its 86th year, AMCTO has a history of striving to be an open, transparent and inclusive organization. A number of Association policies, including the Safety in the Workplace policy and Volunteers Standards of Conduct policies, outline the importance of eliminating discriminatory, harassing and violent activity from the workplace, including Board and Committee settings.

One of AMCTO’s Guiding Principles within its 2018-2022 and 2022-2026 Strategic Plan is directly related to Accessibility and Inclusion: Bring a lens of accessibility and inclusion to everything AMCTO does to eliminate barriers to participation at all levels of the Association.

Over the past two or three years, AMCTO staff and the Board have taken additional steps to invite increased participation from equity-seeking groups. These actions include:

- Inclusive language in AMCTO job descriptions and volunteer postings to encourage more diverse participation;



- Defined AMCTO conference scholarship opportunities
- Updated Board of Director candidate profiles
- State of the Membership demographic section related to race, gender, physical abilities and sexual orientation

While staff believe that these actions have had some impact, data would suggest the Association has challenges if its goal is to be more representative of the broader population.

Based on data collected in the last two State of the Membership surveys (2021 and 2023), the following is worth noting*:

- 91% of AMCTO's membership would describe themselves as "white, caucasian" with no other race category scoring more than 2%;
 - On a related point, AMCTO has had little history of representation on the Board of Directors by visible minorities
- Over 70% of AMCTO's membership identifies as cisgender female while the Board of Directors has skewed predominately male over the past 4 terms and below 70% for at least the past 8 terms.
 - Committee appointments have tended to have balanced (50/50) male/female representation

From a staff perspective, AMCTO meets commonly accepted balance as it relates to gender and ethnic background, both on its Management Team and the staff as a collective.

Through staff's own Culture and Values plan, staff have continuously identified the need for increased professional development on topics of diversity, equity and inclusion and believe there is more we can and should be doing to improve as an Association.

* Board and committee compositions are based on assumptions of gender and race and not on self-identification.

Diversity, Equity and Inclusion Audit

Based on the information provided in this report, it is staff's recommendation that more work needs to be done to better understand the overall state of diversity, equity and inclusion (DEI) as it relates to our membership and our Association as a whole, in order to meet the organization's guiding principle of being accessible and inclusive.

A common first step for organizations with little previous formal strategic DEI activities is performing a DEI audit. A DEI audit performs an in-depth review of key strategic documents, internal and external policies, procedures and practices with the goal of identifying opportunities for improvement. Consultations also take place with Board members, staff and membership to provide experiential feedback. The end result is a DEI audit which provides recommendations based on information received and industry best practices.

While attending the Canadian Society of Association Executives Conference in 2022, AMCTO staff attended a session on DEI research and audits led by Dipal Damani, Founder and President, D&D Inclusion Consulting. At the request of AMCTO, Ms. Damani submitted a proposal for the completion of a DEI audit for AMCTO (See Appendix I).

As outlined in the proposal document, D&D Inclusion Consulting is recommending a 7-month DEI audit process starting in April, finishing in October. The process includes setting organizational specific benchmarks, strategic document review, and focus group consultation with the Board, staff and dedicated working group. The result of this process will be a report that includes analysis of organizational documents, strengths and weaknesses and recommendations for change.

With regard to the dedicated working group, staff is recommending the formation of a “Diversity, Equity and Inclusion” working group. The primary mandate of the working group will be to provide feedback to D&D Inclusion Consulting through the consultation process as well as review the draft DEI audit in advance of presentation to the Board of Directors. Membership of the new working group would be established through open volunteer recruitment in late March with emphasis placed on volunteer members from equity-deserving communities. Working group member recommendations will be brought forward for approval in May to the Board of Directors.

FINANCIAL IMPACT:

As outlined in the proposal, the cost of the audit is estimated at \$18,000 + HST. This project would be considered as a Board of Directors strategy report and as such, would be funded under the Board of Directors – Strategic Priorities envelope, set at \$20,000 in the 2024 Operational Budget.

LINK TO STRATEGIC GOALS/PRIORITIES:

The completion of a DEI audit would be a first step in addressing potential barriers to AMCTO membership amongst certain portions of the municipal sector. Not only does this help AMCTO meet its stated guiding principal related to accessibility and inclusion. It also potentially has positive impacts on membership attraction and retention.



EQUITY, DIVERSITY AND INCLUSION CONSULTANT

November 14, 2023



PREPARED BY

Dipal Damani
Founder and President

PREPARED FOR

AMCTO

November 14, 2023

David Arbuckle
Executive Director
AMCTO
2680 Skymark Avenue, Suite 610
Mississauga, Ontario
L4W 5L6

Dear David,

It was a pleasure to speak with you on October 23, 2023 regarding AMCTO's equity, diversity and inclusion (EDI) needs. I would be delighted to help your organization further its EDI work.

My firm has extensive EDI experience and expertise, including working with membership-based organizations such as yours. We conduct EDI assessments, training and advisory services. We use an evidence-based approach that draws upon leading global benchmarks, research, and promising practices in EDI.

As part of our assessments, we conduct document reviews, stakeholder surveys and consultations, and produce actionable reports to provide you with a roadmap for change. We take an in-depth look at your organizational policies and procedures to assess for EDI and suggest language to strengthen your policies. As part of our stakeholder consultations process, we use a strong communications approach to solicit engagement and foster safe spaces for feedback. Our reports include key, succinct action-oriented recommendations that are categorized by short, medium, and long-term timelines as well as accountability structures.

We look forward to working with you and advancing your organization's EDI journey. Please don't hesitate to contact me at dipal@ddinclusion.com if you have further questions on this proposal

Sincerely
Dipal Damani (she/her)
Founder and President



THE REQUEST

The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) is a membership-based organization that provides education, accreditation, leadership and management expertise to Ontario municipal professionals. With over 2,200 plus members, AMCTO is the leading professional development organization for municipal professionals.

AMCTO would like to move forward in their EDI journey. Recently, the organization conducted a survey of its membership and found that the diversity of its membership is not reflective of municipal professionals in Ontario. This finding has prompted the AMCTO to engage an EDI consultant to conduct a review of its organization to enhance its policies and practice in EDI, and to diversify its membership going forward.

This proposal outlines the proposed activities to be conducted for AMCTO and related costs.

D&D INCLUSION CONSULTING

D&D Inclusion Consulting provides impactful equity, diversity and inclusion (EDI) consulting services. Our main service areas are assessments, training and advisory services. We provide unique value to the needs of AMCTO including:

- in-depth organizational assessments;
- EDI benchmarks to guide and inform reviews;
- development and administration of EDI surveys; and,
- safe spaces to have critical EDI conversations.

We work with our clients in a consultative manner and often receive repeat business given the high quality of our services. Dipal is the Founder and President of D&D Inclusion Consulting and will be the principal consultant for this engagement. Please see our website for more information, testimonials and case studies: www.ddinclusion.com.

THE PROCESS - EDI REVIEW

01

MEETING KICK-OFF

APRIL 2024

- We will discuss with the client the scope of assessment, timelines, preferred method of communication and expectations.

02

CUSTOMIZED BENCHMARKS

APRIL 2024

- We will develop customized, evidence-based benchmarks. The benchmarks are based on leading DEI indicators, primarily from the Centre for Global Inclusion: <https://centreforglobalinclusion.org/>.
- The benchmarks covers key areas of the organization, including but not limited to:
 - senior leadership and governance;
 - human resources;
 - organizational culture; and,
 - membership services.

03

DOCUMENT REVIEW

APRIL - MAY 2024

- We will review key organizational documents, including but not limited to:
 - Strategic plan;
 - Board terms of references;
 - Membership surveys, policies and procedures;
 - Communication documents;
 - HR policies and procedures; and,
 - any other documents related to EDI.
- We review policies/procedures to identify strengths and gaps in EDI.
- The final report will include suggested EDI language to incorporate into each of the polices and procedures where gaps are identified.

THE PROCESS - EDI ROADMAP

04

CONSULTATIONS

JUNE - SEPTEMBER 2024

- We will develop focus groups questions and review with the client for feedback.
- Given the budget we recommend the following:
 - 2 focus groups with staff;
 - 1 focus groups with the Board; and,
 - 2 focus groups with the AMCTO-dedicated working group and membership
- We strongly recommend additional focus groups with members, as well with other external stakeholders (i.e. ERGs of municipal organizations). However, this will require additional funds outside of the proposal - an estimate has been provided.

05

REPORT AND ACTION PLAN

OCTOBER 2024

- A final report will be provided to the client that will include, but not be limited to:
 - an analysis of the document review and consultations;
 - areas of promising practices;
 - EDI gaps and areas for improvement; and,
 - practical recommendations towards sustainable, organizational change.
- We will also develop an action plan that will include organizational accountability leads for each recommendation, as well as timelines.

We recognize that this process takes time and so our timelines are placeholders. We are happy to work with the client on their preferred timeline.

PROPOSED COSTING FOR EDI REVIEW

Item	Total number of days	Amount per deim (\$1600/day)
Meeting kick-off	0.25	\$400
Customized Benchmarks	1	\$1,600
Document Review	2	\$3,200
Consultations	4	\$6,400
Report & Action Plan	4	\$6,400
TOTAL	11.25	\$18,000

The total proposed cost for the EDI Review is \$18,000 plus HST

COST FOR ADDITIONAL CONSULTATIONS WITH MEMBERSHIP AND EXTERNAL GROUPS

Item	Total number of days	Amount per deim (\$1600/day)
Additional Consultations	5	\$8,000

The total proposed cost for additional consultations is \$8,000 plus HST