

**The SIXTH Meeting
Of the 2023-2024 AMCTO Board of Directors
Saturday, June 8, 2023 – 12:00PM
Silver Creek Room, Blue Mountain Village
Blue Mountains, ON**

AGENDA

63-23-24 Land Acknowledgement and President's Opening Remarks

We would like to acknowledge and recognize that the work of our members takes place on traditional Indigenous land across Ontario. We acknowledge that today's meeting is being held on the traditional Indigenous territory of the Anishinabewaki, the Wendake-Nionwentsio, the Petun and the Mississaugas of the Credit peoples.

64-23-24 Declarations of Interest

65-23-24 Identification of Matters of New Business

66-23-24 Board and Committee Reports

- i) Report of the April 5, 2024 Legislative and Policy Advisory Committee Meeting (attached pg 3-7)
- ii) Report of the April 19, 2024 Management Committee Meeting (attached pg 8-13)
- iii) Report of the May 3, 2024 Board of Directors Meeting (attached pg 14-20)

67-23-24 Financial Reports

- i) Report of the Unaudited Financial Statements for the 5-month Period ending May 31st 2024 (information to follow)

68-23-24 Government Relations and Policy Reports

- i) World Animal Protection – Exotic Animals and Roadside Zoos (attached pg 21-25)
- ii) Municipal-Regional Funding – Newcomers and Asylum Seekers (attached pg 26-29)

69-23-24 Membership Reports

- i) Membership Update (attached pg 30-43)
- ii) AMCTO Committee/Advisory/Working Group Appointments (attached pg 44-55)
- iii) New Committee Implementation (attached pg 56-68)

- iv) Accreditation Certification Report (attached pg 69)
- v) Revised AMCTO Code of Ethics and Values (attached pg 70-74)
- vi) Corporate Membership Model Update (attached pg 75-81)

70-23-24 Education Reports

- i) HR and MCI Assessments – Update (attached pg 82-83)

71-23-24 Administration Reports

- i) CRA Voluntary Disclosure (attached pg 84-85)
- ii) Executive Director Update (attached pg 86-94)

72-23-24 Other Business

- i. Mitacs/Municipal Internship Program – Memo (attached pg 95-98)
- ii. OMAA Meeting - Correspondence (attached pg 99)
- iii. Final Meeting - Comments to Departing Board Members (S.O'Brien)

73-23-24 Date for Next Meeting

Wednesday, June 12, 2023 – 10:00 AM
Synergy Room 6/7, Village Conference Centre
Blue Mountains, ON

74-23-24 Adjournment



**Legislative and Policy Advisory Committee
Meeting 4 Minutes**

Location: Zoom

Date: April 5, 2024

Time: 9:30am – 11:00am

Fourth Meeting of the 2023-2024 AMCTO LPAC

Present (in person/video conference):

- Tyler Cox (*Chair*), Manager of Legislative Services, City of Ottawa
- Martina Chait-Hartwig, Acting Clerk, Township of Douro-Dummer (*Vice Chair*)
- Evelina Skalski, Manager, Records and Information Services, City of London
- Fiona Hamilton, Director of Legislative and Legal Services (Clerk), Municipality of Brockton
- Jamie Eckenswiller, Director of Legislative Services/Clerk, Municipality of West Grey
- Kiel Anderson, Manager, Policy & Technical Services, City of Ottawa
- Nikita Cava, Deputy Clerk/Treasurer, Township of Gillies
- Thomas Thayer, Chief Administrative Officer, Municipality of Bayham

Regrets:

- Lise Conde, Manager, Strategy and Government Relations, City of Richmond Hill
- Melanie Davis, Manager – Office of the CAO & Board, Niagara Peninsula Conservation Authority
- Carla Preston, Chief Administrative Officer, Township of Tyendinaga
- Jeff Bunn, Interim Director of Corporate Services & Manager of Legislative Services/Municipal Clerk, Township of Wilmont
- John Daly, Former County Clerk and Director of Statutory Services, County of Simcoe (Retired)

Staff:

- David Arbuckle, Executive Director, AMCTO
- Alana Del Greco, Manager of Policy and Government Relations
- Devan Lobo, Policy Advisor

**Item
Number
30-23-24**

**Item
Chair's Welcome and Member Introductions**

Chair acknowledged and recognized that the work of AMCTO members takes place on traditional Indigenous land across Ontario. The chair welcomed members to the fourth meeting of the 2023-24 term of the LPAC.

31-23-24 Declarations of Interest

None.

32-23-24 Identification of New Business

T. Cox advised that there were changes to the agenda to include additional information updates from staff as well as an additional member roundtable item:

- Provincial By-Elections;
- Federal Housing and Infrastructure Announcement;
- Roadside Zoos; and
- Ottawa’s New Deal.

No concerns were expressed with these added items.

33-23-24 Policy and Government Relations Program Update

LPAC Report for 2024 AMCTO AGM

A Del Greco provided an overview of the report which will be used for the AGM report and Chair’s remarks at the AGM. A Del Greco noted the report includes key LPAC accomplishments and advocacy work, and how updates to the report will be incorporated. LPAC members were provided an opportunity to ask questions and seek clarification.

M. Chait-Hartwig followed up on AMCTO’s inquiry with the province with respect to notice requirements when newspapers are closed. Staff advised the matter has been raised with the province, however no response was received. A Del Greco advised next steps include better understanding scope and number of existing notice requirements to then further engage the Ministry of Municipal Affairs and Housing.

N. Cava asked a question about how members of Council are able to wear the Women of Ontario Say No (WOSN) campaign t-shirts during council meetings when the procedural by-law prohibits wearing paraphernalia. M. Chait-Hartwig shared a circumstance where Council passed a motion to suspend that section of the procedural by-law to wear community jerseys for the next meeting.

It was moved THAT Staff Report re LPAC Report for 2024 AMCTO AGM be received.

Moved: N. Cava
Seconded: M. Chait-Hartwig
Carried

34-23-24 Policy Updates and Discussion

MEA Submission

A Del Greco provided a status update on the MEA Submission. The recommendation with one amendment which was for the province to apply a privacy lens to the MEA was approved by the board. The formal submission and member toolkit is being finalized for release in early April. In addition, thank you letters are being sent to the MEA Working Group.

Women of Ontario Say No

D Arbuckle provided an update regarding AMCTO's participation in a media event in February organized by WOSN. AMCTO presented a municipal staff perspective that while most interactions between staff and elected officials are positive, where they are not there is a need for greater protection of staff. The Minister of Municipal Affairs and Housing is working with the Attorney General on proposed legislation/regulation with respect to strengthening municipal codes of conduct. AMCTO staff will be monitoring municipal and provincial action in this area.

T. Cox thanked D. Arbuckle for participating in the event.

AMO Social and Economic Prosperity Review

A Del Greco provided a status update on AMO's Social and Economic Prosperity Review which was part of AMO's Provincial pre-budget submission. AMCTO board endorsed the resolution, as did over 100 municipalities which is being tracked on AMO's website. A Del Greco noted no action was taken within the provincial budget, however the City of Ottawa was recently granted a new deal from the Province and City of Hamilton is now requesting one. The campaign has received some uptake but continues to call for a full provincial-municipal financial review.

Ontario Budget 2024

D Lobo provided an overview of the provincial budget, highlighting key municipal impacts. Proposed budget focused on economic growth through investment in infrastructure, however likely not enough. Several non-permanent application-based funds were introduced, AMCTO staff will monitor/assess application and reporting from a burden perspective. New measures with respect to properties were also introduced. Staff will also continue advocating for asks from our pre-budget submission, including new funding arrangements, modernization funding, reducing the burden and co-design and collaborate with municipalities.

Letter from Parliamentary Assistant Red Tape Reduction

A Del Greco notified LPAC of a letter from the PA dated March 6th about the Ministry launching a Mandatory Regulations Review of regulations introduced over the last 10 years. The Review is intended to streamline regulations and remove those no longer necessary, however further information with respect to

scope and timing has not been provided. AMCTO would like to encourage the Committee and networks to continue to submit burdensome reports and regulations that are problematic. We would like to build momentum to flag other issues such as notice requirements.

K. Anderson inquired about burdensome reporting requirements associated with the provincial Blue Box Transition wherein municipalities are having to track paper usage. D Lobo advised AMCTO is undertaking information gathering with AMO and municipalities with respect to the number of municipalities affected and extent of the burden. Staff are looking into how municipalities are tracking paper and approaching the reporting and will bring the item forward to LPAC at a later date.

T. Cox asked a question about whether AMCTO has clear examples of the red tape reporting burden to bring to the Province. A Del Greco advised that there is some data in this area, but are still looking for consensus from members on the most problematic reports as well as more details on the problems and solutions. Several members will request a reminder of the burden intake be added to their next zone meeting agenda.

Provincial By-Elections

Recent polls conducted by Liaison Strategies were released on April 3, 2024 with respect to the upcoming by-elections for Lambton-Kent-Middlesex and Milton on May 2, 2024. D. Lobo provided a brief breakdown of the poll results to the group. A. Del Greco advised staff will be monitoring the issues, campaigns, trends, and results. AMCTO is positioned well to continue to build relationships regardless of results. It was noted that some candidates running are municipal council members which could result in vacancies at the municipal level.

Federal Housing and Infrastructure Announcement

D. Lobo briefed the group on recently announced funding for municipalities, including a \$400 million addition to the Housing Accelerator Fund and \$6 billion to the Housing Infrastructure Fund, that includes a variety of infrastructure. These investments are being made to help reduce the burden, help build more homes and grow communities.

T. Cox asked a question about the advocacy of Federation of Canadian Municipalities (FCM) at the federal level. A. Del Greco advised FCM is engaged in updating various long-term agreements and generally supportive of these recent federal measures. D. Lobo touched on some federal and provincial negotiations with respect to this funding. Staff will continue to monitor more announcements and their impacts as the budget is tabled on April 16, 2024.

Roadside Zoos

A. Del Greco discussed with the group how AMCTO's collaborative efforts with World Animal Protection, AMO, and MLEOA to get the province to regulate roadside zoos and exotic animals. A. Del Greco briefed the group on some roadside zoo statistics. The province has left the responsibility to municipalities to regulate, and the campaign is trying to get the province to regulate. A forthcoming Legislative Express will provide details of the campaign to members. This fits in as part of reducing the administrative burden and financial cost to municipalities.

35-23-24 Members' Resources and Communication & Roundtable

T. Cox raised a recurring Councillor Code of Conduct issue at City of Pickering affecting delegations and Council meeting proceedings. The City of Pickering is asking the Ontario Human Rights Commission to intervene.

T. Cox raised a governance related issue at Town of Renfrew where a report from a third-party consultant reviewed a capital project – a recreation complex that went well over budget. As a result of the findings Council moved to remove the Mayor from several committees and request his resignation. T. Cox emphasized the importance of qualified staff and governance measures in relation to capital projects.

T. Cox shared some remarks about Ottawa's New Deal and how council endorsed an agreement – the Ontario/Ottawa Agreement. This will result in half a billion dollars in savings and transfers to Ottawa. It is developed around core provincial themes, including economic development, etc.

M. Chait-Hartwig raised the ongoing Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions noting prevalence of the threat of foreign interference flagged as a trend in the MEA submission.

A. Del Greco acknowledged the risk and opportunities with AI raising a recent example of New York City's chatbot giving out incorrect information.

36-23-24 T. Cox thanked members for their participation and attendance and advised that the next meeting is scheduled for May 24, 2024, and sought motion to adjourn.

Moved by: J. Eckenswiller

Seconded by: E. Skalski

Carried.

**Minutes of the FOURTH Meeting
Of the 2023-2024 AMCTO Management Committee
Friday, April 19, 2024 – 10:00 a.m.
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., General Manager of Strategic Initiatives & Innovation, County of Middlesex, Vice-President

Elana Arthurs CMO, AOMC, Chief Administrative Officer, Municipality of Brighton, 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

Guests:

Marcus Sconci, CPA, CA, Partner, BDO Canada LLP

David Lin, Audit Manager, BDO Canada LLP

35-23-24 Chair's Opening Remarks and Land Acknowledgements

S.O'Brien welcomed members to the meeting and provided land acknowledgement.

36-23-24 Declarations of Interest

No Declarations of Interest were identified.

37-23-24 Identification of Matters of New Business

No Matters of New Business identified.

38-23-24 Presentation of 2023 Audit Report

D. Nyugen advised our group of the audit process. M.Sconci and D.Lin joined the meeting, and he introduced the committee members to BDO Canada LPP audit team- M.Sconci and D.Lin.

BDO Canada LLP shared slide material visually with our group and advised on the results. Two documents were presented – The Audit Findings Letter, which summarizes the audit process for the year and the Draft Financial Statements, which present the results for the year.

BDO confirmed the audit was conducted as planned with no significant issues noted. BDO will be signing the Auditor’s Report and issuing with the Audited Financial Statements.

The Representation Letter will be signed by management once the statements have been approved.

It was moved by E. Arthurs and seconded by D. Manton

“THAT the Presentation of the 2023 Audit Report be received”

RECEIVED

M.Sconci and D.Lin left the meeting

39-23-24 Audited Financial Statements for year ended December 31, 2023

D. Arbuckle thanked D. Nyugen for his great work on the audit.

It was moved by P. Shipway and seconded by K. Pratt

“THAT the Audited Financial Statements for the year ended December 31, 2023 be approved and forward to the AMCTO Board of Directors for review”

CARRIED

40-23-24 Final Reserve Allocation for year ended December 31, 2023

D. Nyugen outlined the reserve allocation policy and that the 2023 surplus amounts would be allocated

It was moved by E. Arthurs and seconded by K. Pratt

“THAT the Final Reserve Allocation for year ended December 31, 2023 be approved”

CARRIED

41-23-24 Report of the Unaudited Financial Statements for the 3-month period ending March 31, 2024

D. Nyugen explained to the group the cash increase in our financial position is due to the sold-out exhibitor space at 2024 conference. Our program revenues are in line versus previous years and education revenue is higher but still in line with budget. Cash flow is strong but expected to normalize by mid-year.

It was moved by D. Manton and seconded by K. Pratt

“THAT the Report of the Unaudited Financial Statements for the 3-month period ending March 31, 2024 be received”

RECEIVED

42-23-24 Report of the January 19, 2024 AMCTO Management Committee Meeting

It was moved by K. Pratt and seconded by P. Shipway

“THAT the Report of the January 19, 2024, AMCTO Management Committee meeting be received”

RECEIVED

43-23-24 Report: AMCTO Membership Model Review

D. Arbuckle outlined recent history on the request to review a corporate membership model. Based on feedback from Management Committee last year, as well as some additional research into past voucher programs, staff does not support going to the board with an alternative corporate membership model or new voucher program at this time.

The recommendations are based on the fact that we have invested considerably in membership offers. We have been targeting individuals who are taking programs but are not members. As per our Strategic Plan, we would also like to look at underserved municipalities through a different mechanism. Staff is recommending moving forward with initiatives that look to appropriately recognize our membership and the municipalities.

We are looking to take a couple of steps to recognize new and milestone members and highlight two decision makers, CAO's and HR Directors. We will recognize and thank them for their continued investment in AMCTO.

There will be further discussion in June with the Board of Directors.

E. Arthurs supports the recommendations and suggested including the mayors when sending out the letters, she has heard good feedback from people utilizing the NP Voucher. D. Arbuckle confirmed the New Professional voucher will be staying.

D. Manton also feels letters should be shared with Mayor and sees as beneficial.

While not supportive of communicating with heads of council, P. Shipway support the correspondence and asked how the letters would be sent (mail v email). D.Arbuckle indicated that the members letters would be mailed, CAO/HR letters would be email.

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

“THAT the Report: AMCTO Membership Model Review be approved”

CARRIED

44-23-24 Report: Not-for-Profit Corporations Act, 2010 and AMCTO Letters Patent and Constitution and By-Laws

D. Nyugen explained to the committee that we hired a non-profit lawyer to go through our by-laws and registry filings to ensure these documents are compliant with the Ontario Not-For-Profit Corporations Act.

The lawyer provided a comprehensive review letter outlining things that are compliant and non-compliant and recommended changes. Staff recommended addressing the non-compliant letters patent issues first. The letters patent have two administrative amendments - we need to list the minimum number of board members that we allow and our commercial purposes for driving the mission of the association. The lawyer is drafting the language for this item. The motion will be presented to the membership to vote on at the June AGM.

For our registry filings it was noted that our Annual Report has not been filed with the province since 2008. The recommendation to move forward is to file this report starting with the employment start date of D. Nyugen/D. Arbuckle.

The By-laws have one non-compliant item – clarification needed on how we elect Board of Director members as it relates to zones and Directors at Large. This amendment change will make clear in the by-laws what we do and the rights of members when it comes to electing board members.

The goal is to present a draft of the changes to the board in the fall and present to the membership at the 2025 AGM.

It was moved by K. Pratt and seconded by D. Manton

“THAT the Report: Not-for-Profit Corporations Act, 2010 and AMCTO Letters Patent and Constitution and By-Laws be approved”

CARRIED

45-23-24 Closed Session

- i) Confidential legal matter related to the association (materials provided under separate cover)

It was moved by D. Manton and seconded by K. Pratt

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

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

“THAT the AMCTO Management Committee move into open session”

CARRIED

46-23-24 Other Business

None.

47-23-24 Date for Next Meeting

Thursday, August 29, 2024 – 10:00 a.m.
Virtual

48-23-24 Adjournment

It was moved by P. Shipway and seconded by K.Pratt

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

CARRIED

**Minutes of the FIFTH Meeting
Of the 2023-2024 AMCTO Board of Directors
Friday, May 3, 2024 – 10:00 a.m.
Zoom (virtual)**

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., General Manager of Strategic Initiatives & Innovation, Middlesex County, Vice-President

Elana Arthurs CMO, AOMC, Chief Administrative Officer, Municipality of Brighton, Immediate Past-President

Todd Coles, City Clerk, City of Vaughan

Tyler Cox, CMO, Dipl.M.A., Manager, Legislative Services, City of Ottawa

I. Craig Davidson, AMCT, Treasurer

Annette Gilchrist, CMO, AOMC, Dipl.M.M., CAO/Clerk/Treasurer, Township of Bonnechere Valley

Kimberley Goyette, BA, CMTP, CEMC, Treasurer, Township of North Stormont

Chantal Guillemette, AOMC, Clerk/Greffière, Town of/Ville de Kapuskasing

Jonathan Hall, AOMC, CAO/Clerk, Township of Terrace Bay

James Hutson, AOMC, Clerk, Municipality of Middlesex Centre

Danielle Manton, AOMC, Dipl.M.M., City Clerk, City of Cambridge

Dylan McMahon, AOMC, Manager of Legislative Services/Deputy City Clerk, City of Guelph

Kyle Pratt, MPA, CMM III, CHRL, CMO, Dipl.M.A., Chief Administrative Officer, Town of Tillsonburg

Kayla Thibeault, AOMC, Director of Legislative Services / Clerk Town of Gravenhurst

Madison Zuppa, CMO, Dipl.M.A., Deputy City Clerk, City of Sault Ste. Marie

Staff:

David Arbuckle, MPA, Executive Director

Dan Nguyen, CPA, CGA, Manager, Finance & Administration

52-23-24 Acknowledgement and President's Opening Remarks

S. O'Brien welcomed those in attendance and provided a land acknowledgement.

53-23-24 Declarations of Interest

None.

54-23-24 New Business

D. Arbuckle requested additional items – DEI Working Group and Education Law

Items to be discussed under ‘Other Business’.

55-23-24 Board and Committee Reports

- i. Report of the February 23, 2024 Board of Directors Meeting

It was moved by K. Goyette and seconded by K. Pratt:

“THAT the report of the February 23, 2024 Board of Directors Meeting be approved”

CARRIED

56-23-24 Financial Reports

- i. Supplementary Report re Audited Financial Statements for the Year Ended December 31, 2023

D. Nyugen provided an overview of the Supplementary Report regarding the 2023 audited year-end financials. He briefed the board on major key findings with our results vs budget. We had a strong uptake for programming in 2023 relative to our budget and ended up with a surplus, which will go into reserves.

It was moved by D. Manton and seconded by J. Hall

“THAT the Supplementary Report re Audited Financial Statements for the Year Ended December 31, 2023 be approved

CARRIED

- ii. Audited Financial Statements for the Year Ended December 31, 2023

D. Nyugen advised that the audit went well, and no major findings were noted. We had a positive cash flow which was invested into long-term investments and our CEBA loan was paid off. T. Cox questions the review of the new office space and timeframe. D. Arbuckle explains

that we want to reduce our accommodation space and realize some savings. More details at the June Board meeting.

It was moved by C. Davidson and seconded by E. Arthurs

“THAT the Audited Financial Statements for the Year Ended December 31, 2023 be recommended for approval and;

“THAT the Statements be forwarded to the 2024 AMCTO Annual General Meeting for approval”

CARRIED

iii. Final Reserve Allocation for year ended December 31, 2023

D. Nyugen explained the continuity schedule of the Association’s reserve balances and how the balances have changed year over year.

It was moved by T. Cox and seconded by D. Manton

“THAT the Final Reserve Allocation for year ended December 31, 2023 be approved”

CARRIED

There was some group discussion around the length of time we have retained BDO services and perhaps increasing the timeframe for some savings. D. Arbuckle’s preference is to stay for one year and then discuss with BDO to see if there is an opportunity to leverage any future cost savings.

It was moved by J. Hall and seconded by K. Thibeault

“THAT BDO Canada LLP be retained to provide audit services for the 2024 financial year and;

“THAT this Motion be provided to the membership for approval at the 2024 AMCTO AGM in June 2024”

CARRIED

iv. Report of the Unaudited Financial Statements for the 3-month period ending March 31, 2024

D. Nyugen provided highlights of the unaudited financial statements, covering Q1 of 2024. He advised our group that registration was strong for this year's conference and therefore revenues are above previous years and that expenditures are in line with the previous year as well.

It was moved by K. Goyette and seconded by J. Hutson

"THAT the report of the Unaudited Financial Statements for the 3-month period ending March 31, 2024 be received"

RECEIVED

57-23-24 Membership and Accreditation Reports

i. New Accreditations Report

D. Arbuckle extended congratulations to those receiving accreditations.

It was moved by K. Pratt and seconded by C. Davidson

"THAT the Membership and Accreditation Reports be approved"

CARRIED

58-23-24 Organizational Reports

i. Not-for-Profit Corporations Act, 2010 and AMCTO Letters Patent and Constitution and By-Laws

D. Nyugen recapped the 2014 ONCA review and the amendments made to our bylaws in order to be compliant. AMCTO reached out to a non-profit lawyer as our Letters Patent were not revised. The lawyer did a comprehensive review and summarized three pieces: our Registry filings, Letters of Patent, and Bylaws.

AMCTO's registry filings had not been report to the Ministry and the recommendation was to have them filed.

The Letters Patent required language to be amended in the association's Articles of Incorporation.

The lawyer's review indicates that the bylaws do not reflect the members' voting rights as it relates to the voting in of the Board. The

recommendation is not to change the manner in which we vote the board of directors in, but just update the bylaws.

AMCTO will work on the bylaws this year and have a draft change to be presented at the AGM in 2025. There will be brief period of non-compliance with ONCA however legal indicates there is little organizational risk .

Some discussion around monetary penalties and creating classes to mirror zone structure. D. Arbuckle states that the intention is not to have a full review of the Bylaws and Constitution, but only to address the areas identified by ONCA.

Two recommendations were suggested – To bring items for approval to the 2024 AGM and to draft mandatory amendments that will happen through this next year’s term leading into the next AMCTO AGM.

It was moved by P. Shipway and seconded by T. Cox

“THAT the Not-for-Profit Corporations Act, 2010 and AMCTO Letters Patent and Constitution and By-Laws report be approved”

CARRIED

59-23-24 Other Business

i) Diversity, Equity and Inclusion Working Group Appointments

D. Arbuckle advised the board that we will be moving forward this year with a DEI audit with a consultant. One approved initiative is the development of a working group to provide us with advice and feedback.

This group will be part of the consultation and will be reviewing preliminary feedback from the consultant and recommendations to provide advice.

AMCTO had a call-out for members and received some good candidates who put their names forward. Recommendations for working group members have been provided to the Board for approval. Staff also recommend having a board member on this working group.

D. Arbuckle explains that we have had some edits to the Code of Ethics and Values, and it does not address DEI, so a language change is needed. We are working on the messaging on how we roll out guiding statements under the tenets of the Code of Ethics and Values.

It was moved by M. Zuppa and seconded by C. Davidson

“THAT D. Manton be approved as a board member on the DEI Working Group, who put her name forward”

CARRIED

It was moved by K. Pratt and seconded by J. Hall

“THAT staff recommendations for the DEI working group be approved”

CARRIED

ii) Education Law Review

D. Arbuckle advises our group that there is some discussion and debate amongst staff as to where we stand as an educational institution. AMCTO is looking to engage a law firm out of London, Waterloo and Toronto that specializes in education law as well as not-for-profits and other more formal educational institutions.

Staff are looking for an overall legal summary of where we stand as an educational institute and key legal considerations that may impact our business. This will allow for staff to better inform the Board on their role. T. Cox feels this is a good idea which will give clarity and best practices in education.

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60-23-24 Date for Next Meeting

Saturday, June 8, 2024 – 12:00pm

Silver Creek Room, Top Floor, Village Conference Centre

Blue Mountain, ON

(Hybrid option will be available)



61-23-24 Adjournment

It was moved by P. Shipway

“THAT the FIFTH meeting of the May 3rd, 2024 AMCTO Board of Directors be adjourned”

CARRIED

AMCTO Staff Report

TO: Board of Directors

RE: **Supporting World Animal Protection Campaign on Provincial Regulation of Exotic Animals and Roadside Zoos**

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

REPORT DATE: June 8, 2024

PURPOSE:

Seek Board resolution supporting World Animal Protection’s campaign for Provincial regulation of exotic animals and roadside zoos.

RECOMMENDATION:

THAT the Board of Directors pass a resolution supporting World Animal Protections Campaign on Provincial Regulation of Exotic Animals and Roadside Zoos.

HISTORICAL BACKGROUND:

In 2011, at the request of World Animal Protection, AMCTO wrote to the Ministers of Natural Resources and Community Safety and Correctional Services requesting Provincial action to address the risks to public, officers and municipalities arising from the current approach to regulating the keeping and care of exotic animals.

Since then, municipalities in Ontario have continued to face challenges in managing unregulated exotic animals and the presence of roadside zoos which have posed safety risks to the public and to enforcement officers. In November 2022, AMCTO staff met with representatives from World Animal Protection about their recent work investigating roadside zoos and asked for AMCTO’s support to advocate for stricter rules and enforcement at the Provincial level of exotic animals.

While the Province introduced the Provincial Animal Welfare Services Act, 2019 (PAWS) and accompanying regulations, World Animal Protection’s analysis of the regulations is that it is a half-measure. It has also been determined that legislation and standards are vague which makes it difficult to enforce and even more difficult to prosecute.

World Animal Protection continues to track incidents related to roadside zoos and exotic animals.

At the February 2023 Board meeting, the Board approved a policy position that called on the Province to mandate a licensing program for roadside zoos and the creation of a ban on acquisition and breeding of exotic animals. Subsequently a letter was sent to the Solicitor General and Minister of Natural Resources and Forestry communicating this position.

Since that time, AMCTO and AMO collaborated with World Animal Protection on further advocacy. In April 2024 World Animal Protection, with the input from AMCTO and AMO, launched a toolkit with a council resolution and briefing note to gather municipal support for legislative and regulatory changes. AMCTO spotlighted this campaign in the April edition of the Legislative Express. World Animal Protection has also written an article for the Q2 Municipal Monitor.

ANALYSIS OF ISSUE/S:

Ontario is the last major jurisdiction in Canada that has not licensed or restricted the keeping or use of exotic animals in captivity. As a result, municipalities have had to try to manage regulation and enforcement through bylaws resulting in different regulatory and enforcement regimes across the Province.

World Animal Protection has indicated that this leaves municipalities to deal with issues and problems related to public safety, enforcement without the proper training to handle exotic animals and can result in financial burden for municipalities. Municipalities who chose to prosecute violators of local bylaws dedicated substantial resources to doing so.

Since 1985, World Animal Protection has indicated that more than 60 incidents have been reported though there have been approximately 100 exotic animal escapes and attacks reported. There are approximately 50 zoos, wildlife displays and zoo-type exhibits that house wild animals with between 1000-2000 such animals kept and tens of thousands in private homes which could pose hazards to first responders, bylaw officials and the public:

- Standards of care are vague and unenforceable which has led to increased non-compliance.
- A licence is only required to keep native wildlife in captivity and the conditions are minimal.
- There is no requirement for training and education to open a zoo and no business plan or base level of funding is required.
- No public health and safety regulations or inspections to protect zoo staff, volunteers, visitors and neighbours.

World Animal Protection has conducted jurisdictional scans across Canada and is also aware of legislative frameworks developed internationally. They have also tracked municipal bylaws and approximately half of municipalities do not have bylaws on exotic animals.

The organization is advocating for a stronger legislative solution from the Province. Ideally a province-wide zoo licensing system be implemented.

Currently, the mandate for regulating and keeping wild animals falls under the Ministry of Natural Resources and Forestry for issuing licensees for certain native wildlife in captivity under Fish and Wildlife Conservation Act and the Minister of the Solicitor General (MSG) for the welfare of all captive wildlife through the Standards of Care and Administrative.

Requirements under the PAWS Act. Under the existing PAWS Act, the Province can regulate which animals can be kept and what activities they are used for. A “positive list” of allowed animals is a promising practice as it regulates which animals are acceptable without having to specifically enumerate which animals are banned: if it is not on the list, it is considered unacceptable.

Alignment with AMCTO’s Issue Profile

While not specifically mentioned in the issue profile, regulation of exotic animals poses an administrative, operational, and potentially financial burden to those municipalities that have roadside zoos. Moreover, it is unclear how many exotic animals are kept in private homes and in what municipalities. It is an area that the Province has added a bandage solution for, and has largely left to municipalities to manage. The problem could be widespread, particularly given that COVID-19 pandemic has demonstrated the issues related to the interaction of wild animals and humans from a health perspective.

As a result of the Board’s February 2023 decision, the roadside zoos and exotic animals issue is now embedded into AMCTO’s policy registry.

Next Steps

Should the resolution (attached) be approved, staff will forward correspondence to the Solicitor General and Minister of Natural Resources and Forestry.

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.

Attachment: Resolution

Appendix: Draft Resolution

Provincial regulations needed to restrict keeping of non-native (“exotic”) wild animals

WHEREAS Ontario has more private non-native (“exotic”) wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province; and,

WHEREAS the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of non-native (“exotic”) wild animals in captivity; and,

WHEREAS non-native (“exotic”) wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the province; and,

WHEREAS the keeping of non-native (“exotic”) wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife; and,

WHEREAS owners of non-native (“exotic”) wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns; and,

WHEREAS municipalities have struggled, often for months or years, to deal with non-native (“exotic”) wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges; and,

AND WHEREAS the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection’s campaign for provincial regulations of non-native (“exotic”) wild animals and roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry;

THEREFORE, BE IT RESOLVED THAT AMCTO hereby petitions the provincial government to implement provincial regulations to restrict the possession, breeding, and use of non-native (“exotic”) wild animals and license zoos in order to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario’s citizens and the non-native (“exotic”) wild animal population.

AMCTO Staff Report

TO: Board of Directors

RE: **Supporting Municipal-Regional Funding to Support Newcomers Including Refugees and Asylum Seekers**

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

REPORT DATE: June 8, 2024

PURPOSE:

Seek Board support for increased municipal-regional funding to support newcomers including refugees and asylum seekers.

RECOMMENDATION:

THAT the Board of Directors supports call for increased municipal-regional funding to support newcomers including refugees and asylum seekers.

HISTORICAL BACKGROUND:

Several Ontario municipalities have been impacted by a higher-than-normal influx of refugee claimants and asylum seekers since mid-2023. The Region of Peel and the City of Toronto have seen an exponential increase given proximity to Pearson International Airport. There are 8,000 new In-land/Port-of-Entry (IL/PoE) claimants recorded every month in Ontario by the end of 2023 which has resulted in a significant strain on already overwhelmed shelter systems given the ongoing homelessness and housing crises.

Region of Peel staff approached AMCTO in early May seeking engagement opportunities to share a proposal the Region submitted to the federal and provincial governments on how to address the asylum claimant situation impacting municipalities.

ANALYSIS OF ISSUE/S:

As of February 2024, there were over 1,500 asylum claimants in Peel’s shelter system, and over 800 local residents resulting in Peel’s emergency housing system operating at almost 400 per cent capacity.

By the end of 2024, the Region of Peel will have invested in supporting asylum claimants:

- \$26.9M (2023) - 95% Interim Housing Assistance Program (IHAP) reimbursement received
- Estimated \$68M (2024)

This is equivalent to an additional 3% property tax increase towards asylum claimant supports.

The asylum and refugee systems are overseen by the federal government and policy decisions made by that level of government, along with ad hoc funding, is having an exhaustive effect already stretched municipal financial and human resources and services. As the IHAP is based on reimbursement, it is not an appropriate mechanism as it does not allow for advance financial planning and implementation.

Peel is proposing to move from an ad hoc and scattered approach to one that is capacity and demand driven, and well-structured to be efficient and effective through a Regional Reception Centre approach within the GTHA. Such a model would provide wrap around services to support claimants who must wait up to 1.5 years before initial hearings are scheduled.

The reception Centre would assess the needs of claimants and provide initial services and then be transitioned to other municipalities which may have service capacity, and which would provide ongoing housing and settlement supports with funding from the provincial and federal governments.

Peel is seeking:

Reception Centre (up to 5 days of support):

- \$3.6 million from IRCC for the one-time start up and capital costs of the Regional Reception Centre;
- \$9.9 million annually from IRCC and \$1.0 million annually from the MLITSD for operating expenses of the Regional Reception Centre;

Dormitory Style Asylum Seeker Shelters (up to 90 days of support):

- \$6.4 million from IRCC for initial start-up and capital costs of 3 dormitory style asylum specific shelters
- \$25.8 million from IRCC for annual operating expenses of 3 dormitory style asylum specific shelters from IRCC

Support Per Asylum Claimant (up to 365 days of support):

- \$62,000 annually per asylum claimant in other service manager and district social services board areas to support an asylum claimant with temporary and permanent housing, health, and other social and settlement services to fully integrate into other communities upon exit from the Regional Reception;
- Specifically, \$38K is required in direct funding from IRCC for other service managers and district social services boards for housing and \$24K per asylum claimant is needed



from Immigration, Refugee and Citizenship Canada (IRCC), Health Canada, Ministry of Labour, Immigration, Training and Skills Development (MLITSD), Ministry of Children, Community and Social Services (MCCSS), and Ministry of Health (MOH) for increased funding for programming depending on current service levels.

Alignment with AMCTO's Issue Profile and Policy and Advocacy Framework

Traditionally, AMCTO has not addressed issues related specifically to social services or immigration, the financial and operational impacts of managing an influx of claimants is adding more strain to an already overburdened system from a financial and resource perspective.

Consequently, the request speaks to the financial planning and resilience and service and administration buckets of AMCTO's Issue Profile. It is also consistent with AMCTO's recent support of AMO's call for a Social and Economic Prosperity Review and the Association's interest in FCM's Municipal Growth Framework.

AMCTO's Policy and Advocacy Framework also identifies an objective to strengthen AMCTO's impact on public policy through coalitions and collaboration with associations and organizations to move the sector and member interests forward. This includes identifying opportunities for others to seek AMCTO's board endorsement of issues as it relates to the Association's advocacy interests.

Municipal Associations and Organizations

Ontario Municipal Social Service Administrators Association (OMSSA)'s 2024 federal pre-budget submission called for an intergovernmental strategy to immediately address the large-scale arrivals of claimants including triaging arrivals and allocating emergency housing to them.

The Ontario Big City Mayors (OCBM) passed a resolution in August 2023 calling for all orders of government to put in place a funding model that addresses the on-going need for emergency housing and other supports.

The Association of Municipalities of Ontario (AMO)'s Social Policy and Human Services Task Force was presented with Peel's proposal the week of June 3rd. Staff will be following up with AMO on whether their board takes a formal position on Peel's request. There is alignment between asylum support and AMO's positions on homelessness, encampments, and the lack of intervention in provincial and federal government's own policy areas.

Next Steps



Assuming the board concurs with staff recommendation, correspondence will be forwarded to the Ministers of IRCC, MMAH, and MCCSS, OCBM and AMO indicating AMCTO's support for federal and provincial funding and intervention.

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.



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: AMCTO Membership Update
FROM: Nathalie Plourde, Advisor, Membership and Accreditation
REPORT DATE: June 8, 2024

PURPOSE: To provide the AMCTO Board of Directors with current membership data and activity related to attraction and retention of members. This report also highlights those members who have decided to not renew their memberships with the Association

RECOMMENDATION: THAT the individuals identified in Appendix II and III of this report be removed from the AMCTO membership roll.

HISTORICAL BACKGROUND:

The historical background will provide membership comparative data analysis and recent attractions/retention activity to date for the current fiscal year.

Active Members - Comparison 2022 - 2024

Membership Category	Active Members (June 2022)	Active Members (June 2023)	Active Members (June 2024)
Full	1433	1453	1565
Associate	58	49	72
New Professional	161	200	227
Retired	276	260	264
Member In Transition	19	26	26
Honourary	10	12	15
Student	30	38	96
Total	1993	2038	2265

ANALYSIS OF ISSUE/S:

AMCTO membership has increased by **112** members in the full category over the prior year. In 2024, the new professional category had **27** more members compared to 2023 and **66** more members compared to 2022. The member in transition category had no change in members



requiring support for 2024. The retired category slightly increased by **4** members from the prior year. The student member category increased by **150%** over the prior year.

New Member Joins - Comparison 2022 - 2024

Membership Category	New Members 2022	New Members 2023	New Members 2024
Full	121	112	172
Associate	14	5	20
New Professional	46	81	78
Student	29	33	52
Total	210	231	322

AMCTO has attracted **322** new members to date for 2024. Notably, the full membership category experienced an increase of **55%** over the prior year. An overall increase of **60** new members over the prior year. Additionally, the total new members were **50%** higher compared to 2022.

New Member Promotion

AMCTO initiated a recent marketing campaign on May 1, 2024.

In May, the campaign cross-promoted the advantages of AMCTO membership and the 2024 Conference this spring. From now until the end of the year, new members that join can save up to \$100 as a Full or Associate member and can receive preferred member rates for the annual Conference. The promotion targeted non-members participating in AMCTO professional development programs over the past year.

The campaign contributed to increasing membership with a total of **22** new members joining AMCTO during the promotional period. AMCTO staff continues to explore new opportunities to attract and retain new members in 2024.

2024 Membership That Matters (Appendix I)

The 2024 Membership That Matters appendix includes membership information from **February 13, 2024 – May 31, 2024**. AMCTO attracted a total of **100** new members during this period. An increase of **30** members over the prior year period. AMCTO Zones that attracted more than **10%** of new members were Zone 2, Zone 3, Zone 4, Zone 5 and Zone 6. Overall, Zone 4 had the highest proportion of new members at **30%**.

New Members by Zones

Zones	New Members	Percentage (%)
Zone 1	9	9%
Zone 2	11	11%
Zone 3	14	14%
Zone 4	30	30%
Zone 5	11	11%
Zone 6	15	15%
Zone 7	3	3%
Zone 8	3	3%
Zone 9	4	4%

*Includes student members

2024 Membership Renewal - Unpaid Members and Resigned

The AMCTO launched their annual membership renewal on November 1, 2023. Over the past few months, staff have been sending regular renewal reminders and contacting unpaid members on renewing their membership.

To date, unpaid members have received 3-monthly email reminders until the end of January. In February, staff began sending weekly reminders in addition to conducting follow up phone calls until the beginning of April. Lastly, there was a final attempt to resend their invoice at the end of April. Currently, there are **92** unpaid members. In many cases, there was no response from these members. The unpaid members to be removed from roll are listed in Appendix II of this report.

During this period, there were **144** members who informed AMCTO that no longer needed membership and have resigned. These members were sent an exit survey (optional) to help AMCTO learn about their reasons for resigning and how the association can better serve its members in future.

The survey results highlighted that 50% of respondents are in the age of 55 and over. In this demographic segment, 20% of respondents are in the age of 65 and over. The data shows that more than 44% of respondents have over 20 years' experience in the municipal sector. Additionally, those in a senior management role represented 40% of respondents. The results indicated that 42% are retiring or no longer working in the sector.

The members who have resigned are listed in Appendix III of this report.

Member Affinity Programs – Update

AMCTO recently launched a new affinity partnership program with the McGill-Queen's University Press (MQUP) to offer all AMCTO members 30% off MQUP print publications and access to exclusive members-only webinars and author events. This new partnership with MQUP expands educational and knowledge-sharing opportunities for members, enriching their experiences.

McGill-Queen's University Press is a scholarly publisher that defends, refutes, and creates fresh interpretations of the world. With over 4,000 books in print and numerous awards and bestsellers, MQUP's goal is to produce peer-reviewed, rigorously edited, beautifully produced, intelligent, interesting books.

In 2024, MQUP published *Voting Online: Technology and Democracy in Municipal Elections* by Nicole Goodman, Helen Hayes, R. Michael McGregor, Scott Pruysers and Zachary Spicer, which examines how governments, administrators, candidates, and electors view the increasing trend toward online voting in Ontario's municipalities. In partnership with MQUP, we will be hosting an exclusive free member webinar featuring a robust discussion with the authors during the summer/fall 2024. All members who attend the webinar will receive an additional exclusive offer on the book.

AMCTO will provide regular updates on the usage of the McGill-Queen's University Press affinity program.

Non-Member Marketing Initiative Fall 2024 - Update

AMCTO is planning to relaunch a campaign available to non-members who have registered for identified education and professional development programs in the Fall of 2024.

As part of the promotion for Fall 2024 education (all courses) and professional development programs (forums and workshops only), AMCTO will be offering non-members the opportunity to take advantage of a special discount on membership. Eligible new members would receive 50% discount off the current rate for full, associate and new professional membership. Comparable to past fall marketing initiatives, new members will receive approximately 15 months of AMCTO membership at the discounted rate. Membership renewal for these members would return to the full rates for 2026.

AMCTO will begin promoting special discount membership with the release fall education and professional development this July. It will be promoted on a regular basis leading up to the



education programs registration closing in early August. All professional development programs would continue promoting special discounts on membership throughout the fall.

The 2022 campaign resulted in **95%** of those members continuing their membership for a second consecutive year. Staff will continue to evaluate participation rates throughout the life cycle of the discounted membership and review retention rates following the conclusion of the discount.

FINANCIAL IMPACT:

The association is on track to achieve budget projection targets for 2024 membership year.

LINK TO STRATEGIC GOALS/PRIORITIES:

To retain existing members and attract new members to ensure the ongoing viability and influence of AMCTO.

MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS AND RETIREDS
TO THE AMCTO BOARD OF DIRECTORS
Saturday, June 8, 2024

NEW MEMBERS**Full, New Professional, Associate****ZONE 1**

Catherine A. DeForest
 Manager, Client Services, City of London

Kelly A. Lovell
 Dietary Aide, Chatham-Kent Riverview Gardens

Barbara Maly
 Executive Director
 London Downtown Business Association

Abigail V. Marchildon
 Council and Committee Coordinator
 Municipality of Leamington

Chantal Maxwell
 Coordinator, Building Services, City of London

Kari Myers
 Director of Community and Development Services
 Municipality of Leamington

Safeta Sertovic
 Coordinator, Digital Initiatives, City of London

Cynthia L. St. John
 Chief Executive Officer, Southwestern Public Health

ZONE 2

Shannon Campbell
 Executive Assistant, Township of Georgian Bluffs

Becky DeWetering
 Deputy Clerk, Municipality of West Perth

Emma M. Fidler
 Administrative Assistant, Township of Chatsworth

Julie Grellette
 Manager, Administration and Business, City of Barrie

Sooriya Jayandan
 Deputy Clerk, Township of Guelph/Eramosa

Amber J. McDonald
 Deputy Clerk, Township of Ramara

Antonietta Minichillo
 General Manager, Corporate Services
 Town of Orangeville

Lindsay A. Raftis
 Assistant Clerk, Town of Orangeville

Roberta E. Scully
 Municipal Services Assistant
 Municipality of Grey Highlands

Danielle L. Thompson
 Committee Coordinator, Municipality of Grey Highlands

Kendra Webster
 Legislative and Licensing Coordinator
 Municipality of South Huron

ZONE 3

Maureen Beatty
 Executive Assistant, Regional Tourism Association

Jessica A. Beaupre
 Committee Coordinator, Town of Grimsby

Grant Bivol
 Town Clerk, Town of Niagara-on-the-Lake

Simona Dinu
 Director, Service Excellence and Communications
 Hamilton Public Library

Chris Everets
 Manager, Financial Planning & Reporting
 Norfolk County

Helen S. Klumpp
 Consultant, Municipal Professional
 Zone 3

Nick Poulas
 Investment Advisor – Hobson Chahal Advisory Group
 CIBC Wood Gundy Hobson Chahal Advisory Group

Lisa Shields
 City Solicitor, City of Hamilton

Andrew Wilgar
 Cofounder, CGO, Civia Inc.

ZONE 4

Jackie Bennett
 Manager, Records and Privacy, Town of Whitby

MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS AND RETIREDS
TO THE AMCTO BOARD OF DIRECTORS
Saturday, June 8, 2024

Peter Bryson
Manager, Property Standards Enforcement
City of Brampton

Chris Fasciano
Director of Community Services, Township of King

Tariq N. Habib
Supervisor, Transportation Services, City of Toronto

Teshini A. Harrison
Policy Development Officer, City of Toronto

Allison Hector-Alexander
Director, CAO's Office - Diversity, Equity and Inclusion
Regional Municipality of Durham

Martin Heenan
Vice President, CDP Communications

David Hodgins
Program Manager, Public Works
Regional Municipality of York

Sylvia Kmiecik
Executive Strategy & Transformation Consultant
The Lady Instructor

Michael Kralt
Project Manager, City of Brampton

Sarah Le Monnier
Senior Program Analyst, Regional Municipality of York

Tobias Novogrodsky
Deputy City Clerk, Election Services, City of Toronto

Chantelle Rolland
Legislative Services Associate, Township of Scugog

Richard Schnabel
Special Event Management Planner, Metrolinx

Laura C. Summers
Director, Ontario Public Service

ZONE 5

Caroline J. L. Birch
Economic Development & Executive Offices Coordinator
Municipality of Brighton

Bryan A. Brooks, Dipl.M.A., Dipl.M.M.
Town Manager, Town of Deseronto

Chelsea E. Cosh
Manager of Waste Facilities, Township of Minden Hills

Lori Crellin
Clerk, Municipality of Tweed

John Gooding
Manager of Capital Infrastructure, Municipality of Brighton

Catherine M. Houard
Affordable Housing Programs Supervisor
County of Hastings

Cindy Huyck
Development Services Clerk, Township of Stone Mills

Tracy A. Millar
Committee Coordinator, Town of Huntsville

Kayla C. Spooner
Deputy Treasurer
Township of Havelock Belmont Methuen

ZONE 6

Lisa V. Devereaux
Administrative Assistant, Recreation and Culture
Township of North Dundas

Laura L. Griffith
Deputy Clerk, North Algona Wilberforce Township

Anne Leduc
Director of Community Services
Township of North Glengarry

Julia McCaugherty-Jansman
Clerk, Village of Merrickville – Wolford

Senterre M. McKenna
Committee Clerk, Municipality of North Grenville

Kurtis McGonegal, Dipl.M.M., Dipl.M.A.
Treasurer, Township of Whitewater Region

Derek Ochej
Deputy City Clerk, City of Kingston

Julie M. Parr
Deputy Treasurer, Township of Whitewater Region

Jennifer G. Ramnarine
Legislative Advisor, City of Ottawa

MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS AND RETIREDS
TO THE AMCTO BOARD OF DIRECTORS
Saturday, June 8, 2024

Mary LF Remmig
Deputy Clerk, Municipality of North Grenville

Timothy Rowe
Program and Project Management Officer
City of Ottawa

Vikki Werner-Mackeler
Deputy Clerk, Township of Augusta

Lynsey Zufelt
Deputy Clerk, Town of Gananoque

ZONE 7

Lars Logan Storm Stenlund Moffatt
CAO/Clerk/Treasurer
Township of Plummer Additional

Meghan R. Morrison
Administrative Assistant - Building & Planning
Town of Parry Sound

Amanda J. St.Michel
Deputy Clerk, Township of Sables-Spanish Rivers

ZONE 8

Genevieve Goulet
Deputy Clerk, Township of Moonbeam

Brigitte Gravel
Interim CAO, Township of Moonbeam

Annie Lemieux
Clerk, Town of Hearst

ZONE 9

Courtney L. Gallant, Dipl.M.A.
Executive Assistant To The Mayor,
City of Thunder Bay

Serena Goodchild
Deputy Clerk/Communications Manager
Town of Marathon

Rebecca A. Howes
Administrative Assistant,
Township of Terrace Bay

NEW STUDENT MEMBERS

Conestoga College

Romanpreet Kaur, Student, Public Administration

Conestoga Brown

Benthara Pettah, Student, Public Services

George Brown College

Shannan Peck, Student, Business Administration

Humber College

Mark Froment, Student, Public Administration

McMaster University

Dayana Mejia Argueta, Student, Political Studies
Aiden McIlvaney, Student, Social Sciences
Aneka Sujanani, Student, Political Studies
Vincenza Trepanier, Student, Exchange Program

Queen's University

Cole Olidis, Student, Health Sciences

Seneca College

Ibitayo Beatrice Alade, Student, Project Management
Siera Esposito, Student, Public Administration

Trent University

Eva Sofia Baldi, Student, Political Studies
Sam Begin, Student, Business Administration

University of Ottawa

Gabriel Rousselle, Student, Public Administration

University of Toronto

Nathalie Estephan, Student, Master of Urban Innovation
Tanzila Ira, Student, Master of Urban Innovation
Jocelyn Knibutat, Student, Faculty of Information
Thomas Yue, Student, Arts and Science

York University

Ali Adam, Student, Public Administration
Aiden McNamee, Student, Master of Public Administration

**MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS AND RETIREDS
TO THE AMCTO BOARD OF DIRECTORS
Saturday, June 8, 2024**

MEMBERS-IN-TRANSITION

1st Year Approvals

ZONE 3

Jessica Marie Dyson
Director of Legislative Services Clerk
Township of West Lincoln

ZONE 7

Judy Kosowan
Retired, CAO/Clerk, Township of Ryerson

Malcolm White, CMO-R
Retired, CAO, City of Sault Ste. Marie

ZONE 4

Sarah M. Karabin Sweezey, AMP, Dipl.M.A.
Legislative Services Coordinator
Township of Ramara

Sahar Naseer
Access and Privacy Coordinator, City of Brampton

Simone T. Samuel, Dipl.M.A.
Committee Clerk, Regional Municipality of Durham

ZONE 6

Joe Whyte, MBA, DPA, CMO
Former, Treasurer, Village of Westport

NEW RETIRED MEMBERSHIPS

ZONE 1

Denise McGregor, AMCT-R
Retired, Planning Technician, Municipality of Leamington

ZONE 3

Troy McHarg, AMCT-R
Retired, Commissioner, Corporate Services
Town of Milton

ZONE 4

Wendy C. Hill, Dipl.M.A.
Retired, Administrative Assistant, County of Renfrew

ZONE 5

Shannon Hunter, CMO-R, Dipl.M.M.
Retired, CAO/Treasurer, Municipality of Highlands East

Listing of 2024 Unpaid Members to be Removed from the Membership Roll

May 31, 2024

Zone	Full Name	Organization	Category
Z1	Denise Quick, AMCT	Zone 1	Associate
Z1	Adam W. Thompson	City of London	Full Member
Z1	Kevin C. Dickins	City of London	Full Member
Z1	Barbara Westlake-Power	City of London	Full Member
Z1	Sandra Kitchen	Town of Kingsville	Full Member
Z1	Morgan Calvert	Township of Adelaide Metcalfe	Full Member
Z1	Archana Gupta-Harit	Zone 1	Full Member
Z1	Kevin G. Welsh, AMCT	Zone 1	Full Member
Z1	Scarlett Redman	City of St. Thomas	New Professional
Z1	Sile S. Ferguson	County of Elgin	New Professional
Z1	Kaitlin R. Sackner	Municipality of Leamington	New Professional
Z2	Rebecca Marie Vandenberg, Dipl.M.A.	Municipality of Central Huron	Full Member
Z2	Karen Kieffer	Municipality of Kincardine	Full Member
Z2	Robert Stewart	Municipality of Northern Bruce Peninsula	Full Member
Z2	Kiersten A. Thompson	Municipality of Northern Bruce Peninsula	Full Member
Z2	Anne E.H. Bell, AMCT	Town of Bradford West Gwillimbury	Full Member
Z2	Jocelyn Lee	Town of Wasaga Beach	Full Member
Z2	Wanda Patton	Township of Mapleton	Full Member
Z2	Dolores Black	Zone 2	Full Member
Z2	Sherrie A. Charter	City of Barrie	New Professional
Z2	Carly Murdoch	Town of Wasaga Beach	New Professional
Z2	Shannon L. Peart	Township of East Garafraxa	New Professional
Z2	Pamela Kenwell, AMCT	Zone 2	Retired Member
Z3	Neal McDonald	City of Burlington	Full Member
Z3	Ana Maria L. Feliciano	City of Cambridge	Full Member
Z3	Amber LaPointe	City of Port Colborne	Full Member
Z3	Karen D. Vellenga, Dipl.M.A.	County of Brant	Full Member
Z3	Helen Kennedy, AMCT	County of Brant	Full Member
Z3	Brooke E. Malecki	County of Oxford	Full Member
Z3	Jessica Warren	Halton Regional Police Service	Full Member
Z3	Philip A. Lawlor	Regional Municipality of Halton	Full Member
Z3	Alycia Jean Wettlaufer	Township of Zorra	Full Member
Z3	Joanne M. Scime	Zone 3	Full Member
Z3	Lisa A. Read	Zone 3	Full Member
Z3	Catherine Susidko	City of Burlington	New Professional
Z4	Angela Chetty	City of Richmond Hill	Full Member
Z4	Brian R. Inglis	City of Richmond Hill	Full Member
Z4	Bradley A. Bartlett, AMCT	City of Toronto	Full Member
Z4	Kelly McCarthy	City of Toronto	Full Member
Z4	Tiffany Fraser	Regional Municipality of Durham	Full Member
Z4	Kristen D. Newman	Regional Municipality of York	Full Member
Z4	Jagdeep Sharma	Toronto Community Housing Corporation	Full Member
Z4	April Ham	Town of Caledon	Full Member
Z4	Flynn Scott, Dipl.M.M.	Town of Newmarket	Full Member
Z4	Patrick Trafford	Zone 4	Full Member
Z4	Robyn Bonneau	Regional Municipality of Durham	New Professional

Z5	Marc Coyle	City of Belleville	Full Member
Z5	James Duffin, AMCT	County of Hastings	Full Member
Z5	Hannah Brown	Zone 5	Full Member
Z5	Jenna Campbell	Loyalist Township	Full Member
Z5	Lisa Smith, AMCT	Town of Huntsville	Full Member
Z5	M. Alexandra Smith	Township of Alnwick/Haldimand	Full Member
Z5	Tanya L. Ogden	Township of Cramahe	Full Member
Z5	Brad Sokach	Township of Georgian Bay	Full Member
Z5	Cecile King, Dipl.M.A.	Zone 5	Full Member
Z5	Carol James, CMO	Zone 5	Full Member
Z5	Lisa K. Hall, Dipl.M.A.	Zone 5	Full Member
Z5	Nancy A. MacDonald	Zone 5	Full Member
Z5	Joseph Aguanno	City of Kawartha Lakes	New Professional
Z6	Bruce M. Beakley, CMO	St. Joseph's General Hospital	Associate
Z6	Bernadine McEvoy-Robertson	City of Cornwall	Full Member
Z6	Leslie Donnelly	City of Ottawa	Full Member
Z6	Candace Vanskiver	City of Ottawa	Full Member
Z6	Kelly James Pender	County of Frontenac	Full Member
Z6	Tana N. Torch	Town of Smiths Falls	Full Member
Z6	Troy Gilmour	Township of Frontenac Islands	Full Member
Z6	Charlene Jackson, AMCT, Dipl.M.M.	Township of Laurentian Valley	Full Member
Z6	Philip B.J. Reniers	Zone 6	Full Member
Z6	Allison Holtzhauer	Zone 6	Full Member
Z6	Annette Mantifel, AMCT, Dipl.M.M.	Zone 6	Full Member
Z6	Véronique Brunet	City of Cornwall	New Professional
Z6	Wendy C. Hill, Dipl.M.A.	Zone 6	Retired Member
Z6	Maureen M. Spratt, CMO-R	Zone 6	Retired Member
Z7	Lanny S. Dennis, AMCT	Lanny D. Planning	Associate
Z7	Stephan Graveline	City of North Bay	Full Member
Z7	Hayley Nicklasson	Municipality of Central Manitoulin	Full Member
Z7	Francine I. Desormeau	Town of Mattawa	Full Member
Z7	Shannon Milley	Township of Hornepayne	Full Member
Z7	Peggy Young-Lovelace	Township of Joly	Full Member
Z7	Suzanne B. Fortin	Zone 7	Full Member
Z7	Jadah D. McLaren	Township of Machar	New Professional
Z8	Sonya M. Larsen	Zone 8	Full Member
Z8	Osei Bonsu Bosompem	Zone 8	Full Member
Z8	Shaeleen K. Hynds	Zone 8	New Professional
Z9	Bobbi-Lee Kloosterhuis	City of Thunder Bay	Full Member
Z9	Lauren Halsey	City of Thunder Bay	Full Member
Z9	Kimberley McCart	Kenora District Services Board	Full Member
Z9	Henry Wall	Kenora District Services Board	Full Member
Z9	Darlene F. Stone	Township of Ear Falls	Full Member
Z9	Cathy Cyr	Township of Ignace	Full Member
Z0	Julie Gonyou	StrategyCorp	Full Member
Z0	Jibira Rajadurai, Dipl.M.A.	City of Brampton	Full Member

Resigned Members Between September 1, 2023 to May 31, 2024

May 31, 2024

Zone	Full Name	Organization	Category
Z1	Katrina M. DiGiovanni, Dipl.M.A.	Municipality of Leamington	Full Member
Z1	William Gott	City of London	Full Member
Z1	Danielle Dunlop, Dipl.M.A.	County of Essex	Full Member
Z1	Jennifer Galea	Town of Kingsville	Full Member
Z1	Sandy Pillon, BA, CPPO	County of Essex	Full Member
Z1	Mike Henry	Zone 1	Full Member
Z1	Paul H. Buttery	City of Sarnia	Full Member
Z1	Jeffrey Carswell, AMCT	Township of Southwold	Full Member
Z1	Ronald G. Van Horne	County of Lambton	Full Member
Z1	Cheryl Horrobin, AMCT-R	Zone 1	Retired Member
Z1	Diane Hansen, AMCT	Zone 1	Retired Member
Z1	Michael Galloway, CMO-R	Zone 1	Retired Member
Z2	Barry Godding	Ontario Ministry of The Solicitor General	Associate
Z2	Carol Mohr, CMO	Township of Essa	Full Member
Z2	Jamie McCarthy	Town of Saugeen Shores	Full Member
Z2	Frances Hale, AMCT	Zone 2	Full Member
Z2	Kendra J. Reinhart, AMCT	Municipality of South Bruce	Full Member
Z2	Mary Jo Marshall, AMCT	Zone 2	Full Member
Z2	Mary Rose Walden, AMCT	Township of Huron-Kinloss	Full Member
Z2	Becky Belfour, AMCT	Zone 2	Full Member
Z2	Klaudia Mirska	Zone 2	Full Member
Z2	Spencer Steckley	Zone 2	Full Member
Z2	Susan M. Stone	Zone 2	Full Member
Z2	Bill Bond, MPA, Dipl.M.M.	City of Guelph	Full Member
Z2	Edward Henley	Zone 2	Full Member
Z2	Kimberly M. La Rose	Zone 2	Full Member
Z2	Cynthia L. Bonneville	Zone 2	Full Member
Z2	Lori Rounds	Town of Goderich	Full Member
Z2	Ruth Prince	Town of The Blue Mountains	Full Member
Z2	Brenda Weishar	Zone 2	Full Member
Z2	Sarah E. Bothman	Municipality of West Grey	New Professional
Z2	Jennifer Crichton	County of Simcoe	New Professional
Z2	Kathryn Ironmonger, CMO-R	Zone 2	Retired Member
Z2	Bettyanne Cobean, CMO-R	Zone 2	Retired Member
Z2	Karen Davidson-Lock, AMCT	Zone 2	Retired Member
Z3	Vanvilay Cowan	Regional Municipality of Waterloo	Full Member
Z3	Diane M. Hadaway	Zone 3	Full Member
Z3	Catherine Garrick, AMCT	Zone 3	Full Member
Z3	Kevin Arjoon	City of Burlington	Full Member
Z3	Stephanie E. Potter, Dipl.M.M.	Norfolk County	Full Member
Z3	Julia M. Sippel	Zone 3	Full Member
Z3	Meagan Charland	Town of Milton	Full Member
Z3	Bev Hendry	Zone 3	Full Member
Z3	Josh T. Brick	Township of Blandford-Blenheim	Full Member

Z3	Janice L. Rickard	Zone 3	Full Member
Z3	Lawrence Wagner	Town of Lincoln	Full Member
Z3	Mia M. Sexton	Town of Fort Erie	Full Member
Z3	Laura Almeida	City of Brantford	Full Member
Z3	William Kolasa, AMCT	Zone 3	Full Member
Z3	Keshwer Patel, CPA, CGA, CMO	Regional Municipality of Halton	Full Member
Z3	Andrea N. Harley	City of St. Catharines	Full Member
Z3	Jaclyn Bartels	Hamilton Police Service	Full Member
Z3	Debra Blundell, AMCT	Zone 3	Full Member
Z3	Alex Davidson, AMCT	Zone 3	Full Member
Z3	Rodger Mordue, AMCT	Zone 3	Full Member
Z3	Kathy Patrick	Zone 3	Full Member
Z3	Pascal Laperriere	City of Cambridge	New Professional
Z3	Stephanie A. Bellissimo	Town of Lincoln	New Professional
Z3	Chris Peck, Dipl.M.A.	Zone 3	Retired Member
Z4	Lisa C. Chung	Goldman, Spring, Kichler & Sanders LP	Associate
Z4	Blair MacDonald	Vayle Inc.	Associate
Z4	Daniel Ruberto	York Region District School Board	Associate
Z4	Robin McCleave	BFL CANADA Risk and Insurance	Associate
Z4	Lianne Sauter, Dipl.M.A., Dip.M.M.	Zone 4	Associate
Z4	Deanna Bremner, AMCT	Zone 4	Full Member
Z4	Myuran Palasandiran	Zone 4	Full Member
Z4	Manpreet Abrol	Zone 4	Full Member
Z4	Carolyn Mancey	Town of Whitchurch - Stouffville	Full Member
Z4	Victoria Ho	City of Mississauga	Full Member
Z4	Menusha Suriyacumaran	Regional Municipality of Durham	Full Member
Z4	Elizabeth Scott	Regional Municipality of Durham	Full Member
Z4	Racheal E. Rossetti	City of Oshawa	Full Member
Z4	John Meraglia	City of Toronto	Full Member
Z4	Susan E. Campbell	Zone 4	Full Member
Z4	Tobi Lee	Zone 4	Full Member
Z4	Diane Hall	Zone 4	Full Member
Z4	Laura Hall	Zone 4	Full Member
Z4	Denise A. Dowers	Toronto District School Board	Full Member
Z4	Tommy Aristotle Paparizos	Zone 4	New Professional
Z4	Palak Mehta	Zone 4	New Professional
Z4	Kimiko Huguenin	Town of Newmarket	New Professional
Z4	Tracey Burrows	TLB Municipal Consulting Services	Retired Member
Z4	Garth Johns, CMO-R	Garth S Johns Consulting	Retired Member
Z5	Rebecca R. Webb, AMCT	MPAC, Bracebridge	Associate
Z5	Ellen Armstrong, CMO-R	Zone 5	Full Member
Z5	Rebecca Murphy, Dipl.M.M.	Loyalist Township	Full Member
Z5	Ian Davey	Town of Cobourg	Full Member
Z5	Dawn Switzer	Zone 5	Full Member
Z5	Carol Anne Nelson, AMCT	Zone 5	Full Member
Z5	Ann M. Rooth	Municipality of Trent Lakes	Full Member
Z5	Jennifer E. Bennett	County of Prince Edward	Full Member
Z5	James AC Groomes	Town of Huntsville	Full Member
Z5	Darlene Heffernan	Zone 5	Full Member
Z5	Christine A. Jones, AMCT	Township of Stirling-Rawdon	Full Member in Transition

Z5	John R. Sisson, CMO-R	Zone 5	Retired Member
Z5	Julie Oram, CMO-R	Zone 5	Retired Member
Z6	Angela Rutley	Township of North Dundas	Full Member
Z6	Rosalyn Gruntz, Dipl.M.M.	County of Renfrew	Full Member
Z6	Jeffrey Foss, CMO, Dipl.M.M.	Zone 6	Full Member
Z6	John Bolognone	Zone 6	Full Member
Z6	Cristabel M. Estevez	United Counties of Leeds and Grenville	Full Member
Z6	Melanie Chartrand	City of Ottawa	Full Member
Z6	Vivianne Taillon	Township of North Glengarry	Full Member
Z6	Rebecca E. Russell	Zone 6	Full Member
Z6	Amy Griffin	City of Ottawa	Full Member
Z6	Meagan Jessica Jessup	Township of Admaston/Bromley	Full Member
Z6	Kris Kurs	City of Ottawa	Full Member
Z6	Eric De Gagné	City of Ottawa	Full Member
Z6	Eric Leclerc	City of Ottawa	Full Member
Z6	Eric S. Withers	Town of Renfrew	Full Member
Z6	Matthew M. Armstrong	Town of Prescott	Full Member
Z6	Erin A. Broome	Town of Renfrew	Full Member
Z6	Dayna Golledge	City of Brockville	Full Member
Z6	Cindy Halcrow, Dipl.M.M.	Township of Drummond-North Elmsley	Full Member
Z6	Jessica B. Workman	Zone 6	New Professional
Z6	Lesley Todd, AMCT	Zone 6	Retired Member
Z6	Beverley A. Disney	Zone 6	Retired Member
Z7	Daniel Gagnon	Zone 7	Full Member
Z7	Rheal Forgette	Zone 7	Full Member
Z7	John P. Stenger	Municipality of Huron Shores	Full Member
Z7	Sabrina Green	Zone 7	Full Member
Z7	Kristin S. Linklater	Township of Nipissing	Full Member
Z7	Leanne Crozier	Zone 7	Full Member
Z7	Valerie Obarymskyj	Zone 7	Full Member
Z7	Janet Boucher	Township of Jocelyn	Full Member
Z7	Lynne Duguay, AMCT	Zone 7	Full Member
Z7	Judy Edwards, AMCT	Zone 7	Full Member
Z7	Brenda J. Fraser	Zone 7	Full Member
Z7	Andrew Nowlan	Zone 7	New Professional
Z7	Sandra Therrier, AMCT	Zone 7	Retired Member
Z8	Shannon Johnson	Zone 8	Full Member
Z8	Therese Hall	Zone 8	Full Member
Z8	Dale E. Taylor	Town of Cobalt	Full Member
Z8	Kelly Conlin	City of Temiskaming Shores	Full Member
Z8	Linda McLean	Zone 8	Full Member
Z8	Janine Y. Lecours	Town of Hearst	Full Member
Z8	Barbara Knauth	Municipality of Charlton and Dack	Full Member
Z8	Hong J. Lei	Zone 8	New Professional
Z8	Jocelyne Pronovost, AMCT	Zone 8	Retired Member
Z9	Dawn Hayes	Zone 9	Full Member
Z9	Mark A. Vermette	Zone 9	Full Member
Z9	Lynda Lex	Zone 9	Full Member
Z9	Melanie A. French	Township of Alberton	New Professional
Z9	Amy Nelder, Dipl.M.M.	Town of Fort Frances	New Professional



AMCTO STAFF REPORT

TO: AMCTO Board of Directors

RE: AMCTO Committee and Working Group Appointments

FROM: David Arbuckle – Executive Director

REPORT DATE: June 8, 2024

PURPOSE:

To provide the Board with information regarding the applications received for appointment to various AMCTO committees and working groups and to obtain Board recommendations regarding the individuals to be appointed.

RECOMMENDATION/S:

THAT the recommended individuals identified in the appendices to this report be appointed to their respective committee/working group for a term of two years (2) starting July 1, 2024

HISTORICAL BACKGROUND:

Membership engagement is a key aspect of AMCTO's work. Providing members an opportunity to provide their expertise assists the association in the delivery of programs and services and helps in the development of both internal and external policies and procedures. Involvement in Association work also provides valuable professional development and leadership opportunities.

Annually, AMCTO puts out a call for volunteers for various committees and working groups as established by the Board of Directors. On March 7, AMCTO opened applications for the following volunteer opportunities:

- Diversity, Equity and Inclusion (DEI) Working Group
- Legislative and Policy Advisory Committee (LPAC)
- Ethics Advisory Group
- Certified Municipal Officer (CMO) Accreditation Review Team
- Accredited Municipal Professional (AMP) Accreditation Review Team
- CMO/AMP Accreditation Advisory Group
- AOMC Accreditation Advisory Group

Deadline for volunteer submissions was April 26, 2024



ANALYSIS OF ISSUE/S:

Upon closure of the volunteer application process, staff completed a review of all applicants. LPAC nominees were also reviewed by the AMCTO President and LPAC Chair.

Through this review, staff conducted their assessment using several important considerations including:

- Subject matter expertise
- Municipal role
- AMCTO membership status
- Geographic/Zone representation
- Diversity representation
- Existing committee/group composition and skill sets

Appendices I – VI provide staff’s individual recommendations for appointments to the six (6) committee/groups. Appointments to the DEI Working Group were selected at the May 2024 Board meeting and not included in this report.

The attached appendices also include links to all candidate applications, municipality and zone in addition to committee/group mandate and existing committee/group members.

Implications of New Committee Structure

In February 2024, the AMCTO Board of Directors approved the establishment of a new committee governance structure for AMCTO. That new structure involves the creation of new committees and the modification and/or elimination of some of AMCTO current committee/groups.

As a result of the new structure, which will begin at the start of the 2025-2026 Board of Directors term, will result in the termination of some volunteer appointments in advance of their expiry date. This potential termination was highlighted as part of this year’s volunteer application process. Those affected by these changes will be notified in advance and provided with the opportunity to apply for those committees that match their interest and experience.

FINANCIAL IMPACT:

None

LINK TO STRATEGIC GOALS/PRIORITIES:

Creating opportunities for members to become involved with the Association in a volunteer capacity contributes to the organization’s strategic principle of “Sector Engagement”. It also is related to Goal #3 under Network & Community, “AMCTO events and platforms are an



essential space for municipal professionals to grow their networks within the municipal sector and the Association.”

Appendix I – Legislative and Policy Advisory 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.

As set out in the Terms of Reference, the Committee:

- Identifies and makes recommendations to the Board of Directors regarding key federal and provincial legislative and regulatory issues that should be addressed by the Association;
- Evaluates federal and provincial legislative and regulatory issues identified as priorities by the Board of Directors;
- Provides input and feedback to AMCTO staff regarding proposed formal submissions to be made on priority legislative and regulatory issues;
- Where necessary and appropriate, participates with other municipal associations to help advance issues of common interest and;
- Identifies and co-designs tools and resources, as needed.

Existing Membership:

Name	Title	Expiry	Municipality	Zone
Lise Conde	Manager, Strategy and Government Relations	June 2025	City of Richmond Hill	4
Jeff Bunn	Manager of Legislative Services/Municipal Clerk	June 2025	Township of Wilmot	3
Carla Preston	CAO	June 2025	Township of Tyendinaga	5
Nikia Cava	Deputy Clerk-Treasurer	June 2025	Township of Gillies	9
Thomas Thayer	CAO/Clerk	June 2025	Municipality of Bayham	1
Melanie Davis	Manager, Office of the CAO and Board	June 2025	Niagara Peninsula Conservation Authority (originally appointed as Policy Advisor, Thunder Bay)	2 (moved from 9)

Complete Applicants List (Recommended Appointments in **BOLD**)

Name	Position	Municipality	Zone
<u>Tobias Novogrodsky</u>	Deputy City Clerk, Election Services	City of Toronto	4
<u>Victoria Steele</u>	Director of Legislative Services	Town of Grimsby	3
<u>Reanne Kassar</u>	Legislative Services Specialist	Region of Waterloo	3
<u>Aine Leadbetter</u>	Strategic Business Advisor	City of Guelph	2
<u>Jennifer Ramnarine</u>	Legislative Policy Advisor	City of Ottawa	6
<u>Justin Grainger</u>	Deputy Clerk	Town of Erin	2
<u>Jennifer Astrologo</u>	Director of Council Services	Town of LaSalle	1
<u>Jon Hindley</u>	Manager of Legislative Services/Deputy City Clerk	City of St Thomas	1
<u>Martina Chait-Hartwig</u>	Acting CAO/Clerk	Township of Douro-Dummer	5
<u>Carson Lamb</u>	Director of Legislative Services/Clerk	Township of North Huron	2
<u>John Paul Newman</u>	Deputy Clerk	Municipality of Clarington	4
<u>Kiel Anderson</u>	Manager, Policy and Business Operations	City of Ottawa	6
<u>Christine Vigneault</u>	Manager of Development Services/Adjudicative Services	City of Vaughan	4
<u>June Gallagher</u>	Municipal Clerk	Municipality of Clarington	4
<u>Thomas Street</u>	Legislative Officer	City of Oshawa	4
<u>Dan Wison</u>	CAO	Township of Centre Wellington	2

Jamie Eckenswiller	Director of Legislative Services/Clerk	Municipality of West Grey	2
Andrea Coyne	Manager, Elections, Policy, Print Services	Town of Oakville	3
Jennifer Shaw	Manager of Council and Committee Services/Deputy Clerk	City of Cambridge	3
Craig Davidson	Deputy Treasurer	Township of North Shore	7
Huda Rosic	Service Improvement Specialist	City of Kitchener	3

Appendix II - Ethics Advisory Group

Mandate:

The Code of Ethics and Values was supported by the membership and subsequently adopted in 2015. Following adoption, a focus on education, dialogue and management/leadership growth has been a driver behind the Code in an effort to grow understanding and awareness of issues related to ethical behavior for municipal professionals across the sector.

To support the Code, once it was adopted, the Association also created an Ethics Advisory Group with a mandate to:

- Provide advice and guidance regarding ethical questions, issues and dilemmas that have been directed to the advisory group;
- Provide input and clarity on ethical tenets;
- Review and recommend updates to the code of ethics and associated materials, as necessary;
- Consult on educational matters relating to ethics;
- Draft an Annual AMCTO Ethics report.

The Terms of Reference for the Advisory Group, as amended in 2019, also provide that:

- A maximum of 8 members be appointed by the Board of Directors for a 2-year term;
- Members be appointed on a staggered-term basis such that the term of no more than one half of the total Advisory Group membership will expire in any given year;
- A Presidential Alternate be appointed from the Board for a 1-year term.

Annually, AMCTO staff work with this Ethics Advisory Group to support the

Existing Membership:

Name	Title	Expiry	Municipality	Zone
Aretha A. Adams	Regional Clerk and Director of Legislative Services	6/30/2025	Regional Municipality of Peel	4
Kevin A. Klingenberg	Clerk	6/30/2025	Town of Caledon	4
Josh Machesney	City Clerk/Manager of Legislative Services	6/30/2025	City of Quinte West	5
Robert H.A. Tremblay	Chief Administrative Officer	6/30/2025	Town of Renfrew	6

Complete Applicants List (Recommended Appointments in **BOLD**)

Name	Position	Municipality	Zone
John Hannam	Secretary	TBPSB	9
Aine Leadbetter	Strategic Business Advisory	Guelph	2
Justin Grainger	Deputy Clerk	Erin	2
Amber McDonald	Deputy Clerk	Ramara	2
James Rychard	Firefighter	Burlington	3
Dawn McAlpine	General Manager, Community and Corporate Services	Barrie	2
Matthew Trennum	City Clerk	Thorold	3
Sylvia Kmiecik	Consultant	Mississauga	4
Erin Robinson	CFO	Archipelago	7
Amanda Gubbels	CAO/Clerk	Warwick	1
Jamie Eckenswiller	Director Legislative Services/Clerk	West Grey	2
Jennifer Shaw	Manager, Council & Committee Service/Deputy Clerk	Cambridge	3
Alison Gray	Clerk	Severn	2

Appendix III - Certified Municipal Officer (CMO) Accreditation Review Team

Mandate:

To evaluate CMO certification and maintenance of certification applications submitted and make recommendations to the Board of Directors regarding their approval.

Existing Membership:

Name	Expiry	Municipality	Zone
John Daly, CMO-R	6/11/2025	Retired	2
Carla Preston, CMO, AOMC, Dipl.M.A.	6/11/2025	Township of Tyendinaga	5
Paul Shipway, CMO, AOMC, Dipl.M.A.	6/11/2025	County of Middlesex	1
Robert H.A. Tremblay, CMO, AOMC, Dipl.M.A.	6/11/2025	Town of Renfrew	6
Robin van de Moosdyk, AOMC, CMO, AMCT	6/11/2025	Municipality of Brighton	5

Complete Applicants List (Recommended Appointments in **BOLD**)

Name	Position	Municipality	Zone
<u>Nina Lecic, CMO, AOMC</u>	Director Legislative Services/Clerk	Erin	2
<u>Dianne Gould-Brown, CMO</u>	Municipal Advisor	MMAH	1
<u>Cathy Ryder, CMO</u>	CAO	Drummond/North Elmsley	6

Appendix IV - Accredited Municipal Professional (AMP) Accreditation Review Team

Mandate:

To evaluate AMP certification and maintenance of certification applications submitted and make recommendations to the Board of Directors regarding their approval.

Existing Membership:

Name	Expiry	Municipality	Zone
Kelli Campeau, AMP, AOMC, Dipl.M.A.	6/11/2025	Township of South Glengarry	6
Carla Preston, CMO, AOMC, Dipl.M.A.	6/11/2025	Township of Tyendinaga	5
Dianna Saunderson, AMP	6/11/2025	City of Kitchener	3
Paul Shipway, CMO, AOMC, Dipl.M.A.	6/11/2025	County of Middlesex	1
Robert H.A. Tremblay, CMO, AOMC, Dipl.M.A.	6/11/2025	Town of Renfrew	6
Robin van de Moosdyk, AOMC, CMO, AMCT	6/11/2025	Municipality of Brighton	5
Sabrina R. VanGerven, AMP, Dipl.M.A.	6/11/2025	Township of Amaranth	2

Complete Applicants List (Recommended Appointments in **BOLD**)

Name	Position	Municipality	Zone
<u>Greta Susa, AMP</u>	Manager, Legislative and Legal Services/Deputy Clerk	Milton	3
<u>Becky Jamieson, AMP, AOMC</u>	Commissioner Corporate Services/Clerk	Whitchurch-Stouffville	4
<u>Joey Anderson, AMP</u>	Legal Services Operations Analyst	Ottawa	6
<u>Jamie Eckenswiller, AMP</u>	Director Legislative Services/Clerk	West Grey	2

Appendix V - CMO/AMP Accreditation Advisory Group

Mandate:

The CMO/AMP Accreditation Advisory Group is responsible for:

- Preparing an annual report on CMO and AMP activities including types of complaints, appeals and reasons for “failed” applications;
- Providing consultation to Accreditation staff;
- Adjudicating appeals and/or complaints not resolved at the staff level based on the written and published appeals and complaint process;
- Conducting periodic program reviews and providing recommendations for minor adjustments, changes and updates to the programs.

Existing Membership:

Name	Expiry	Municipality	Zone
Tonia J. Bennett, CMO, AOMC, Dipl.M.A	6/11/2025	Municipality of Marmora and Lake	5
Jamie M. Eckenswiller, AMP	6/11/2025	Municipality of West Grey	2
Carla Preston, CMO, AOMC, Dipl.M.A.	6/11/2025	Township of Tyendinaga	5

Complete Applicants List (Recommended Appointments in **BOLD**)

Name	Position	Municipality	Zone
Kristine Preston, CMO	Deputy Clerk	Orillia	2
Greta Susa, AMP	Manager, Legislative and Legal Services/Deputy Clerk	Milton	3
Becky Jamieson, AMP, AOMC, Dipl.M.M.	Commissioner Corporate Services/Clerk	Whitchurch-Stouffville	4
Kelli Campeau, AMP, AOMC	General Manager Corporate Services/Clerk	South Glengarry	6
John Daly, CMO-R	County Clerk	Retired	2
Nina Lecic, CMO, AOMC	Director Legislative Services/Clerk	Erin	2

Appendix VI - AOMC Accreditation Advisory Group

Mandate:

The AOMC Accreditation Advisory Group is responsible for:

- Preparing an annual report on AOMC activities including types of complaints, appeals and reasons for “failed” applications;
- Providing consultation to Accreditation staff;
- Adjudicating appeals and/or complaints not resolved at the staff level based on the written and published appeals and complaint process;
- Conducting periodic program reviews and providing recommendations for minor adjustments, changes and updates to the programs.

Existing Membership:

Name	Expiry	Municipality	Zone
Donna Delvecchio, AOMC	6/11/2025	City of St. Catharines	3
Becky M. Jamieson, AMP, AOMC, Dipl.M.M.	6/11/2025	Town of Whitchurch - Stouffville	4
Suzanne Klatt, CMO, AOMC, Dipl.M.A.	6/11/2025	Township of Madawaska Valley	6
Carla Preston, CMO, AOMC, Dipl.M.A.	6/11/2025	Township of Tyendinaga	5

Complete Applicants List (Recommended Appointments in **BOLD**)

Name	Position	Municipality	Zone
<u>Ryan Ban, AOMC</u>	Deputy City Clerk	Richmond Hill	4
<u>Nina Lecic, CMO, AOMC</u>	Director Legislative Services/Clerk	Erin	2
<u>Kelli Campeau, AMP, AOMC</u>	General Manager Corporate Services/Clerk	South Glengarry	6

AMCTO STAFF REPORT

TO: Board of Directors
RE: AMCTO New Committee Implementation
FROM: David Arbuckle – Executive Director
REPORT DATE: June 8, 2024

PURPOSE:

To review plan to implement AMCTO’s new committee structure including terms of reference.

RECOMMENDATION/S:

THAT the proposed implementation of the new committee structure, including committee terms, be approved.

HISTORICAL BACKGROUND:

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”).

AMCTO By-Laws also permit the Board of Directors to establish (and dissolve) “as needed” committees to meet specific needs of the Association.

In February of 2024, the AMCTO Board approved a series of changes to the overall committee structure with goal of increasing opportunities for meaningful engagement with AMCTO’s membership. These changes included the creation of three new AMCTO Committees:

- Professional Growth Committee (PGC)
- Network, Community and Membership Committee (NCMC)
- Accreditation Committee (AC)

The addition of new committee requires elimination of several current advisory/working groups including:

- Ethics Advisory Working Group (incorporated into the NCMC)
- CMO/AMP and AOMC Program Advisory Working Groups (incorporated into the AC)



Minor amendments will also be necessary for AMCTO's Management Committee and Legislative and Policy Advisory Committee (LPAC).

Board Discovery

As part of the structure changes, the Board also approved the creation to "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.

ANALYSIS OF ISSUE/S:

Committee Terms of Reference

Appendices I – V of this report contain new and/or revised terms of reference for AMCTO's new committee structure.

Where appropriate, aspects of previous terms for advisory/working groups were incorporated into the new terms.

All new committee terms will take effect July 1, 2025.

Committee Recruitment

The call for volunteers for the new committees will start at or near the beginning of March 2025, closing near the end of April 2025.

As a result of changes to the committee structure, individuals whose advisory/working group participation extends beyond June 30, 2025 will be notified that their appointment will be terminated early due to the dissolution of that group. These individuals will be offered the opportunity to apply for the new committees.



To ensure continuity for committees, AMCTO has traditionally had staggered appointments, with no more than half of appointments expiring in any given year. Staff is recommending this approach be continued with the new committees.

To accommodate this approach, the advertised timeline for appointments will be “up to 2 years”. It will be stated in the advertisement that 1-year appointments maybe be made in 2025 in order to achieve the desired staggering. This approach will only be necessary in 2025 when initiating the new committees.

Board Discovery

The Board Discovery opportunities will be implemented in September of 2024. Information related to the opportunities will be communicated to the broader membership with an application form placed in the “AMCTO Board of Directors” webpage space.

Once received and reviewed, administrative staff will work with affected individuals (Past President, Executive Director) to coordinate meetings and arrange for Board meeting attendance.

FINANCIAL IMPACT:

While there are no direct costs associated with the implementation of the new committee structure, staff is investigating new platforms to manage the new structure efficiently and effectively.

Currently, all Board meeting and committee agendas are constructed manually, with internal report review conducted through file share platforms or email. The process is manually intensive and time consuming.

Should it be determined that a new platform can assist in the coordination and communication of all Board and committee meeting materials, staff will seek to include the new platform costs in the 2025 Operating Budget.

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.”

AMCTO MANAGEMENT COMMITTEE Composition and Mandate

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.~~

Duties/Responsibilities

- The Management Committee can only undertake what is delegated to it by the Board, and has only the powers given to it by the Board;
- The Committee has broad power to provide direction which moves the Association's approved strategic agenda forward;
- The Committee has the authority to approve the development and implementation of Association policies which are operational in nature and do not have direct impact on the Association membership;
- The Committee will serve as a sounding board for significant or potentially controversial policy and program recommendations prior to these matters being debated by the entire Board of Directors;
- The Committee must provide information reports on all decisions/actions to the Board because ultimately the Board will be responsible for these actions/decisions.

AMCTO PROFESSIONAL GROWTH COMMITTEE Composition and Mandate

Membership:

- Presidential Alternate to serve as Chair
- Up to eight (8) additional AMCTO members with the following:
 - Completion of AMCTO Municipal Administration Program (MAP)
 - Other AMCTO education/professional development experience encouraged

Mandate:

- To review new, existing, or revised education or professional development policies
- Receive updates and provide feedback on reports related to the education and professional development portfolios

Duties/Responsibilities

- Attend meetings as required (2 anticipated meetings per term, July to June)
- Review agenda package materials in advance of meeting
- Provide feedback to AMCTO staff regarding agenda materials

Reporting

- AMCTO's Manager, Education Services and Manager, Professional Development will serve as staff liaisons to the Committee
- Decisions from Committee will proceed to the Board of Directors for approval through the meeting minutes

Conduct

- Committee members must adhere to the Volunteer Standards of Conduct Policy.
- This Policy applies to all Association members serving as members of the Association's Board of Directors, Committees, Zone Executives or any other Project Team, Working Group, Task Force or similar group of volunteers established by the Association.

AMCTO NETWORK, COMMUNITY AND MEMBERSHIP COMMITTEE Composition and Mandate

Membership:

- Presidential Alternate to serve as Chair
- Up to ten (10) additional AMCTO members from the following membership categories:
 - Four (4) representatives – Full Member
 - Three (3) representatives – New Professional
 - One (1) representative each from:
 - Associate
 - Retired
 - Student

Mandate:

- To review new, existing, or revised membership and communications policies, including but not limited to:
 - AMCTO's Code of Ethics and Values
 - Zone Terms of Reference and supporting Zone documents
- Receive updates and provide feedback on reports related to the communications and marketing and membership portfolios

Duties/Responsibilities

- Attend meetings as required (2 anticipated meetings per term, July to June)
- Review agenda package materials in advance of meeting
- Provide feedback to AMCTO staff regarding agenda materials

Reporting

- AMCTO's Manager, Communications and Marketing and Advisor, Membership and Accreditation will serve as staff liaisons to the Committee
- Decisions from Committee will proceed to the Board of Directors for approval through the meeting minutes

Conduct

- Committee members must adhere to the Volunteer Standards of Conduct Policy.

Appendix III

- This Policy applies to all Association members serving as members of the Association's Board of Directors, Committees, Zone Executives or any other Project Team, Working Group, Task Force or similar group of volunteers established by the Association.

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AMCTO ACCREDITATION COMMITTEE Composition and Mandate

Membership:

- Presidential Alternate to serve as Chair
- Up to nine (9) additional AMCTO member representatives holding the following AMCTO credentials:
 - Three (3) representatives – Accredited Municipal Professional
 - Three (3) representatives – Accredited Ontario Municipal Clerk
 - Three (3) representatives – Certified Municipal Officer

Mandate:

- To review new, existing, or revised accreditation policies
- Receive updates and provide feedback on reports related to the accreditation portfolios
- Conduct periodic program reviews, as deemed necessary by AMCTO Board and/or AMCTO Staff
- Adjudicate appeals and/or complaints not resolved at staff level based on the written and published appeals and complaint process.

Duties/Responsibilities

- Attend meetings as required (2 anticipated meetings per term, July to June)
- Review agenda package materials in advance of meeting
- Provide feedback to AMCTO staff regarding agenda materials

Reporting

- AMCTO's Advisor, Membership and Accreditation, will serve as staff liaison to the Committee
- Decisions from Committee will proceed to the Board of Directors for approval through the meeting minutes

Conduct

- Committee members must adhere to the Volunteer Standards of Conduct Policy.
- This Policy applies to all Association members serving as members of the Association's Board of Directors, Committees, Zone Executives or any

Appendix IV

other Project Team, Working Group, Task Force or similar group of volunteers established by the Association.

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Appendix V

LEGISLATIVE AND POLICY ADVISORY COMMITTEE-POLICY AND GOVERNMENT
RELATIONS COMMITTEE
TERMS OF REFERENCE

1.0 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.

2.0 Responsibilities:

The Committee:

- Identifies and makes recommendations to the Board of Directors regarding key federal and provincial legislative and regulatory issues that should be addressed by the Association;
- Evaluates federal and provincial legislative and regulatory issues identified as priorities by the Board of Directors;
- Provides input and feedback to AMCTO staff regarding proposed formal submissions to be made on priority legislative and regulatory issues;
- Where necessary and appropriate, participates with other municipal associations to help advance issues of common interest and;
- Identifies and co-designs tools and resources, as needed.

3.0 Commitment

3.0

The Committee meets at least every other month, and more frequently if required as determined by AMCTO staff in discussion with the Committee Chair based on emerging priorities.

As federal and provincial proposals and initiatives arise frequently, members are engaged for input and advice between meetings in order to respond to consultations, inquires or other business.

4.0 Recruitment and Composition

4.1 Recruitment

Recruitment for LPAG-PGRC commences by April annually. The term of new members commences July 1st annually.

4.2 Composition

Terms of Reference – Legislative & Policy Advisory/Policy and Government Relations Committee

As of March 30-2024/June X 2024

Page 1 of 4

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A maximum of 12 full- 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.

A Vice Chair is selected from among the appointed members of the Committee for a term of 1 year to act in place of the Chair as required. AMCTO's Manager – Policy & Government Relations serves as the primary staff liaison.

In appointing members to the Committee, the Board of Directors strives to maintain a Committee composition that is representative of the diversity of the municipal sector, voices, lived experiences and perspectives of individuals of all backgrounds including but not limited to:

- AMCTO zone representation and municipal size, type and area of the province.
- Position level (executive, management, professional),
- Career level (new professional, mid-career, seasoned veterans),
- Job function (administrator, clerk, treasurer, legal counsel, communications etc)
- Skills and lived experiences of members.

5.0 Committee Operations

5.0

The Committee meets regularly to consider legislative and regulatory proposals, identify emerging issues, and provide input and advice to AMCTO staff.

5.1 Minutes:

Staff supporting the Committee take minutes of all meetings. Committee meeting minutes are finalized and forwarded to the Executive Director for approval by the Board of Directors at the following Board meeting.

5.2 Guests:

The Chair may invite guests to attend as a resource, to deliver presentations or to engage in discussions with Committee members. Guests may include federal or provincial elected officials or ministry officials, academics or others as appropriate.

5.3 Quorum:

Quorum is not required for the purposes of meetings. However, for practical purposes, meetings will not be held if fewer than 6 members (not including the Chair) have confirmed their attendance.

5.4 Decision-Making:

Terms of Reference – [Legislative & Policy Advisory](#) [Policy and Government Relations](#) Committee

As of [March 30 2024](#) [June X 2024](#)

Page 2 of 4

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The Committee strives for consensus. On matters that require Committee approval, a vote will be called by the Chair. A simple majority will be used to approve matters.

5.5 Meeting Location

Meetings may take place in-person or virtually to be determined ahead of meetings.

6.0 Accountability:

The Committee is accountable to the Board of Directors through the Manager – Policy & Government Relations and the Executive Director.

The Committee informs the Policy and Government relations ~~workplan~~[Policy and Advocacy Framework, including the Association's Issue Profile which directs the Association' advocacy work](#), ~~should provide the Board of Directors with an annual work plan and budget estimates for work on key legislative and regulatory priority issues identified by the Board of Directors.~~

6.1 Working Groups

For policy projects or initiatives that require additional research, information gathering, and/or deliberations, a working group may be established. Such working groups report into the Committee with information, products, and opinions on policy positions AMCTO should take to inform the [Committee's PGRC's](#) recommendation to the Board of Directors.

Such ~~w~~[Working Groups](#) ~~groups~~ could be composed of AMCTO members, staff, representatives from other ~~m~~[Municipal a](#)~~Associations~~, and ministry staff or any such combination.

A member of the [LPAC PGRC](#), with related experience and skills in the topic being addressed by a working group, will be appointed as Chair of a working group by [the LPAC PGRC](#) utilizing established operating procedures.

The [LPAC PGRC](#) members may be asked from time-to-time to sign non-disclosure agreements to participate in working groups.

6.2 Volunteer Standards of Conduct Policy

Committee members must adhere to the Volunteer Standards of Conduct Policy. This Policy applies to all Association members serving as members of the Association's Board of Directors, Committees, Zone Executives or any other Project Team, Working Group, Task Force or similar group of volunteers established by the Association. [h](#)

keeping with the requirements of the Policy, members must sign and return the included Confirmation of Understanding to the Executive Director soon after appointment.

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**Listing of Certified Municipal Officer, Accredited Municipal Professional and
Accredited Ontario Municipal Clerk Certifications**

**TO THE AMCTO BOARD OF DIRECTORS
Saturday, June 8, 2024**

CMO ACCREDITATIONS

ZONE 1

Jennifer Alexander, AOMC, Dipl.M.A.
Deputy Clerk & Manager Legislative Services
Town of Tecumseh



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: AMCTO Code of Ethics and Values Revisions
FROM: David Arbuckle – Executive Director, AMCTO
REPORT DATE: June 8, 2024

PURPOSE:

To present the recommended revisions to AMCTO's Code of Ethics and Values, including the addition of guiding principles for each of the 12 tenants.

RECOMMENDATION/S:

THAT the revised AMCTO Code of Ethics and Values, included as Appendix I to this report, be approved; and

THAT AMCTO staff communicate the revised Code of Ethics and Values to the broader membership and seek additional opportunities to promote the new Code.

ANALYSIS OF ISSUE/S:

In February 2015, AMCTO staff, in cooperation with Code of Ethics and Values Advisory Group, presented a report to the AMCTO Board of Directors proposing a draft set of ethics and values tenants, in addition to revised discipline and enforcement provisions for the AMCTO Constitution and By-Laws.

In the appended report, it is stated *“It is recognized that upon approval of the Code of Ethics & Values – a more detailed process of elaboration of these tenets is needed. This exercise can actively engage and leverage those interested most in ethical leadership to help facilitate further development.”*

At the January 12, 2023 Ethics Advisory Group discussion, members requested “AMCTO staff to review foundational work with the goal of creating a potential compendium document to the Code that further defines the tenants.”

After reviewing related files and reports since 2015, no additional work on the elaboration or expansion of the tenants has been completed and no further recommendations proposed to the Board.

At the June 10, 2023 Board of Directors meeting, it was recommended “THAT AMCTO staff work to with the Ethics Advisory Group to expand the tenants contained in the AMCTO Code of Ethics and Values.”

ANALYSIS OF ISSUE/S:

On February 5, 2024 the AMCTO Ethics Advisory Group met to discuss the development of guiding principle statements for each of the Code’s 12 tenants. The session was facilitated by Rick O’Connor, recently retired City Clerk for the City of Ottawa.

Feedback received at the February meeting was reviewed by AMCTO staff and then crafted into draft guiding principles. These draft principles were circulated to the Advisory Group and reviewed collectively on April 19 where additional amendments were made.

The revised Code of Ethics and Values, including new guiding principles, is included as Appendix I. Note: The wording of all 12 tenants remained unchanged except for one:

- “Protect the concept of a merit-based public service” was changed to “Protect the concept of a professional public service.”
- Given the evolution of hiring values to include considerations such as diversity, the Group felt the tenant should address a broader theme which includes merit”

As part of the Code deliberations, it was suggested that AMCTO staff initiate a broader communications strategy to communicate the revised Code of Ethics and Values to the membership. Once approved, staff will look to identify tactics to not only communicate the new Code but to educate members on the importance of the Code in their professional roles.

FINANCIAL IMPACT:

There are no immediate financial impacts to the establishment and communication of the revised Code of Ethics and Values. Any additional expenditures related to communications and marketing will be accommodated within the existing operational budget.

LINK TO STRATEGIC GOALS/PRIORITIES:

The updating and expansion of the Code of Ethics and Values is not directly tied to the pillars or goals of the 2022-2026 Strategic Plan.



It is however link to the Plan Principle of “Accountability and Transparency which states “Commit to ethical, transparent, and effective governance to foster member trust and accountability among AMCTO’s leadership”.

Improving the Code of Ethics and Values will further strengthen the Association’s commitment to promoting ethical behaviour amongst its membership.

APPENDIX I – AMCTO CODE OF ETHICS AND VALUES - REVISED

Service to the Community

Promote community well-being.

AMCTO members will strive to understand the types of communities they are serving to support informed decision-making and to ensure programs and services are resident-focussed and targeting community need.

Engage the community in decision-making.

AMCTO members will search out opportunities to promote transparency and inclusion in the consultative process. Members will also seek to engage in a manner that encourages two-way communication and explores opportunities for partnership and collaboration.

Deliver public services effectively and efficiently.

AMCTO members will seek to address identified and evolving community needs through encouraging a culture of evaluation, innovation, and continuous improvement, implemented in a fiscally responsible manner.

Protect the legacy of future generations.

AMCTO members will consider the implications of their actions today on the next generation of residents and businesses. Members will commit to long-term planning that accounts for policy and fiscal sustainability in the future.

Protect confidential information.

AMCTO members will seek to ensure that appropriate tools, practices, and permissions are in place and that confidentiality principles are communicated to staff, council, and the general public.

Support to Elected Officials

Deliver objective advice to elected officials.

AMCTO members will demonstrate respect for elected officials and the political process by providing professional advice, supported by expert knowledge, regardless of potential challenges.

Serve elected councils in a dutiful manner.

AMCTO members are committed to serving and empowering locally elected councils through delivering professional advice with an approach that is consistent, candid, and civil.

Maintain political neutrality.

AMCTO members will seek to understand the political environment while remaining consistent in their execution of their responsibility to support political decision-makers with objective advice.

Protect the concept of a professional public service.

AMCTO members are committed to adhering to hiring and promotion policies that transparently assess individuals based on performance, competence, and skill. Members will conduct these assessments in a manner that respects diversity, equity, fairness, and inclusivity.

Service to the Municipal Profession

Maintain professionalism, integrity, and trust.

AMCTO members will model professional behaviour that focusses on treating others fairly, equitably, and inclusively. Members act with awareness of, and accountability for, one's own words and actions, which impact the perceptions of the municipality and its staff.

Demonstrate commitment to professional development.

AMCTO members will be dedicated to contributing to a culture of life-long learning through the identification, development, and proper resourcing of tools, learning plans and information sharing, both for their staff and for themselves.

Develop future municipal professionals.

AMCTO members will support their municipalities active involvement in learning and engagement opportunities that promote the municipal sector and provide practical experience and knowledge for the next generation of municipal leaders.



AMCTO STAFF REPORT

TO: AMCTO Board of Directors

RE: AMCTO Corporate Membership Model Review

FROM: Dan Nguyen, Manager – Finance and Administration

REPORT DATE: June 8, 2024

PURPOSE:

To provide Management Committee with background information related to corporate membership/municipal recognition models and receive direction on related future AMCTO initiatives.

RECOMMENDATION:

THAT AMCTO does not proceed with alternative corporate membership model and;

THAT AMCTO staff proceed with membership recognition tactics as identified in this report.

HISTORICAL BACKGROUND:

For the most part, municipal corporations cover costs for AMCTO membership dues, education and professional development (PD) for their staff members (both member and non-member). Recognizing this, a request from the board was made for the Association to review the possibility of offering a corporate membership or reward model for municipalities to recognize the financial commitment to the Association.

To create a corporate membership or reward model, a review of the association market was made to define and determine which models are currently being implemented and which could work for AMCTO. This included reviewing the membership models of the various municipal associations in Ontario and meeting with OMTRA to discuss their corporate membership model. It was found that associations fall into two broad categories:

- Professional associations which consist of individuals of a common profession that can be member-benefiting and/or designation-granting. The membership rights and annual dues are tied to the individuals. An example is OMTRA or OMAA.



- Trade associations which consist of companies in a particular economic sector or across many sectors. The membership rights and annual dues are tied to the corporation. Examples includes AMO and MFOA.

In our review, AMCTO falls under the Professional Association as it is both member-benefiting and designation-granting. Therefore, in any corporate membership or reward model to be implemented, membership rights and its dues must continue to be tied to the individual:

- Membership and its rights are defined in AMCTO's By-Laws and Constitution (e.g., voting and non-voting class).
- Full Membership is required for accreditation, voting rights at the AGM and nomination to the Board.
- Although municipalities may pay for memberships, they are tied to the individual for the membership year to maintain their accreditations.

Member/Municipal Recognition Voucher

In the past, AMCTO has made efforts to recognize both individual members as well municipalities who have made multiple membership commitments to AMCTO.

A member certificate program previously existed, where individual members received a certificate (via mail) to recognize milestone years of membership (10, 15, 20 etc). It is not clear to current staff when and why this practice was discontinued.

AMCTO also had a related voucher program called the "municipal service award", which provided members with a professional development voucher (\$60) to be used for AMCTO programming. At the September 2016 Board of Directors meeting, the AMCTO Board voted to eliminate the municipal service voucher due to low redemption rates, which were below 1% between 2014-2016.

With regard to municipal recognition programs, AMCTO previously had a voucher program called the "municipal voucher" program. This voucher program rewarded municipalities with multiple memberships, under certain conditions, with a 20% off on-member pricing for a specified number of staff for a specific event. Redemption rates of the municipal voucher program were higher than the municipal service award program but still considered low by market standard, between 7%-9%.

The only current voucher program still in operation is the New Professional voucher, which provides \$200 to each new professional member, to be applied towards AMCTO programming. Redemption rates for new professional vouchers fall between 25%-30%.

ANALYSIS OF ISSUE/S:

Due to the nature of AMCTO's offerings to its members, a one-fee corporate membership that would apply to a municipality's staff would be difficult to implement as this type of corporate membership is more geared towards trade associations. A reward program for municipalities who have a minimum number of members relative to their size would be a better fit for AMCTO. It would ensure the individual membership rights, along with benefits, are maintained.

In a meeting with OMTRA to discuss the performance of their municipal membership discount program which has been in place for 20 years; these key points were noted:

- OMTRA's corporate membership has a discount of up to 47% but the association has minimal overhead as the market served is niche.
- Even with a significant discount, the program has a small uptake from municipalities (approximately 23 municipalities in 2021 participated out of 225 municipalities with members) after 20 years of marketing.
- A barrier on the uptake from municipalities that was noted was due to the fragmented nature of budgeting and procurement on membership, education and PD between departments in a municipality.
- Due to this, the call-to-action of their program is onerous for the municipality to participate in their corporate membership.

In both August 2022 and April 2023, AMCTO presented research related to various association membership models, as well as a potential revised voucher model to recognize municipalities with multiple AMCTO memberships, to the Management Committee. This proposed model is contained in Appendix I. Following feedback received at the April 2023 Management Committee meeting, AMCTO staff determined that additional research was necessary before providing a recommendation to the Board of Directors.

As demonstrated in the previous section, AMCTO voucher programs aimed at recognizing individual membership and total municipal membership commitment have not been successfully implemented and/or not well-received by the membership. From AMCTO senior staff accounts, the voucher programs also absorbed a significant amount of staff resources due to the manual nature of distributing, calculating and applying voucher discounts.

If the vision of a new program is to reward municipal corporate investment in AMCTO through their investment in memberships, and the goal to attract membership with AMCTO, staff believe that both current and future membership incentive programs address both the vision and goal.



Since 2020, overall AMCTO membership has steadily increased. Staff believe this is, in part, due to increased membership promotion and new member incentive programs. Incentive programs, such as membership discounts, targeted at key audiences like users of education and professional development programs, have shown early success in attracting and retaining new members, in both full and new professional categories.

As part of the 2022-2026 AMCTO Strategic Plan, membership attraction continues to be a strong focus of the organization. This includes targeted marketing to both undersubscribe municipal professional categories as well as unrepresented municipalities, based on overall memberships and municipal staffing levels. The recent CAO marketing campaign captured approximately 15% of the target mark or 22 new members. AMCTO “roadshow” planning is currently underway with at least one roadshow to be held in the Fall of 2024.

Considering the positive momentum related to membership attraction and with no evidence to support a potential increase in uptake to a new voucher program, AMCTO staff are recommending that the Association take an alternative approach focused on non-monetary recognition of individual and corporate AMCTO involvement.

AMCTO staff are recommending three actions:

1. Letters to AMCTO members, signed by the Executive Director, in recognition of 5-year continuous membership milestones (5, 10, 15, 20, etc). Letters would be sent starting in July 2024, following finalization of the membership roll at the June Board of Directors meeting.
2. Inclusion of the membership milestone list, including new members, in the Annual Report, distributed to AMCTO members with the Annual General Meeting package.
3. Annual letters to municipal CAOs who have staff who are members of AMCTO.
 - The purpose of the letters will be to show the Association’s appreciation for their organization’s investment in AMCTO
 - The letter can be used as an additional marketing tool to promote the benefits of AMCTO membership in the professional growth of all staff.
 - If supported by AMCTO membership platform, letters may also include data to highlight the value already earned by the municipal AMCTO members (through participation as members in AMCTO programming, such as member discounts)
 - Timing on the implementation of this initiative is to be determined, following conversation with both membership and communications staff.

Staff believe it is best to proceed with existing and planned membership recruitment initiatives and targeted recognition of both loyal members and their municipalities before considering new or renewed programs.



FINANCIAL IMPACT:

There no significant financial impacts to the recognition components outlined in this report. Some additional postage and stationary will be needed however the costs can be accommodated under the existing operating budget.

LINK TO STRATEGIC GOALS/PRIORITIES:

This report is directly related to AMCTO 2022-2026 Strategic Plan under Pillar #3 Membership.

Specifically, Goal #6: AMCTO has a growing and diversified membership base from municipal professionals across Ontario - 4. Review options for AMCTO's membership model.

APPENDIX I – Proposed Corporate Reward Model – August, 2023

Key Considerations

In designing a corporate reward model, the following was considered and incorporated:

- Ensure that current individual membership rights and benefits are maintained.
- Reward municipalities who have a minimum number of AMCTO members.
- Reduce the friction of the call-to-action from municipalities in the reward program and minimize the administrative burden for AMCTO staff to administer.
- Segment municipalities to account for the broad range of municipality sizes (and budgets) in the program by having a floor for municipalities to qualify but not a ceiling to qualify for more benefits.
- Offer a reward that municipalities value, meaning a service many municipalities are currently using to incentivize engagement.
- Recognize that any program cannot capture the entire market but aim for the majority.
- Provide AMCTO the opportunity to add new members to minimize or offset any immediate loss of revenue.

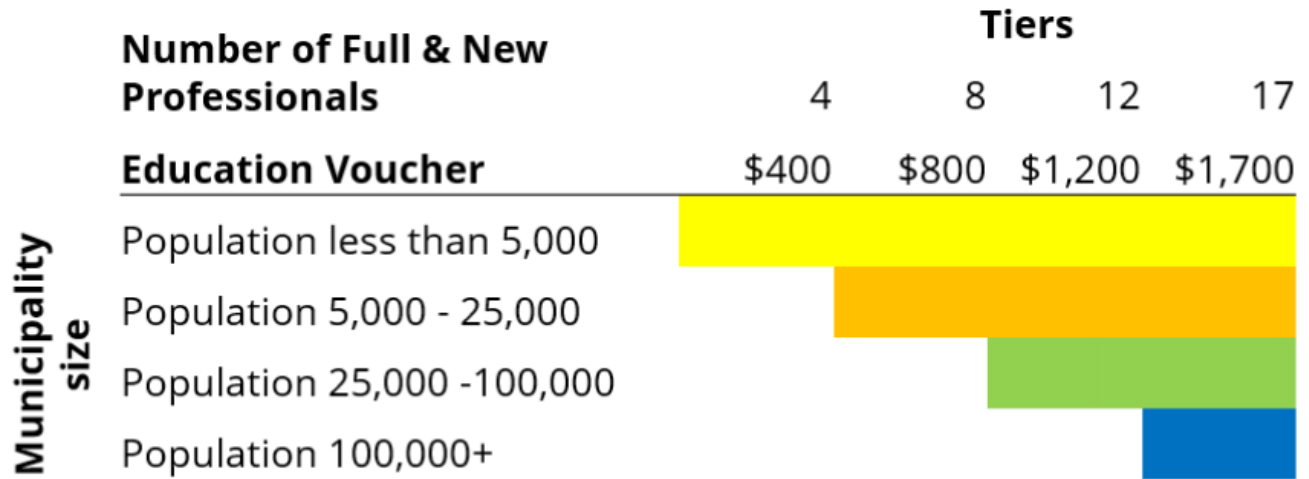
Proposed Program Concept

Depending on municipality size and number of members in a membership year, municipalities will be given a one-time voucher code to use at registration for individual Education or PD programs (Conference, membership dues, OMD, job ad broadcasts and corporate training is excluded). The number of members counted towards a municipality will be based on the municipality that is in the member's profile at the end of each September.

The voucher must be used within the calendar year. By adding in an expiration date on the voucher, this limits the Association from carrying an outstanding liability at year-end (use it or lose it). Municipality size would be defined by the latest Population and dwelling counts: Canada, provinces and territories, census divisions and census subdivisions (municipalities) report by Statistics Canada which the current data is updated to 2021.

Additionally, every municipality automatically participates in the program which reduces the call-to-action to participate. The benefits of this program do not interfere or reduce other current benefits with the Association, such as the New Professional voucher.

The chart below summarizes the municipality size and the minimum number of active Full and New Professional members tiers they would need to qualify for a voucher. The highlighted area represents tiers each municipality size qualifies for in the program.





AMCTO STAFF REPORT

TO: AMCTO Board of Directors

RE: Update on Student Learning Assessments in HR and MCI

FROM: Ya-Yin Ko, Manager - Education Services

REPORT DATE: June 8, 2024

PURPOSE: To provide an update on the development of new learning assessments for the Employment Law and Human Resources Program (HR) and Municipal Clerks Institute (MCI).

RECOMMENDATION: THAT the Board receive the report for information.

HISTORICAL BACKGROUND:

In November 2023, staff recommended making the following changes related to learning assessments in HR and MCI:

- Eliminate the 4,000-word HR report that only students enrolled in the Diploma in Municipal Administration (DMA) are required to do. Instead, develop new assessments that align with the program's learning objectives and embed them into the program itself. Currently, students who are *not* part of the DMA obtain a certificate of completion simply for attendance. The change would mean that the assessments apply to all HR students regardless of whether they are pursuing the DMA.
- Add a learning assessment component to MCI Levels 1 and 2.

The Board supported the recommendations, and staff's goal was for these changes to take effect in Winter 2025.

ANALYSIS OF ISSUE:

Staff have officially signed on subject matter experts to develop the new assessments, and discussions about the general direction are under way. The changes are on target to roll out in Winter 2025.



For the HR program, the new assessments will require students to:

- Demonstrate they understand the legislative framework for human resource management in Ontario;
- Connect broader HR issues in the municipal sector to issues affecting their own municipality; and
- Analyze HR policies and practices, either from their own municipality or from case studies.

All students who enroll in the HR program will be required to pass these assessments to obtain the completion certificate.

For MCI Level 1, the subject matter experts believe it is important to include an assessment component that reinforces some of the basic factual knowledge that all clerks should have. The other assessments for both Levels 1 and 2, however, can be more reflective in nature—for example, explaining how a clerk should respond to a given scenario and why, or writing a report about leading a new initiative or policy change.

FINANCIAL IMPACT:

N/A

LINK TO STRATEGIC GOALS/PRIORITIES:

The ongoing revision and improvement of education programs aligns with Goal #2 under the Professional Growth strategic pillar:

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.

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.



AMCTO STAFF REPORT

TO: Board of Directors

RE: Annual Corporate Tax and Information Return

FROM: Dan Nguyen, CPA, CGA – Manager, Finance and Administration

REPORT DATE: June 8th 2024

PURPOSE:

To provide the Board of Directors with information regarding the Association's requirements for filing annual corporate tax and information returns and application in the Voluntary Disclosure Program.

RECOMMENDATION/S:

This report is for informational purposes.

HISTORICAL BACKGROUND:

In December 2022, following a through review of the Association's finance files, it was discovered that the Association had no records any annual corporate tax and information returns with the Canada Revenue Agency (CRA).

To confirm the Association's filing requirements with CRA under the Income Tax Act (ITA), Staff engaged Aird and Berlis to review and research the Associations requirements on filing.

In their review, it was confirmed to staff that the Association is required to file corporate tax and information returns to the CRA annually.

Due the potential implications of not meeting the CRA's filing requirements, staff have conducted four (4) closed session meetings (Management Committee January, April and August, 2023. Board of Directors May, 2023) to brief the AMCTO Management Committee and Board of Directors on the issue and seek input and advice to help guide the Association's actions.



ANALYSIS OF ISSUE/S:

While the Association is a non-profit corporation and does not have tax liability, the Association is required to file annual tax and information returns with the CRA.

To support staff, Aird and Berlis and BDO Canada LLP were engaged to correct the Association's tax reporting with the CRA for prior years filings through the Voluntary Disclosure Program (VDP).

As part of the application, a cover letter stating the facts has been provided to the CRA. The letter can be found in Appendix I. If accepted as filed, AMCTO does not anticipate any penalties related to lack of filing.

The length of the VDP varies from 6 months to 3 years, depending on several factors. Staff will continue to update the Board as our filing progresses through the VDP

FINANCIAL IMPACT:

If the application is accepted through the Voluntary Disclosure Program, staff and legal counsel do not anticipate any penalties or actions by the CRA. Since 2023, legal and accounting costs related to this issue are approximately \$17,000 and have been accommodated through the operating budget. We anticipate additional legal costs as we progress through the VDP, which will also be accommodated through the operation budget.

LINK TO STRATEGIC GOALS/PRIORITIES:

As this report pertains to the Association meeting external legislative requirements, there is not a direct link to the achievement of the Association's Strategic Goals.



Angelo Gentile
Direct: 416.865.4145
E-mail: AGentile@airdberlis.com

April 5, 2024

BY COURIER

Voluntary Disclosures Program
Canada Revenue Agency
Shawinigan National Verification and Collections Centre
4695 Shawinigan-Sud Boulevard
Shawinigan, QC G9P 5H9

Dear Sir / Madam:

**Re: Voluntary Disclosure under the *Income Tax Act*:
Association of Municipal Managers, Clerks and Treasurers of Ontario
[106732936 RC0001]: 2014-2022 Taxation Years**

We are writing to initiate a voluntary disclosure under the *Income Tax Act* (the “**ITA**”), pursuant to Information Circular IC00-1R6. The taxpayer is Association of Municipal Managers, Clerks and Treasurers of Ontario (the “**Company**”). We enclose the requisite RC199 (**SCHEDULE 1**) and AUT-01 (**SCHEDULE 2**) authorizing us to act on behalf of the Company. No tax liability results from this disclosure. We hereby request written confirmation that, based on the facts set out herein, the disclosure will be accepted under the General Program and interest and penalties will be waived.

I. **FACTS**

Background

1. The Company is a not-for-profit corporation that is governed by a special act of the Ontario Legislature. Its head office is located at 610-2680 Skymark Avenue, Mississauga, Ontario, L4W 5L6.
2. The Company’s mission is to deliver professional growth, networks, advocacy, and leadership to support and strengthen the knowledge, skills, and capabilities of municipal professionals across Ontario.
3. The Company has a December 31st year-end.
4. The Company has at all times met the requirements to be exempt from income tax under paragraph 149(1)(l) of the ITA.
5. Over the last 5 fiscal years, the Company’s gross revenues did not exceed \$250 million in any single year.

Non-Filing of Returns

6. The previous management of the Company was under the understanding that by virtue of being a not-for-profit corporation governed by a special act of the Ontario Legislature, it did not have any income tax filing or reporting requirements in each year.
7. This practice has been ongoing for as long as anyone within the Company can remember.
8. Recently, the Company changed its management.
9. The new management of the Company retained professional advisors to inquire whether tax or information returns were required to be filed, notwithstanding the fact that it had no tax liability and was a not-for-profit company governed by a special legislative act.
10. The Company was informed that, unless the Minister of National Revenue had waived the requirement to file a return pursuant to the authority in subsection 220(2.1) of the ITA, it should have filed T2 income tax returns for each year. Further, the Company was advised that it should have filed a T1044 information return for any year its income or assets exceeded the limits in subsection 149(12) of the ITA and for each subsequent year.
11. Accordingly, since the Company was not able to find evidence of a waiver under subsection 220(2.1) of the ITA and did not file the requisite T2 returns and T1044 information returns, it provided all available records (which date back to the 2014 taxation year only) to its professional advisors to prepare its past filings.
12. This is the Company's first application under the voluntary disclosure program.
13. We enclose the following documents related to this disclosure at **SCHEDULE 3**:
 - (a) T2 Tax Returns for the Company's 2014 through 2022 taxation years (note that there was no tax liability in any of the past years); and
 - (b) completed T1044 Information Returns for the Company's 2014 through 2022 taxation years.
14. The 2023 T2 Tax Return and T1044 will be filed in the normal course, given that those returns are not yet overdue.

II. REQUIREMENTS OF VOLUNTARY DISCLOSURE

A. Details of Enforcement Activity

15. The Company has informed us that it is not aware of any ongoing audit, investigation or enforcement activity by the CRA or other provincial revenue authority. The Company is making this disclosure voluntarily and without compulsion by the CRA or any other provincial revenue authority.

B. Substantial Completeness — Other Program Lines

16. Other than what is disclosed herein, the Company is unaware of any other non-compliance under the *Income Tax Act* or under other programs administered by the CRA.

C. The Disclosure Involves a Penalty

17. The disclosure involves the potential application of a penalty under the *Income Tax Act*.

D. Period Covered by the Disclosure

18. The information included in this disclosure is more than one year past due and, as such, the submissions with respect to 2022 are also eligible for consideration.

III. COMPLETION OF THE VOLUNTARY DISCLOSURE

19. We submit that none of the factors outlined in paragraphs 20-21 of IC00-1R6 are present in this disclosure.

20. In particular:

(a) The Company had an honest but mistaken belief that, by virtue of its not-for-profit status and its governance by a special legislative act, it was exempt from income tax reporting requirements.

(b) There was no tax liability in any of the prior years.

(c) Over the last 5 fiscal years, the Company's gross revenues did not exceed \$250 million in any single year.

(d) Finally, the non-compliance disclosed herein was inadvertent and there was no intention to avoid detection.

21. Thus, the disclosure should be accepted under the General Program.

22. Moreover, we request that the CRA accept the 2014-2022 T2 Returns and 2014-2022 T1044 Information Returns in full satisfaction of the Company's obligations under this disclosure. The Company is making this disclosure voluntarily, in order to render itself compliant with its filing obligations. Had the Company been selected for random audit, it is reasonable to conclude that it would not have been audited for longer than the normal 7-year record keeping period, which means the review would have only extended back to the 2015 taxation year at the earliest. It would be contrary to the spirit and purpose of the VDP to demand more filings of a taxpayer that voluntarily comes forward as compared to a taxpayer that does not come forward and is selected for audit.

23. We request written confirmation that, based on the circumstances described herein:

(a) The disclosure will be accepted under the General Program; and

(b) All penalties will be waived related to this disclosure.

April 5, 2024
Page 4

We thank you for your attention to this matter. If you have any questions, please contact me at 416-865-4145.

Yours truly,

AIRD & BERLIS LLP

Angelo Gentile
Enclosures

56676442.2

AIRD BERLIS



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: Executive Director Report
FROM: David Arbuckle – Executive Director, AMCTO
REPORT DATE: June 2024

PURPOSE:

To provide AMCTO Board of Directors with an overview of operational activities from March 2024 to May 2024.

RECOMMENDATION/S: For information only. Recommended for receipt.

ANALYSIS OF ISSUE/S:

The following are a portfolio view of operational highlights provided by AMCTO's Management Team:

Education

Complete

- Wrapped up 60+ Zoom classes and 12 correspondence courses for the Winter/Spring 2024 term. Approximately 1,000 enrollments across all education programs.
- Signed on subject matter experts to update materials/create assessments for the Employment Law and Human Resources Program (HR), Parliamentary Meeting Protocol Course (PMPC), and Municipal Clerks Institute (MCI).
- Assessed operational needs related to student records management in the forthcoming iMIS system upgrade; agreed on a general path forward with vendor.

Upcoming

- Finish issuing official grade results, certificates, diplomas, and marker/instructor payments across all programs.
- Prepare for Fall 2024 registration opening on July 2.
- Continue update/revision work on Municipal Law Program (MLP) - Units 1, 2, and 4 in progress.
- Training/onboarding of markers and instructors for Fall 2024 term.
- Collaborate with other teams to launch career development packages.

Financial, Administrative and Membership

Completed

- 2023 annual financial statement audit field work complete and final financial statements complete
- Final preparation of the Voluntary Disclosure Program submission package complete with BDO and Aird & Berlis
- Offer to lease accepted by Manulife and final office lease contract executed by AMCTO and Manulife

Upcoming

- Planning for move-out and move-in in underway with property management and consultants
- Refer to Membership Update report for further membership activity and status.

Government Relations and Policy

Complete

- Discussion with IPC staff on collaboration on MFIPPA modernization. Follow ups expected.
- Post-Election Survey released.
- MEA recommendations submitted to province, member toolkit released
- 70% response rate to strong mayor tracker request
- Collaborated with AMO and World Animal Protection on launch of council resolution campaign calling for Provincial roadside zoo/exotic animals regulation.
- Research assistant recruitment completed and work plan initiated.
- Bill 185, Cutting Red Tape to Build More Homes Act, 2024 submissions: 1) Support for *Line Fences Act* amendments and requesting provision for frivolous and vexatious requests and 2) support for public notice requirement changes in *Planning Act*. Also called for government-wide review of notice requirements.
- 2024-2026 LPAC recruitment (see Committee Appointment report)
- Final LPAC meeting of 2024-2024 term in May.
- Initiated discussion with LPAC on:
 - Artificial Intelligence and what role AMCTO should play in advocacy;
 - Local government priorities for next provincial election and
 - Review of AMCTO's Issue Profile (for initial thoughts).
- Hosted Peel Region staff at LPAC to hear their proposal on Municipal-Regional Funding to Support Newcomers Including Refugees and Asylum Seekers (see staff report)
- 2024 AMO Conference delegation requests submitted.

Upcoming/Ongoing

- Facilitating member participation on Ministry of Attorney General led working group to find innovative solutions to POA fine collection.
- Discussions with Ontario Public School Boards Association regarding MFIPPA advocacy.

- Continue support for strong mayor authority transition with weekly drop-in sessions and shared resource.
- Monitoring progress on Bill 194 Enhancing Digital Security and Trust Act, 2024 and evaluating opportunities for comment on regulatory registry posting.
- Monitoring Bill C-70, An Act Respecting Countering Foreign Interference and evaluating opportunities for submission.
- Continue monitoring Public Inquiry into Foreign Interference. First Report released on May 3, 2024. Final report due December 2024.
- Initiate review of Issue Profile and Policy and Advocacy Framework in late 2024.
- Initiate development of 2026 Local Government Priorities ahead of 2026 Provincial Election.
- 2024 AMO Conference delegation preparation.
- 2024-2025 LPAC Orientation scheduled for August.
- Continued advocacy on MFIPPA reform
- Continued advocacy on MEA reform.

Professional Development

Complete/Ongoing

- Corporate Training (as of May 15th, 2024)
 - 36 Workshops booked (as of May 15th)
 - Over \$136,844 in revenue generated from programming thus far.
 - High demand for Report Writing & Customer Service.
 - Several municipalities booking “multiple” trainings at a time.
- Conference 2026-2029 – Agreement Review / Signing
 - Currently reviewing and negotiating agreements for the venue locations
 - 2026: Deerhurst / 2027: Blue Mountain / 2028: Niagara Fallsview / 2029: Blue Mountain
 - Working with Conference Direct to ensure agreements meet the standards of AMCTO
 - These review/negotiations began at the end of February 2024 and are ongoing.
- Completed Spring Professional Development Programs
 - All About Records Management Workshop – 66 registrants
 - Municipal Finance Forum – 67 registrants
 - Civil Marriage Solemnization – 51 registrants
 - Cemetery & Crematorium Approvals Workshop – 60 registrants
 - IAP Forum – 117 registrants
 - Commissioner of Oaths Training Workshop – 68 Registrants
 - Municipal Leaders Forum – 56 registrants
 - Offensive Customers and Comments Webinar – 75 registrants
 - Commissioner of Oaths Training Workshop #2 – 32 registrants
 - Enhanced Internal Customer Service Webinar – 70 registrants
 - Procedural Bylaw Workshop – 60 registrants

Upcoming

- AMCTO 2024 Annual Conference
 - Will be the largest conference to date for the Association.
 - Sunday Excursion (36) / Monday Excursion (170) / Gala Dinner (500) - all sold out
 - 24 professional development workshops across 4 learning blocks, 2 keynotes, 13 networking sessions, 52 exhibitors, and numerous opportunities to connect municipal staff from across Ontario.
 - 12 Scholarships / 7 Guest Associations
 - To support DEI/ESG goals: reserved accessible seating, enhanced menu QR Codes, badge return, limiting single use plastics, training on creating safe environments.
- Fall Professional Development Programs (Updated November 1st):
 - Indigenous Communities & Municipalities Forum – Thursday, September 26
 - Clerks Forum – Thursday, October 17th
 - Municipal Licensing and Law Enforcement Forum – Thursday, November 7th
 - Fall 2024 Workshop/Webinar programming cohort will launch in August
- IVEY Program
 - In-person cohort from November 5-8th 2024
 - 3 Registrants (May 15th)
 - Officially Launched pre-conference / representative will be at conference to promote program following the AGM
- Municipal Election Training Working Group
 - Identified Program Trainer Lead
 - Call for Working Group members launched in May, closing in June
 - Training will be a virtual platform + some in-person programming opportunities

Communications and Marketing

Complete

- Release of MEA submission including member toolkit
- Release of 2024-Q2 Municipal Monitor
- All conference exhibitor and sponsorship opportunities fulfilled with several new companies
- Launch of 2024 Awards program
- Exhibited at Good Roads conference in April
- Call for volunteers and instructors and markers
- Released acclamations for 2024 Board of Directors and AGM announcement
- Launch of new affinity partnership program with University of Queen's-McGill Press
- Release of several advocacy updates
- Design of 2024 AMCTO Annual Report
- Conference presentations and scripts
- Conference signage and other print promotional materials
- Conference exhibitor promotional toolkit
- Conference 2025 sponsor/exhibitor intake form
- Launch of Zone Executive resource package and online hub, complete with training session (May)

- Communications plan for upcoming launch of Career Development Packages
- Communications plan for upcoming office move

Upcoming

- Conference sponsorship fulfillment reports
- Conference post-event surveys: delegates, sponsors, exhibitors
- Launch of 2024 Mentorship Program
- Launch of 2024 AMCTO-Ivey Municipal Leadership Accelerator program
- Release of Q2 Municipal Monitor extra
- Launch of new Ontario Municipal Suppliers Guide
- Announcement of new Career Development Packages
- Launch of Fall 2024 education programs
- Launch of virtual conference in AMCTO Connect
- Call for proposals for 2025 conference
- Exhibiting at AMO conference
- University of Queen's-McGill Press affinity partner webinar (date TBD)
- Sponsored professional development webinar: ACEC-Ontario (date TBD)
- Release of Q3 Municipal Monitor

FINANCIAL IMPACT:

There is no direct financial impact resulting from this report as initiatives identified have been/can be accommodated through the approved 2023 AMCTO Operating Budget.

LINK TO STRATEGIC GOALS/PRIORITIES:

Many of the initiatives highlighted in this report are linked to the 2022-2026 Strategic Plan.

AMCTO's Board approved 2023 Strategic Priorities based on goals from the broader Strategic Plan. Appendix I to this report presents the final status report for the 2024 strategic initiatives.

2024 AMCTO Priorities RACI Chart - Update June 2024

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

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
1. Promote the market value of AMCTO's professional accreditation programs to both municipal professionals and employers.	· Develop virtual accreditation information session for recent/existing MAP graduates annually.	Dave	Nathalie/Ya-Yin	AMCTO Staff	Members	Information session developed. Deliver in fall 2024
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.	· Develop implementation plan and rollout Career Development Packages in 2024.	Dave	Dave/Management Team	AMCTO Staff	Board, Members	Implementation plan complete. Rollout June 2024.

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.

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
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.	· Continue with course revisions/updates as scheduled (contingent on SME availability and budget)	Dave	Ya-Yin	None	Board	On-Going
2. Evaluate partnership opportunities with other professional associations and post-secondary institutions for shared service delivery.	· Make formal connection with current and new post-secondary AMCTO education providers to explore enhanced/new partnerships	Dave	Ya-Yin	Dave	Board	On-Going. Outreach with different colleges based on current programming an geography

2024 AMCTO Priorities RACI Chart - Update June 2024

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.

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
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 	Dave	Nathalie/Jacquelyn	Zone Executives	Board	Completed and presented to zones, including dedicated webpage
2. Continue to invest in and leverage technology to connect and engage members and customers.	N/A	N/A	N/A	N/A	N/A	
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 forum Work with Zone Executives to ensure equal balance of in-person and virtual engagement 	Dave	Jacquelyn	Nathalie	Board	Increased communication on the availability of zone forum. Included in Zone presentations
		Dave	Nathalie	Zone Executive	Board	To be discussed at next Zone Chair meeting

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

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
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 	Dave	Dave	Management Team/Nathalie/Board	Board, Members/AMCTO Membership	Approved and implementation underway
		Dave	Jacquelyn	Alana/Nathalie	Board	TBD - Planning to commence summer 2024
2. Review mentorship services, including opportunities for peer-to-peer mentorship, to support new and experienced professionals in the municipal sector.	N/A	N/A	N/A	N/A	N/A	

2024 AMCTO Priorities RACI Chart - Update June 2024

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

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
1. Leverage data analysis to better define and understand member and customer segments and “customer journeys.”	· Incorporate member lifespan and new professional transition into membership reporting	Dave	Nathalie/Dan	Chetan	Management Team, Board	Lifespan measures developed. To be incorporated into membership reporting.
	· Determine what reporting tools and information is available to assist with member retention, attrition and engagement in updated iMIS platform	Dave	Nathalie/Dan	Chetan	Management Team	
2. Develop tailored value propositions for AMCTO member segments and customers.	N/A	N/A	N/A	N/A	N/A	
3. Identify opportunities to offer more “member-only” benefits, promotions, and/or affinity programs.	· Identify and recommend at least one new member affinity program in 2024	Dave	Nathalie	Dave	Management Team	Complete - New partnership with Queen's Press

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

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
1. Enhance marketing, communications, and outreach initiatives to target markets to ensure continued awareness of AMCTO and the value of membership.	N/A	N/A	N/A	N/A	N/A	
2. Engage in targeted outreach in geographical areas that are underrepresented in AMCTO membership and/or engagement.	· Execute AMCTO roadshow to underrepresented municipalities (minimum of 1 in 2024)	Dave	Dave/Nathalie	AMCTO Communications	Management Committee, Board	Outreach to three municipalities (Mississauga, Brampton and City of Waterloo) to occur in June.
3. Explore AMCTO rebranding options to make membership more accessible and attractive to all municipal professionals.	· Start preliminary research on association rebranding market for not-for-profits	Dave	Jacquelyn	Dan	None	Information gathering has begun.
4. Review options for AMCTO’s membership model.	· Introduce amended corporate membership model to Board	Dave	Dan	Nathalie	Board	Model discussed at June 2024 Board meeting.

2024 AMCTO Priorities RACI Chart - Update June 2024

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

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
1. Build the advocacy capacity of AMCTO, including strengthened relationships with other municipal associations to support advocacy on areas of shared interest.	· 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)	Dave	Alana	Charlotte/Dave	Board	On-Going
2. Identify and develop content to support key advocacy priorities.	N/A	N/A	N/A	N/A	N/A	
3. Build and maintain relationships with government and sector stakeholders and grow AMCTO's profile and reputation for substantive policy expertise.	Identify key decision-makers (political and public service) as they pertain to advocacy priorities and and initiate connection	N/A	N/A	N/A	N/A	
4. Empower municipal professionals to undertake their own advocacy efforts on AMCTO priorities.	· Continue to develop tools to support members with advocacy (eg. Issues at a Glance)	Dave	Alana	Charlotte/Jacquelyn	LPAC/Board	Tools developed for key advocacy (MFIPPA, MEA)

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.

<u>Key Strategic Actions</u>	<u>Specific Projects or Activities for 2024</u>	<u>Responsible</u>	<u>Accountable</u>	<u>Consulted</u>	<u>Informed</u>	<u>Update</u>
1. Continue to deliver timely and relevant legislative and policy updates.	N/A	N/A	N/A	N/A	N/A	
2. Expand research and data analysis capacity to develop policy content that addresses emerging and evolving issues in the municipal sector.	Investigate opportunities to expand research and data access	Dave	Alana	Nathalie	Board	Recruitment of new research assistant underway.



AMCTO MEMORANDUM

TO: AMCTO Board of Directors

RE: Mitacs Partnership – Municipal Internship Program Update

FROM: David Arbuckle, MPA Executive Director

DATE: June 8, 2024

The purpose of this memorandum is to provide the AMCTO Board of Directors with a high-level update on discussions between Mitacs and AMCTO regarding a renewed municipal internship program partnership and gather feedback from the Board on the partnership opportunity.

In November 2023, AMCTO began exploring potential partnership opportunities with [Mitacs, a national research and innovation not-for-profit](#).

Mitacs “works at the nexus of academia, government, and the public and private sectors, to help solve organizational challenges and expand Canada’s innovation capacity. They build cooperative partnerships that link expertise in post-secondary institutions to needs in industry and society. From aerospace systems to childhood literacy rates, Mitacs-funded research helps to strengthen local and international collaborations, improve economic performance, and create jobs.”

Since November, staff in both organizations have been working on the general concepts and parameters for the re-introduction of a municipal internship program in Ontario. This memo includes a draft concept for the new internship program.

It is important to note that his new program will not mirror AMCTO Municipal Management Internship Program, that was discontinued in 2015 due to funding cuts. Important differences are currently being contemplated:

- Primary relationships is between municipality and academia, with AMCTO playing a supportive/development/administrative role.
- Internship would be project based with some experiential components. The previous AMCTO program was primarily experiential.
- Employer would be the academic institution, not the municipality or AMCTO.
- Internships would be “mature” active students (3rd, 4th year with potential for Masters and Doctorate students)



- Duration is to be determined however currently considering 8 months (September to June).
- Internships would be part-time based on municipal project need.
- Funding would be 50/50 Mitacs/Municipality

Current discussion envisions 20 annual internships at a cost of up-to \$20,000.

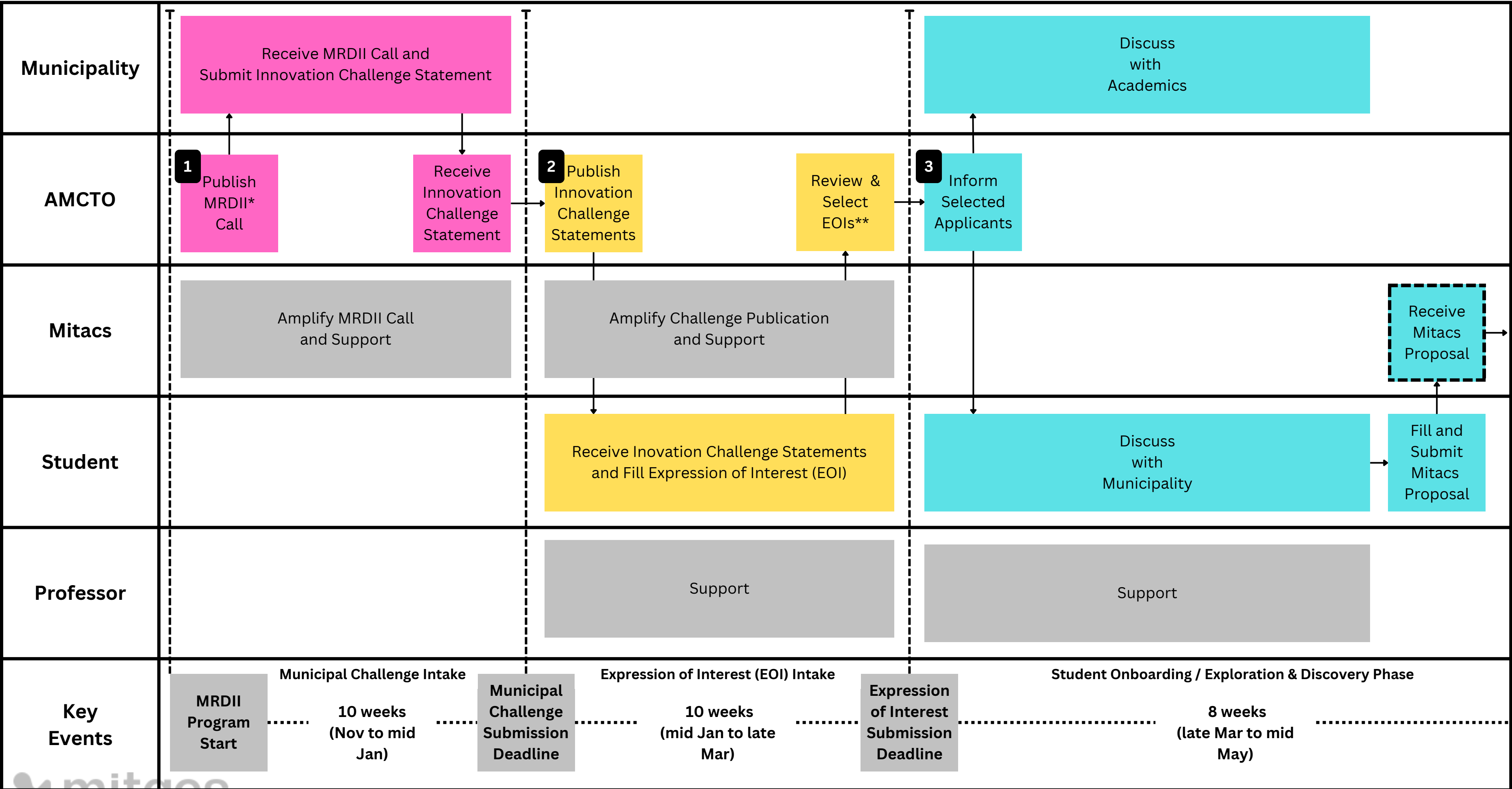
While there are a few details to solidify, discussions with Mitac and AMCTO have advanced to the point where a memorandum of understanding is being considered. Staff believe this is a prudent next step to move towards a new program.

For the purposes of this memo, we would like the Board to consider the following questions and provide feedback, either at or following the June 8 Board meeting:

- What are your initial thoughts on the proposed model?
- Do you believe there will be municipal interest?
- Are there sufficient projects at the municipal level that can use a resource like a student intern with academic advisor.
- Is an 8-month placement sufficient? Too long? Too short?
- Are there other considerations?

Another key aspect is AMCTO's organizational capacity. The current timeline for launch of a new program intake is November 2024. AMCTO currently does not have the capacity to effectively build and implement a new internship program without an additional part-time resource with some familiarity with program development and implementation. AMCTO would also need some assistance in on-going administration of a new program, again likely part-time. Should an MOU be signed, AMCTO will need to consider potential other funding partners and/or reserves spending to properly develop the new program and implement.

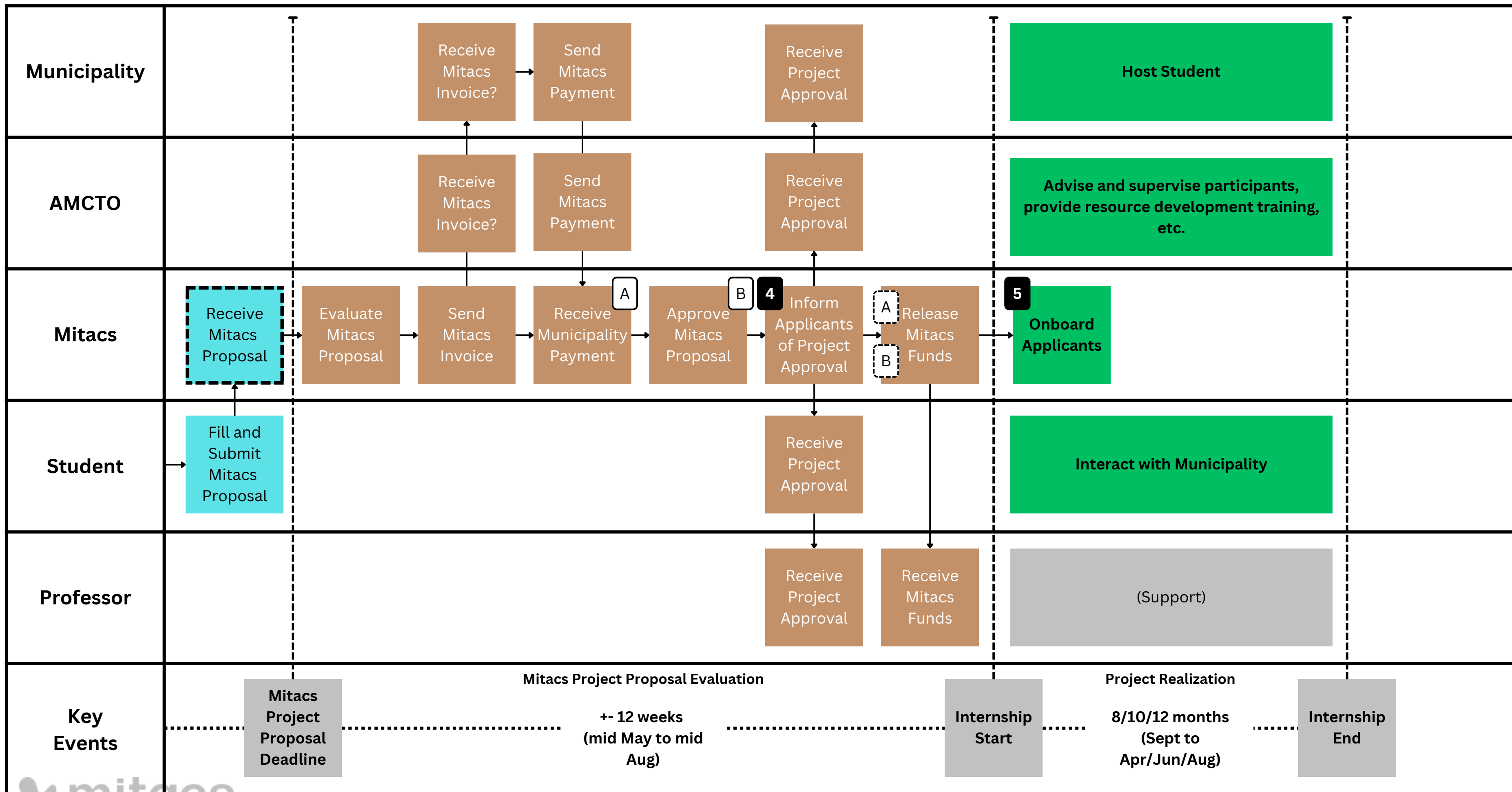
AMCTO-Mitacs Municipal Resource Development and Innovation Internship (MRDII) Program



*Municipal Resource Development and Innovation Internship (MRDII)

**Expression of Interest (EOI)

AMCTO Mitacs Municipal Resource Development and Innovation Internship Program



KEY MILESTONES

- 1) Publish call:** the AMCTO and Mitacs (and AMO?) work together to launch the MRDII Program Call. Municipalities are asked to provide a “municipal innovation challenge statement” where they’ll define a challenge they are confronted to and what they hope the intern will accomplish.
- 2) Publish challenges :** the AMCTO and Mitacs (and AMO?) work together to put the message out to students. They get asked to apply to one (or many?) challenges by submitting an expression of interest (EOI).
- 3) Inform applicants :** once all EOIs are submitted, AMCTO (+Mitacs advises) picks the top 20 and informs applicants. I’m not sure what the next step would be:
Option 1: Applicants meet, discuss the details of a project, intern submits a Business Strategy Internship (BSI) proposal, wait, and once approved, the internship starts
Option 2: Internship starts with partial funding (from AMO? from the municipality?), then “Option 1” unfolds? To be discussed
- 4) Inform applicants of project approval :** once the Mitacs BSI proposal is approved, the project can start.
- 5) Internship start:** Mitacs sends official onboarding instructions, AMCTO offers onboarding, and the internship gets under way.

OTHER THOUGHTS

- Innovation internship:** make it clear that projects must tackle a well-defined transformative project (innovation or research) that will take the municipality from point A to point B.
- Program process:** we must be transparent about the phases: 1) challenge intake, 2) EOI intake, 3) project evaluation, 4) internship.
- Invoicing :** recommended that AMCTO collect funds from municipalities and be invoiced by Mitacs (easier, fewer admin hurdles). AMCTO named on the Mitacs proposal and play a complementary role.
- MOU:** Should sign an agreement with AMCTO to secure Mitacs funding.
- Cohort vs Rolling:** a cohort of interns is recommended.
- Additional funding:** funding from a 3rd party organisation (AMO) would be eligible at Mitacs.
- Documentation:** make sure we have clear guidelines and process documentation.
- Clarify roles:** students will **not** be municipal employees.

DEFINITIONS

- Municipal Challenge Statement:** a proposed project description provided by a municipality that outlines a challenge they are faced with and wish to tackle. The description could include: about the city, challenge and constraints, objectives, expected results, timeline, city contribution, other info.
- Expression of interest:** an “expression of interest” provided by a candidate hoping to be selected for the program. It should include a description of what the student will bring, what their view of the solution might be, ...
- Mitacs proposal:** the full project funding proposal that outlines what the student is going to be working on during the “internship”. We expect this to be a Mitacs Business Strategy Internship (BSI) proposal.
- Exploration Phase:** TBD.
- Internship:** TBD.



OMAA

ONTARIO MUNICIPAL ADMINISTRATORS' ASSOCIATION

22 April 2024

Stephen O'Brien
AMCTO President
6100- 2680 Skymark Avenue
Mississauga, ON
L4W 5L6

Dear Stephen,

On behalf of OMAA, I am writing to extend an invitation for our executives to convene for a meeting to discuss mutual areas of interest and potential collaboration.

We propose that the meeting take place at a mutually convenient time and location. I will leave it to our respective executive directors to discuss potential dates and venues that accommodate both parties.

We believe that a face-to-face discussion would be valuable in building a strong foundation for collaboration between our associations.

Yours truly,

Peter Neufeld
OMAA President