

**The FOURTH Meeting
Of the 2024-2025 AMCTO Board of Directors
Friday, February 21, 2025 – 10:00 AM
Zoom (Virtual)**

AGENDA

39-24-25 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 the AMCTO office is located on the traditional Indigenous territory of the Huron-Wendat, Haudenosaunee, Anishinabek and the Mississaugas of the Credit.

40-24-25 Declarations of Interest

41-24-25 Identification of Matters of New Business

42-24-25 Board and Committee Reports

- i) Report of the November 29, 2024 Board of Directors Meeting (Pg 4-11)
- ii) Report of the November 29, 2024 Legislative & Policy Advisory Committee Meeting (Pg 12-15)
- iii) Report of the January 17, 2025 Legislative & Policy Advisory Committee Meeting (Pg 16-23)
- iv) Report of the January 24, 2025 Management Committee Meeting (Pg 24-27)

43-24-25 Financial Reports

- i) Report of the Preliminary Unaudited Financial Statements for the Year ending December 31, 2024 (Pg 28-49)
- ii) Report on the 2024 Reserves Balance for the Year ending December 31, 2024 (Pg 50)

44-24-25 Membership and Accreditation Reports

- i) AMCTO Membership Update (Pg 51-61)

ii) Accreditation Certification Report (Pg 62)

iii) Accreditation Maintenance Report (Pg 63-66)

45-24-25 Policy and Government Relations Reports

i) OMERS Review Advocacy (Pg 67-83)

ii) AMO Housing and Homelessness Study Summary - Information (Pg 84-88)

46-24-25 Communications and Marketing Report

i) AMCTO Rebranding – Background and Options (Pg 89-94)

47-24-25 Professional Development Reports

i) 2024 Annual Conference and AGM Update (verbal)

48-24-25 Organizational Reports

i) AMCTO Board Policy Review (Pg 95-96)

ii) 2025 AMCTO Strategic Initiatives (Pg 97-106)

iii) Memo: Logistics for Nomination/Voting for 2025 AMCTO Vice-President and Other Board Members (Pg 107-108)

iv) Executive Director Report (Pg 109-112)

v) Resolution – AMCTO United States Travel and Procurement (Pg 113)

vi) Municipal Innovation Internship Program Update (Verbal)

vii) Correspondence – Resignation – J.Hutson, Zone 1 Director (Pg 114)

viii) Board Term Limits (Pg 115-119)

49-24-25 Closed Session

i) Confidential report related to an identifiable individual

49-24-25 Date for Next Meeting



Friday, May 2, 2025 -10:00am - Virtual

50-24-25 Adjournment

**The THIRD Meeting
Of the 2024-2025 AMCTO Board of Directors
Friday, November 29, 2024 – 10:00 AM
Hilton Garden Inn Airport – 3311 Caroga Drive,
Mississauga (Virtual Option Available)**

Members Present:

Paul Shipway, CMO, AOMC, Dipl.M.A., General Manager of Strategic Initiatives & Innovation, Middlesex County, President

Danielle Manton, AOMC, Dipl.M.M., City Clerk, City of Cambridge, Vice-President

Stephen O'Brien, AOMC, General Manager – City Clerk's Office/City Clerk, City of Guelph, Immediate Past-President

Joey Anderson, AMP, Legal Services Operations Analyst, City of Ottawa

Todd Coles, City Clerk, City of Vaughan

Amanda Fusco, CMO, AOMC, Dipl. M.A., Director of Legislated Services/City Clerk, City of Kitchener

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

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

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

Kathryn Scott, CAO/Clerk, Town of Blind River

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

Regrets:

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

Guests:

Dipal Damani, Founder and President, D&D Inclusion Consulting

Garrett Meades, City of Guelph, Zone 2

Jaclyn Grossi, Town of Ajax, Zone 4

Tonia Bennett, Zone 5

Belinda Ketchabaw, Town of Nairn and Hyman, Zone 7

Heather Pihulak, Town of Kenora, Zone 9

Kelli Campeau – South Glengarry – Board Discovery

Stephanie Egleton – London Board of Health - Board Discovery

Kelly Picken – North Kawartha - Board Discovery

Tanya Daniels – Town of Tillsonburg - Board Discovery

Staff:

David Arbuckle, MPA, Executive Director

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

Alana Del Greco, Manager, Policy and Government Relations

Jacqueline Folville, Manager, Communications and Marketing

Alex Gibson, Manager, Professional Development

Ya-Yin Ko, Manager of Education

Devon Lobo, Policy Advisor

Helen Morrison, Administrative Assistant

25-24-25 Acknowledgement and President's Opening Remarks

P. Shipway welcomed those in attendance and provided a land acknowledgement. P. Shipway introduced our Board Discovery attendants joining us virtually and briefed the Board on all activities and highlights of the Association and Executive.

26-24-25 Declarations of Interest

None.

27-24-25 Identification of Matters of New Business

None.

28-24-25 Presentation/Discussion – Dipal Damani, Founder and President, D&D Inclusion Consulting

Dipal Damani presented to our Board (virtually) the results and recommendations from the AMCTO Diversity, Equity, Inclusion and Accessibility Audit.

P. Shipway referenced Report 33-24-25i on the agenda and requested in be advance for discussion

P. Shipway suggested that receive the report and refer it back to staff to develop and report back in the spring with an implementation plan. He also thanked the DEIA Working Group for their contributions to this report.

It was moved D.Manton and seconded by M.Zuppa:

“THAT the AMCTO Diversity, Equity, Inclusion and Accessibility Audit be received and referred back to staff to develop an implementation plan”

RECEIVED

D.Damani left the meeting

29-24-25 Board and Committee Reports

- i) Report of the September 13, 2024 Legislative & Policy Advisory Committee Meeting
- ii) Report of the September 27, 2024 Board of Directors Meeting
- iii) Report of the October 25, 2024 Management Committee Meeting (Pg 21-24 attached)

In reference to 29-24-25 ii, T.Cox, via email, put forth the following amendment “The revision to read “AMCTO to consider publishing an annual local government week material in both English and French as it may provide a bigger uptake”.

It was moved by K. Thibeault and seconded by A. Gilchrist

“THAT the items under 29-24-25-Board and Committee Reports be approved as amended”

CARRIED

30-24-25 Zone Reports

- i) Reports from Zone Chairs (or Designates) Regarding Zone Activities, Issues, etc. (verbal)
- ii) Annual Zone Reports

All zone representatives provided a verbal update regarding zone activity in 2024.

It was moved by A. Fusco and seconded by M. Zuppa

“THAT the Zone Reports under item 30-24-25 be approved”

CARRIED

31-24-25 Financial Reports

- i) Unaudited Financial Statements for the Ten-Month Period ending October 31, 2024

D. Nguyen provided an overview of the Association’s financial position through October 31, 2024. Our long-term investment balance is higher than last year and is on the heels of strong registration in the education portfolio.

The Statement of Operations indicates a stronger surplus compared to last year.

It was moved by J. Hall and seconded K.Scott:

“THAT the report of Unaudited Financial Statements for the Ten-Month Period ending October 31, 2024 be received”

RECEIVED

- ii) Proposed 2025-2027 Operating Budget/Highlights of Proposed 2025 Operating Budget

D. Nguyen provided a detailed report of the highlights from the 2025- 2027 proposed operating budget.

D. Nguyen provided highlights across various portfolios and touched on items that were not in the report but were reflected in the budget and explained some items for next year.

D. Nguyen provided portfolio details for membership, education, conference and communications and marketing.

Some staff discussion related to estimated registrations for 2025 conference and capacity for programs..

Y. Ko clarifies education’s use of “Turn it In” software and that it is

being used to identify and investigate potential cases of academic misconduct and not being used to detect AI.

P. Shipway complemented AMCTO staff on their hard work.

It was moved by K. Thibeault and seconded C. Guillemette:

“THAT the report of Proposed 2025-2027 Operating Budget/Highlights of Proposed 2025 Operating Budget be approved”

CARRIED

32-24-25 Membership and Accreditation Reports

i) New Accreditation Certification

It was moved by J. Hutson and seconded J. Anderson:

“THAT the New Accreditation Certification be approved”

CARRIED

33-24-25 Government Relations and Policy Reports

i) AMO Healthy Democracy Project – Request on Demographic Insight into Municipal Councils

A.Del Greco provided an outline of the AMO Healthy Democracy Project and AMO’s request to have demographic information gathered related to 2026 election candidates.

AMO’s proposing a voluntary poll conducted by a third party provider and publicized through candidate guides produced by municipalities.

It was moved by D.McMahon and seconded by K.Pratt:

“THAT the Request on Demographic Insight into Municipal Councils report be approved”

CARRIED

ii) Provincial Offenses Act Advocacy

D. Lobo updated the Board on the POA and the financial burden and

challenges that have been placed on municipalities.

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

“THAT the Provincial Offenses Act Advocacy Report be approved”

CARRIED

iii) CAO Research Update (verbal)

D. Lobo briefed the Board on some of the findings of the international scan on the role of CAO’s and the variety of independence that the CAO might have in various jurisdictions.

D. Arbuckle thanked D. Lobo for all her hard work with LPAC and the Association.

34-24-25 Organizational Reports

i) Equity, Diversity, Inclusion and Accessibility Assessment

Report received as part of agenda item 28-24-25

ii) Annual Risk Assessment

D. Arbuckle explained to our members the new IMIS system, which is a major upgrade as the only potential risk item.

D. Arbuckle briefed on other categories including sustainability, more stability in sponsorship and changing the investment portfolio.

It was moved by A.Gilchrst and seconded by S.O’Brien:

“THAT the Annual Risk Assessment report be approved”

CARRIED

iii) Executive Director’s Update

D. Arbuckle provided an overview of operational activities since the last meeting and commented to the Board members that the Association has seen great progress with the strategic initiatives as identified by the Board.

It was moved by M. Zuppa and seconded by J. Hall

“THAT the Executive Director’s Report be received”

RECEIVED

35-24-25 Other Business

i) Correspondence-OMAA

P. Shipway advised the Board that AMCTO approached a recent meeting with OMAA. AMCTO was looking at options to better align our efforts and address challenges.

The meeting highlighted significant differences in perspective and approach. Although AMCTO recognizes the potential for meaningful collaboration to support the sector, it was apparent that OMAA was not willing or prepared to engage in addressing overlapping areas of interest/focus between the associations.

AMCTO remains committed to advancing our mission and serving the sector and will continue to move forward.

RECEIVED

ii) Future Zone Chair/Board meeting date (verbal)

D. Arbuckle mentions to members that AMCTO has six board meetings every year, four are in person and two are virtual. The idea was brought forward about shifting the Zone Chair Reports to February. This would require a small change in the Terms of Reference.

M. Zuppa suggests testing the waters and questions the weather/travel challenges. D. Arbuckle explains that a virtual option is always available.

Staff took direction to move the Zone Chairs reports to February going forward.

P. Shipway thanked our guests and staff for attending and their work.

36-24-25 In Camera

i) Issue related to a confidential partnership agreement (included under separate cover)

It was moved by A. Gilchrist and seconded by J. Hall

“THAT the AMCTO Board go into a closed session to discuss a confidential proprietary partnership agreement related to the association”

CARRIED

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

“THAT the AMCTO Board move into open session”

CARRIED

37-24-25 Date for Next Meeting

**Friday, February 21, 2025 –
10:00 AM Virtual (Zoom)**

38-24-25 Adjournment

It was moved by T. Coles and seconded by M.Zuppa:

“THAT the THIRD Meeting of the November 29, 2024 AMCTO Board of Directors be adjourned”

CARRIED



**Legislative and Policy Advisory Committee
Meeting 2 Minutes**

Location: Hybrid (Zoom/In person)

Date: November 29, 2024, 1:00-3:00pm

Second Meeting of the 2024-2025 AMCTO LPAC

Present (in person/video conference):

- Jeff Bunn (Vice Chair), Manager of Legislative Services/Deputy City Clerk, City of Woodstock
- Nikita Cava, Deputy Treasurer, Township of O'Connor
- Martina Chait-Hartwig, Acting CAO/Clerk, Township of Douro-Dummer
- Lise Conde, Manager, Strategy and Government Relations, City of Richmond Hill
- Andrea Coyne, Manager of Elections, Policy and Print Services, Town of Oakville
- Melanie Davis, Manager, Office of the CAO and Board, Niagara Peninsula Conservation Authority
- John Paul Newman, Deputy Clerk, Municipality of Clarington
- Tobias Novogrodsky, Deputy City Clerk, Election Services, City of Toronto
- Thomas Thayer, Chief Administrative Officer, Municipality of Bayham
- Dan Wilson, Chief Administrative Officer, Township of Centre Wellington

Regrets:

- Tyler Cox (Chair), Manager of Legislative Services, City of Ottawa
- Kiel Anderson, Manager, Policy & Business Operations, City of Ottawa

Absent:

- Carla Preston, Chief Administrative Officer, Township of Tyendinaga

Staff:

- David Arbuckle, Executive Director
- Alana Del Greco, Manager of Policy and Government Relations
- Devan Lobo, Policy Advisor
- Helen Morrison, Administrative Assistant

Item Number Item

9-24-25 Chair's Welcome and Member Introductions

Vice Chair welcomed members to the second meeting of the 2024-25 term of the LPAC.

Vice Chair acknowledged and recognized that the work of AMCTO members takes place on traditional Indigenous land across Ontario.

Vice Chair advised that in addition to regular agenda items, there is a teambuilding activity and workshop component on the agenda. Members will discuss agenda items, and the latter half of the meeting will be a facilitated session.

10-24-25 Declaration of Interest

None.

11-24-25 Identification of New Business

None.

12-24-25 Team Building Activity

Members participated in the activity.

13-24-25 Policy Updates for Information

Fall Economic Statement

D. Lobo provided an overview of the Provincial budget update.

D. Lobo advised there is an upcoming consultation on the Ontario Municipal Partnership Fund consultation, and inquired if members had any comments for consideration.

Bill 194 Committee Presentation/Submission

D. Lobo provided an overview of AMCTO's committee presentation provided by D. Arbuckle.

MEA Resolutions and Meeting with Minister Calandra

A. Del Greco advised there are a total of # municipalities that passed resolutions in support of modernizing the Municipal Elections Act. D. Arbuckle provided an overview of a recent meeting with Minister Calandra.

Bill 212 Regulatory Registry Submission

A.Del Greco provided an overview of AMCTO's submission that identified the provincial overreach into municipal jurisdiction and urged the Province to reconsider its proposal regarding bike lanes.

Code of Conduct/Harassment Legislation

A.Del Greco advised the Provincial Integrity Commissioner provided the Minister with recommendations, which were shared with members via email for comment. If further comments members are to provide by Date.

Regional Government Review – Peel Region

D. Lobo advised of what services will likely be downloaded to lower-tier municipalities in Peel – Brampton, Caledon and Mississauga. The Province has indicated they may consider similar changes to other municipalities.

AODA Customer Service Standards Consultation

D. Lobo thanked members for providing comments on this consultation and provided an overview of comments received and proposed submission to Province.

Elections Ontario Report re Misinformation/Disinformation

A.Del Greco provided a summary of the report and key takeaways for municipalities.

OMERS Review

A.Del Greco provided an update on the status of the review.

14-24-25 Policy and Government Relations Program Updates

Pre-Budget Consultations

D. Lobo provided an overview of the pre-budget consultation options and process. She advised AMCTO will prepare a written submission. Members advised of asks for the sector... for members... Members advised the top budget priority for 2025 is...

Election Priorities

D. Lobo provided an update on the priorities document, topics of focus, and various framing and messaging being considered. She asked members to send through technical and/or local examples.

2024 Research Project – Role of CAOs

D. Lobo advised of preliminary findings of the research project such as... . The project is scheduled for completion in late Jan/early Feb.

2025 Research Projects

D. Lobo inquired what topic/project should be the focus of 2025. Members provided the following suggestions...

15-24-25 Program Workshop

Facilitated by AMCTO staff, members participated in a workshop focusing on updates to the Issue Profile into 2026.

Key themes and takeaways included...

16-24-25 Members' Resources and Communications and Roundtable

None.

17-24-25 Adjournment

J. Bunn thanked members for their participation and attendance. He advised that the next meeting is scheduled for January 17, 2025 and will take place virtually, and sought motion to adjourn.



**Legislative and Policy Advisory Committee
Meeting 3 Minutes**

Location: Zoom

Date: January 17, 2025, 9:30am-12:30pm

Third Meeting of the 2024-2025 AMCTO LPAC

Present (in person/video conference):

- Tyler Cox (Chair), Manager of Legislative Services, City of Ottawa (*left at 11:08am*)
- Jeff Bunn (Vice Chair), Manager of Legislative Services/Deputy City Clerk, City of Woodstock
- Kiel Anderson, Manager, Policy & Business Operations, City of Ottawa
- Nikita Cava, Deputy Treasurer, O'Connor Township
- Martina Chait-Hartwig, Acting CAO/Clerk, Township of Douro-Dummer
- Lise Conde, Manager, Strategy and Government Relations, City of Richmond Hill
- Andrea Coyne, Manager of Elections, Policy and Print Services, Town of Oakville
- John Paul Newman, Deputy Clerk, Municipality of Clarington
- Tobias Novogrodsky, Deputy City Clerk, Election Services, City of Toronto
- Carla Preston, Chief Administrative Officer, Township of Tyendinaga
- Thomas Thayer, Chief Administrative Officer, Municipality of Bayham
- Dan Wilson, Chief Administrative Officer, Township of Centre Wellington

Regrets:

- Melanie Davis, Manager, Office of the CAO and Board, Niagara Peninsula Conservation Authority

Guest:

- Joey Anderson, Director at Large, City of Ottawa (*Board Member*) (*left at 10:59am*)

Staff:

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

Item Number Item

18-24-25 Chair's Welcome and Member Introductions

Chair welcomed members to the third meeting of the 2024-25 term of the LPAC.

Chair acknowledged and recognized that the work of AMCTO members takes place on traditional Indigenous land across Ontario.

19-24-25 Declaration of Interest

None.

20-24-25 Identification of New Business

None.

21-24-25 Policy and Government Relations Program Discussion

Pre-budget Submission

A.Del Greco advised our members that we have developed our submission and outlined the 4 priority asks:

1. Commit to AMO's call for a social and economic prosperity review.
2. Provide municipalities funding to address state of good repair backlogs that address their asset management planning and lifecycle costs.
3. Complete the Property Tax and Assessment System Review and ensure that the next assessment cycle starts as soon as possible.
4. Modernizing the legislative and regulatory environment to improve local service delivery.

L. Conde commented on how municipalities are continuing to subsidize certain provincial priorities and mandates and how this has a broad impact. Staff will mention it in the submission at a high level.

T. Cox feels recommendation #3 could be clearer. Staff will take a further look before finalization.

Election Preparation

D. Lobo advised we want to be prepared to support our members if a provincial election is called. She asked whether municipalities track party platforms or if there are tools that members would find useful. Staff are tracking party policies and platforms. For the 2022 election AMCTO

provided party platform briefing notes. Staff are looking for feedback on how we can do this better.

A couple members shared how their municipalities' track election platform issues and staff clarified the type of information AMCTO captures. Staff will release an advocacy update and make resources available on the website.

2025 Research Project

D. Lobo advised the Committee that AMCTO retains a Research Assistant annually to support advocacy.

AMCTO will seek a Research Assistant to conduct a jurisdictional scan of enabling municipal legislation, such as the *Municipal Act*. This project will align and support the work of the forthcoming Municipal Act Working Group who will review the legislation, which is a deliverable in our Issue Profile.

Staff sought feedback from the Committee to help shape the scope of the project, jurisdictions to review, etc.

T. Novogrodsky offered to share some perspectives from the past City of Toronto Act review. T. Cox questioned if there are regulations under the Municipal Act that have not been enacted that municipalities might want to pursue.

Provincial Offences Act (POA) Plan

D. Lobo provided members with an overview of the advocacy plan for POA. AMO has a call in for a third-party review and we want to be prepared should it move forward. We also want to advance our own policy statement by gathering more input from stakeholders, prioritizing the tools/solutions to support court managers, developing relationships with government officials, building out key messages and benefits for the province, etc. This work could lead to a comprehensive review of legislation and/or submission.

Committee members flagged the need to include municipal law enforcement experts as a key stakeholder. D. Lobo will make the appropriate addition to the advocacy plan.

Municipal Act Working Group

A. Del Greco explained our 2025 advocacy priorities including advancing the *Municipal Act* discussion. We are advocating to the province to

ensure the Act is kept up to date including code of conduct and Strong Mayor provisions. The Working Group's mandate would be to review, analyse and discuss opportunities and challenges with the legislation and a suite of reforms that would come together as recommendations for review by LPAC and approval of the Board.

The Terms of Reference are being brought to the Committee for approval to put a call out for members. The Working Group would have 12 members, of which 6-8 would be AMCTO members, with space for other municipal associations such as AMO and MFOA. A. Del Greco asked if there are any other items that the group should investigate, and we will add to the existing legislation review tracker.

Questions and comments were raised regarding working group member eligibility, ensuring a range of skills are represented, breadth of the review beyond enabling legislation, and whether AMCTO has surveyed membership about MA concerns. Members suggested the financial, licensing, strong mayor aspects be investigated, as well as to look at opportunities to engage members such as a workshop at the AMCTO Conference.

MOTION:

THAT the proposed Municipal Act Working Group Terms of Reference, as amended, be approved.

Moved by M. Chait-Hartwig

Seconded by A. Coyne

Carried.

22-24-25 Policy Updates for Information

ROMA Conference

With recent successful meetings with Ministers at AMO in August and in November, D. Lobo advised of AMCTO's upcoming ROMA Conference delegations with opposition parties as well as the event's expected announcements, networking and education opportunities. AMCTO will follow up with the Minister of Education to request a meeting outside of the conference.

T. Cox asked if there are advocacy notes that can be passed on to AMCTO Board/members to advance in their own meetings. Staff did share resources with a member for their delegation on MEA and MFIPPA reform through member toolkits, and can consider similar opportunities with future conferences.

Bill 241, *Municipal Accountability Act*

The Bill, which proposes a code of conduct and integrity commissioner frameworks, has been referred to Standing Committee. Staff continue to monitor its progress. A. Del Greco thanked those who provided input/comments on the proposed legislation.

Discussion included the need for unanimity on council for a sanction to be applied, the ability to achieve unanimity in larger vs smaller councils, the effectiveness of the requirement, and the role of council in the process. Staff advised they will take the comments and put into a submission, however if an election is called the bill will die on the order paper.

Bill 240, *Peel Transition Implementation Act*

D. Lobo informed our members of the proposed changes to services including regional roads and waste collection being downloaded. The Environmental Registry of Ontario posting is open until January 26, 2025.

Bill 242, *Safer Municipalities Act*

A. Del Greco briefed members the Bill and explained that the intent is to protect community by providing municipalities and police with new resources and enforcement tools to address homeless encampments and illegal drug use in parks and public spaces.

Sector concerns we are hearing about the Bill include the need for more provincial guidelines that clarify municipal enforcement powers around encampment and the need to deal with the systemic issues forcing people into these situations.

L. Conde raised concerns about the role and expectations of municipal by-law officers.

Bill 238, *Emergency Management Modernization Act*

D. Lobo briefed the Committee on Bill 238 which supports a more collaborative approach to emergency management such as through joint plans and agreements. It comes forward in connection to a regulatory registry posting from earlier in the year which AMCTO provided a submission. Staff are monitoring Bill 238's progress.

Member comments included identifying supports/resources needed and sharing lessons learned and how they can be applied.

AODA Customer Service Standards Review

A. Del Greco thanked those who provided comments on the consultation opportunity. We are generally supportive, want to see some flexibility in service delivery that focuses on the user, as well as more guidance and training. A. Del Greco sought high-level thoughts for the Committee.

The consultation has been extended into February 2025.

Ontario Municipal Partnership Fund

D. Lobo explained that we are looking for member input on how their municipalities prioritize using the Ontario Municipal Partnership Fund. We want to make sure we're providing more insight, especially with reporting requirements.

D. Wilson suggested that the OMPF formula needs to be revamped in order to be a long-term sustainable funding source for municipalities.

OMERS Review

A. Del Greco advised that Robert Poirier has been appointed as the OMERS Reviewer. A letter has been sent to the Reviewer outlining concerns we have had with OMERS around the lack of representation from management non-union plan members. AMCTO is looking at our historic records to understand the dynamics.

Staff had conversations with City of Toronto Administrative, Professional, Supervisory Association (COTAPSA) and their position is that there needs to be significant governance changes to OMERS. They want to see a new model considered such as Ontario Teacher's Pension Plan.

Staff are seeking information from other staff associations regarding their interest in the review ahead of a report going to the Board in February 2025.

D. Arbuckle mentioned that he and the AMCTO President have had a few conversations with OMERS in relation to the review and that we want to re-emphasize our desire for municipal staff to have more representation. There will be a meeting with other association heads in February and the aim is to come to a consensus about how the representation is chosen.

AMO Homelessness Study

A. Del Greco provided an overview of the AMO's new study which highlights a systemic crisis in Ontario beyond housing. Findings align with what AMO has been advocating for in terms of a Social and Economic Prosperity Review, which AMCTO has been supporting. AMO is calling for an additional approximate \$11B over 10 years to end chronic homelessness and additional \$2B over 8 years to end encampments. A briefing note will be provided to the board in February.

J. Bunn asked about AMCTO's next steps with this information. Staff advised it connects to our priorities in terms of who does what in terms of service delivery and financial planning and resilience, and supports advocacy from those perspectives.

23-24-25

Program Discussion Follow Up

Issue Profile

A. Del Greco advised staff will share the results of the workshop – the top advocacy issues, and seek validation or further feedback from the Committee. D. Lobo shared the workshop results with the Committee, including the highest ranked issues:

1. Better accountability and transparency frameworks and council-staff relations
2. MFIPPA reform
3. Who does what – Social and Economic Prosperity Review (impacts and downloading including social housing and supports)
4. State of good repair infrastructure renewal / increasing funding gap

They advised when voting timing was a major factor as were issues that affect them the most in their staff role. Members generally agreed that the top issues are accurate and overlap.

The Committee engaged in further discussion of long-standing and emerging issues, providing further clarification on proposed policy statements discussing separation of political decision-making and professional expertise, model code of conduct providing baseline standards with flexibility for local circumstances, need for consistent enforcement of code, code connection to staff-council relations policies, costs of growth and infrastructure and need for the right revenue tools, and increasing legal and insurance costs.

Staff asked for feedback on where artificial intelligence resides in the issue profile as will impact leaders, automation of services, legislation,

etc. Members raised considerations of ethics and use of AI, inaccuracy of AI at times, etc.

The Committee discussed positioning, tactics and opportunities to advocate need for legislative reform and solutions directly to and garner attention of province and ministry staff.

24-24-25 Members' Resources and Communications and Roundtable

J. Bunn opened the floor to members for comment.

A. Del Greco mentioned that the Foreign Interference Inquiry Report received an extension from the federal government and should be released no later than January 31, 2025. Staff will look at some of the recommendations and outcomes and do a blog post for any takeaways that can be applied to local elections.

D. Arbuckle commented that at the AMCTO Ethics Advisory Working Group meeting held on January 31, 2025, a comment was raised about the increase in incivility at the local level in relation to the public as well as council. The Working Group will discuss more opportunities for AMCTO to provide support and tools to staff.

D. Arbuckle also mentioned the launch of the internship program in cooperation with Mitacs, further information to come in early spring.

25-24-25 Adjournment

J. Bunn thanked members for their participation and attendance. He advised that the next meeting is scheduled for March 21, 2025, and sought motion to adjourn.

Moved by: JP Newman
Seconded by: T. Novogrodsky
Carried

**The THIRD Meeting
Of the 2024-2025 AMCTO Management Committee
Friday, January 24, 2025 – 10:00 AM
Via Zoom Meeting Platform**

Members Present:

Paul Shipway, CMO, AOMC, Dipl.M.A., General Manager of Strategic Initiatives & Innovation, County of Middlesex, President
Danielle Manton, AOMC, Dipl.M.M., City Clerk, City of Cambridge, Vice-President
Stephen O'Brien AOMC, General Manager – City Clerk's Office/City Clerk, City of Guelph, Immediate Past-President
Annette Gilchrist, CMO, AOMC, Dipl.M.M., CAO/Clerk/Treasurer, Township of Bonnechere Valley
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

- 18-24-25 Chair's Opening Remarks and Land Acknowledgements**
- P. Shipway welcomed members to the meeting and provided land acknowledgement.
- 19-24-25 Declarations of Interest**
- No Declarations of Interest were identified.
- 20-24-25 Identification of Matters of New Business**
- D. Arbuckle identified an item: Closed session item - Confidential item related to an identifiable individual. This item to be discussed under Section 25-24-25.

21-24-25 Report of the October 25, 2024 AMCTO Management Committee Meeting – For Information

It was moved by K. Pratt and seconded by S. O'Brien:

“THAT the Report of the October 25, 2024 AMCTO Management Committee be received”

RECEIVED

22-23-24 Finance and Administration Reports

- i) Report of the Preliminary Unaudited Financial Statements for the year ending December 31st 2024

D. Nguyen provided an overview of the Association's financial position through December 31, 2024, and a breakdown in the major portfolios.

The Association's revenues are above budget, which are driven by accounts receivable, this includes invoicing for the 2025 conference sponsors.

The Association ended up with a surplus, which will move into reserves later in the year.

D. Nguyen highlighted an increase in our pre-paid expenses due to a number of items that were disbursed for the 2025 Conference.

All other expenditures are in line with the budget.

Accounts payable and accrued liabilities are up slightly from the budget due to an increase in trainers and marker fees.

AMCTO had an unrealized gain in Q3 in our investment portfolio.

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

“THAT the report of Preliminary Unaudited Financial Statements for the Year ending December 31, 2024 be received”

RECEIVED

23-23-24 Membership and Accreditation Reports

- i) Applications for Member in Transition Status

It was moved by S. O'Brien and seconded by K. Pratt:

“THAT the Membership and Accreditation Reports be approved”

CARRIED

24-23-24 Executive Director Reports

- i) 2025 Strategic Initiatives Proposal

D. Arbuckle briefed members that we have outlined a number of strategic actions as per the Strategic Plan that we will implement in 2025 and highlighted a few of significance including:

- Continuing to promote AMCTO accreditations, a new platform will be moving over to AMCTO Connect shortly.
- Promote Career Development Packages and look to enhance communications around them.
- Execute a plan as it relates to Town Hall events in 2025. We will be looking for opportunities to engage communities of certain populations and increase our reach to membership and create opportunities for networking.

D. Arbuckle explained to our committee members that one of the biggest decisions we will have to make this year is re-branding. There have been a number of discussions with other firms, and we now have a better understanding of tactics, timelines and cost.

Management Committee will look at a decision in February 2025 at the Board of Director's meeting.

Our members indicated that they are excited about this work.

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

“THAT the Executive Director’s Reports be approved”

CARRIED

25-24-25 Other Business

Closed session - Confidential item related to an identifiable individual

It was moved by S. O’Brien and seconded by D. Manton:

“That the AMCTO Management Committee go into a closed session to discuss a confidential item related to an identifiable individual.

CARRIED

Discussion resulted in Management Committee direction for the Executive Director to correspond with the individual through a formal letter.

It was moved by D. Manton and seconded by S. O’Brien:

“That the AMCTO Management Committee go back into an open session.

CARRIED

26-24-25 Date for Next Meeting

Thursday, April 17, 2025 – 10:00 a.m.
Via Zoom Meeting Platform

27-24-25 Adjournment

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

“THAT the THIRD Meeting of the 2024-2025 AMCTO Management Committee be adjourned”

CARRIED

**AMCTO Unaudited Statement of Financial Position
As at December 31, 2024**

	Current YTD Actual	Previous YTD Actual
ASSETS		
Current Assets		
Cash	\$584,753	\$652,521
Accounts Receivable	\$139,074	\$29,877
Prepaid Expenses	\$160,013	\$67,374
	\$883,839	\$749,772
Rent Inducement Receivable	\$0	\$0
Long-term Investments	\$2,307,360	\$2,090,451
Capital and Intangible Assets	\$149,267	\$110,816
	\$3,340,467	\$2,951,040
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts Payable and Accrued Liabilities	\$363,624	\$258,058
Deferred Revenue	\$724,435	\$692,787
	\$1,088,060	\$950,844
Deferred Rent Inducement	\$0	\$11,741
CEBA Loan	\$0	\$0
	\$1,088,060	\$962,586
Net Assets		
Invested in Capital and Intangible Assets	\$149,267	\$110,816
Internally Restricted Funds		
Education & Innovation	\$301,253	\$301,253
Strategic Initiatives	\$243,305	\$243,305
Government Relations	\$184,765	\$184,765
Operations	\$1,120,538	\$1,120,538
Unrestricted	-\$10,674	\$27,777
Net Surplus/(Deficit) to-date	\$263,953	\$0
	\$2,252,407	\$1,988,454
	\$3,340,467	\$2,951,040

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Membership	\$758,878	\$762,810	-0.52%	\$706,373
Accreditation	\$3,523	\$5,319	-33.77%	\$5,039
Education Programs	\$1,291,680	\$1,113,017	16.05%	\$1,156,502
Professional Development Programs	\$631,673	\$613,280	3.00%	\$591,831
Annual Conference	\$688,022	\$552,405	24.55%	\$541,509
Publications	\$29,712	\$42,219	-29.62%	\$41,212
Legislative Services	\$0	\$0		\$0
Communications & Marketing	\$364,209	\$381,300	-4.48%	\$343,028
Administration	\$146,752	\$56,498	159.75%	\$143,096
Total Revenues	\$3,914,450	\$3,526,847	10.99%	\$3,528,590
Expenditures				
Membership	\$128,969	\$127,545	1.12%	\$106,329
Accreditation	\$33,746	\$35,715	-5.51%	\$33,604
Education Programs	\$611,919	\$589,227	3.85%	\$525,239
Professional Development Programs	\$258,194	\$278,180	-7.18%	\$254,505
Annual Conference	\$532,706	\$485,089	9.82%	\$493,684
Publications	\$16,361	\$14,021	16.70%	\$13,797
Legislative Services	\$200,197	\$192,845	3.81%	\$170,880
Communications & Marketing	\$121,606	\$153,168	-20.61%	\$135,437
Administration	\$1,746,799	\$1,651,059	5.80%	\$1,560,654
Total Expenditures	\$3,650,497	\$3,526,847	3.51%	\$3,294,129
Surplus/Deficit	\$263,953	\$0		\$234,461

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Membership

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Annual Membership Revenues				
Membership Fees				
Full	\$660,970	\$670,050	-1.36%	\$624,163
Associate	\$29,736	\$24,788	19.96%	\$20,737
Other (incl. Retired, Student, MIT & NP)	\$68,172	\$67,452	1.07%	\$61,423
Total Membership Fees	\$758,878	\$762,290	-0.45%	\$706,323
Membership - Other	\$0	\$520	-100.00%	\$50
Total Annual Membership Revenues	\$758,878	\$762,810	-0.52%	\$706,373
Annual Membership Expenditures				
Membership Administration	\$2,276	\$3,500	-34.97%	\$3,660
Credit Card Service Fee	\$12,250	\$16,019	-23.53%	\$9,283
Membership Broadcast Services	\$3,430	\$2,200	55.91%	\$2,202
Career Transition Counselling Service	\$0	\$500	-100.00%	\$0
Awards Programs (non-education)	\$5,246	\$400	1211.50%	\$95
Membership Recognition	\$207	\$2,000	-89.67%	\$1,002
Total Annual Membership Expenditures	\$23,408	\$24,619	-4.92%	\$16,242
Annual Membership - Gross	\$735,470	\$738,191	-0.37%	\$690,131
Staff Costs	\$105,561	\$102,926	2.56%	\$90,087
MEMBERSHIP NET	\$629,909	\$635,264	-0.84%	\$600,044

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Accreditation

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Accreditation Program Revenues				
CMO Fees	\$1,576	\$985	60.00%	\$925
AMP Fees	\$765	\$985	-22.34%	\$1,122
AOMC Fees	\$1,182	\$3,349	-64.71%	\$2,992
Total Accreditation Program Revenues	\$3,523	\$5,319	-33.77%	\$5,039
Accreditation Program Expenditures				
Administration	\$1,167	\$2,000	-41.63%	\$0
Credit Card Service Fee	\$40	\$144	-72.20%	\$125
Accreditation Program Marketing	\$0	\$1,500	-100.00%	\$1,806
Total Accreditation Program Expenditures	\$1,207	\$3,644	-66.87%	\$1,931
Accreditation Programs - Gross	\$2,316	\$1,675	38.24%	\$3,108
Staff Costs	\$32,538	\$32,071	1.46%	\$31,673
ACCREDITATION - NET	(\$30,223)	(\$30,396)	-0.57%	(\$28,565)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Education -- MAP

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Course Fees	\$322,109	\$280,957	14.65%	\$238,334
Challenge Exam	\$1,300	\$2,760	-52.90%	\$750
In-Class Administration	\$143,940	\$73,525	95.77%	\$116,100
	<u>\$467,349</u>	<u>\$357,242</u>	30.82%	<u>\$355,184</u>
Binders	\$7,110	\$6,570	8.22%	\$9,815
Total MAP Revenues	<u>\$474,459</u>	<u>\$363,812</u>	30.41%	<u>\$364,999</u>
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$22,400	\$26,600	-15.79%	\$18,270
Trainer/Facilitator Expenses		\$0		
Marker Fees	\$74,482	\$70,411	5.78%	\$57,031
Catering		\$0		
Other	\$703	\$1,450	-51.50%	\$405
General Program Administration	<u>\$97,586</u>	<u>\$98,461</u>	-0.89%	<u>\$75,706</u>
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revision of Course Materials	\$0	\$0	0.00%	\$25
Contr. From Education & Innovation Reserve	\$0	\$0	0.00%	\$0
Binders	\$6,273	\$6,049	3.70%	\$7,325
Total MAP Expenditures	<u>\$103,858</u>	<u>\$104,510</u>	-0.62%	<u>\$83,056</u>
MUNICIPAL ADMINISTRATION PROGRAM -- NET	<u>\$370,601</u>	<u>\$259,302</u>	42.92%	<u>\$281,943</u>

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Education -- MAFP

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Course Fees	\$94,472	\$99,225	-4.79%	\$80,474
Challenge Exam	\$0	\$440	-100.00%	\$500
In-Class Administration	\$39,804	\$32,500	22.47%	\$40,375
	<u>\$134,276</u>	<u>\$132,165</u>	1.60%	<u>\$121,349</u>
Binders	\$2,070	\$2,700	-23.33%	\$3,670
Total MAFP Revenues	<u>\$136,346</u>	<u>\$134,865</u>	1.10%	<u>\$125,019</u>
Expenditures				
Professional Fees - Instructor/Trainer/Speaker Trainer/Facilitator Expenses	\$3,325	\$6,650	-50.00%	\$6,300
Marker Fees	\$25,120	\$23,893	5.13%	\$19,698
Catering				
Other	\$214	\$500	-57.13%	\$247
General Program Administration	<u>\$28,659</u>	<u>\$31,043</u>	-7.68%	<u>\$26,245</u>
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revision of Course Materials	\$0	\$0	0.00%	\$0
Contr. From Education & Innovation Reserve	\$0	\$0	0.00%	\$0
Binders	\$2,297	\$2,553	-10.02%	\$2,501
Total MAFP Expenditures	<u>\$30,956</u>	<u>\$33,596</u>	-7.86%	<u>\$28,746</u>
MUNICIPAL ACCOUNTING & FINANCE-- NET	<u>\$105,390</u>	<u>\$101,269</u>	4.07%	<u>\$96,273</u>

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Education -- Municipal Law

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Course Fees	\$98,733	\$99,225	-0.50%	\$77,983
In-Class Administration	\$43,354	\$42,000	3.22%	\$42,550
Binders	\$2,520	\$1,755	43.59%	\$3,200
Total MLP Revenues	\$144,607	\$142,980	1.14%	\$123,733
Expenditures				
Professional Fees - Instructor/Trainer/Speaker Trainer/Facilitator Expenses	\$10,640	\$10,880	-2.21%	\$10,080
Marker Fees	\$25,383	\$25,209	0.69%	\$20,504
Catering				
Other	\$426	\$1,000	-57.35%	\$685
General Program Administration	\$36,449	\$37,089	-1.73%	\$31,269
Learning Mgmt System Admin. Fees	\$0	\$0	0.00%	\$0
Revisions	\$25,656	\$31,000	-17.24%	\$2,644
Contribution from Education & Innovation Reserve	\$0	(\$31,000)	0.00%	\$0
Binders	\$2,670	\$1,640	62.78%	\$2,579
Total MLP Expenditures	\$64,775	\$38,729	67.25%	\$36,491
MUNICIPAL LAW-- NET	\$79,832	\$104,251	-23.42%	\$87,242

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Education - Other Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Exec. Diploma in Municipal Management				
Program Registration	\$179,440	\$148,850	20.55%	\$168,048
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$47,200	\$46,850	0.75%	\$42,400
Trainer/Facilitator Expenses	\$2,467	\$4,500	-45.19%	\$3,198
Marker Fees	\$4,942	\$9,480	-47.87%	\$4,692
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$975	\$675	44.45%	\$146
General Program Administration	\$55,584	\$61,505	-9.63%	\$50,435
Revisions/Program Development	\$0	\$2,000	-100.00%	\$500
Contr. From Education & Innovation Reserve	\$0	(\$2,000)	-100.00%	\$0
Total EDMM Program - Expenditure	\$55,584	\$61,505	-9.63%	\$50,935
EXECUTIVE DIPLOMA PROGRAM - NET	\$123,857	\$87,345	41.80%	\$117,113

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Education - Other Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Human Resources Certificate Program				
Program Registration	\$123,940	\$97,200	27.51%	\$101,640
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$15,400	\$15,378	0.14%	\$15,400
Trainer/Facilitator Expenses	\$0	\$0	0.00%	\$0
Marker Fees	\$3,339	\$3,000	11.30%	\$2,140
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$0	\$0	0.00%	\$0
General Program Administration	\$18,739	\$18,378	1.96%	\$17,540
Program Revisions	\$6,500	\$8,000	-18.75%	\$0
Contr. From Education & Innovation Reserve	\$0	(\$8,000)	0.00%	\$0
Total HRCP - Expenditure	\$25,239	\$18,378	37.33%	\$17,540
HUMAN RESOURCES PROGRAM - NET	\$98,701	\$78,822	25.22%	\$84,100

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Education -- Miscellaneous

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Primer on Planning Program Registration	\$70,555	\$49,950	41.25%	\$58,645
Parliamentary Procedures Course Reg'n	\$26,523	\$22,275	19.07%	\$22,800
Education - Miscellaneous	\$1,270	\$200	535.00%	\$715
Education Awards - Sponsorship Revenues	\$0	\$1,500	-100.00%	\$9,600
Total Education-Miscellaneous Revenues	\$98,348	\$73,925	33.04%	\$91,760
Expenditures				
Primer on Planning General Program Administration	\$33,635	\$23,306	44.32%	\$18,788
Parliamentary Procedures General Program Administration	\$8,545	\$9,922	-13.87%	\$6,767
Credit Card Service Fee (for All Education Programs)	\$31,149	\$23,472	32.71%	\$22,277
Education Program Broadcasts	\$3,784	\$2,800	35.13%	\$2,834
Education - Miscellaneous	\$1,148	\$1,700	-32.48%	\$872
Education - LMS	\$23,064	\$22,500	2.51%	\$22,668
Education Awards	\$1,760	\$2,500	-29.60%	\$2,876
Total Education - Miscellaneous Expenditures	\$103,085	\$86,199	19.59%	\$77,083
EDUCATION - MISCELLANEOUS -- NET	(\$4,737)	(\$12,274)	-61.40%	\$14,677
Staff Costs (all Education)	\$194,711	\$209,795	-7.19%	\$199,066
ALL EDUCATION PROGRAMS -- NET	\$679,761	\$523,790	29.78%	\$631,263

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Professional Development Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Workshop & Webinar Revenues				
Program Registration - Workshops	\$165,688	\$154,370	7.33%	\$139,735
Program Registration - Webinars	\$35,356	\$46,750	-24.37%	\$42,830
Total Workshop & Webinar Revenues	\$201,044	\$201,120	-0.04%	\$182,565
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$10,750	\$12,700	-15.35%	\$10,400
Trainer/Facilitator Expenses	\$0	\$0	0.00%	\$0
Venue	\$0	\$0	0.00%	\$0
Catering	\$0	\$0	0.00%	\$0
Other	\$321	\$500	-35.73%	\$297
General Administration - Workshops	\$11,071	\$13,200	-16.13%	\$10,697
Program Development	\$1,450	\$7,800	-81.41%	\$3,400
Contribution from Educ & Innov Reserves	\$0	(\$7,800)	-100.00%	\$0
Total Workshop & Webinar Expenditures	\$12,521	\$13,200	-5.14%	\$14,097
WORKSHOP & WEBINARS - NET	\$188,523	\$187,920	0.32%	\$168,468

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Professional Development Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Annual Forums				
Program Registration	\$195,474	\$221,535	-11.76%	\$190,868
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$3,195	\$10,500	-69.57%	\$7,232
Trainer/Facilitator Expenses	\$0	\$6,040	-100.00%	\$841
Venue	\$6,184	\$8,000	-22.70%	\$5,000
Catering	\$4,114	\$6,000	-31.44%	\$1,840
Other	\$2,375	\$2,265	4.84%	\$1,459
General Administration - Forums	\$15,867	\$32,805	-51.63%	\$16,372
Total Annual Forums - Expenditure	\$15,867	\$32,805	-51.63%	\$16,372
ANNUAL FORUMS - NET	\$179,607	\$188,730	-4.83%	\$174,496

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Corporate Training Program				
Program Registration	\$234,655	\$188,625	24.40%	\$217,898
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$63,500	\$63,350	0.24%	\$63,887
Trainer/Facilitator Expenses	\$9,292	\$15,750	-41.00%	\$7,636
Catering	\$0	\$0	0.00%	\$0
Other	\$865	\$0	0.00%	\$0
General Administration - Corporate Training	\$73,657	\$79,100	-6.88%	\$71,523
Total Corporate Training - Expenditure	\$73,657	\$79,100	-6.88%	\$71,523
CORPORATE TRAINING - NET	\$160,998	\$109,525	47.00%	\$146,374

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Professional Development Programs

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Zone Training Program				
Program Registration	\$500	\$2,000	-75.00%	\$500
Expenditures				
Professional Fees - Instructor/Trainer/Speaker	\$700	\$2,000	-65.00%	\$350
Trainer/Facilitator Expenses		\$0		\$0
Catering		\$0		\$0
Other	\$0	\$0	0.00%	\$4,150
General Administration - Corporate Training	\$700	\$2,000	-65.00%	\$4,500
Total Zone Training - Expenditure	\$700	\$2,000	-65.00%	\$4,500
ZONE TRAINING - NET	(\$200)	\$0	0.00%	(\$4,000)

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
General Prof. Dev. Expenditures				
Credit Card Service Fee	\$15,760	\$9,087	73.43%	\$16,367
Training Program Broadcasts	\$3,455	\$3,500	-1.29%	\$3,477
Total General Prof. Dev. Expenditures	\$19,215	\$12,587	52.65%	\$19,844
Staff Costs (all Professional Development)	\$136,233	\$138,488	-1.63%	\$128,168
ALL PROF. DEV. PROGRAMS - NET	\$373,479	\$335,100	11.45%	\$337,326

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

AGM & Professional Development Institute

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Delegate Registration	\$417,825	\$331,700	25.96%	\$319,913
Trade Show & Exhibit	\$102,658	\$79,275	29.50%	\$84,419
Corporate Sponsorship	\$109,654	\$89,000	23.21%	\$90,415
Golf Tournament	\$0	\$0	0.00%	\$2,520
Optional Event / Virtual PD	\$57,885	\$52,430	10.40%	\$44,242
Sale of Extra Tickets	\$0	\$0	0.00%	\$0
Total AGM Revenues	\$688,022	\$552,405	24.55%	\$541,509
Expenditures				
Credit Card Service Fee	\$7,982	\$7,983	-0.01%	\$7,882
Annual Meeting	\$0	\$200	-100.00%	\$150
Courier/Postage	\$36	\$500	-92.82%	\$326
Marketing/Printing	\$8,414	\$10,000	-15.86%	\$9,587
Fees & Expenses - Instructor/Trainer/Speaker	\$21,665	\$25,000	-13.34%	\$23,677
Audiovisual	\$63,334	\$65,000	-2.56%	\$53,036
Guests/President's Expenses	\$13,986	\$13,000	7.59%	\$13,043
Staff Travel/Accommodation	\$15,660	\$13,000	20.46%	\$9,774
Supplies/Sundry	\$11,913	\$10,000	19.13%	\$12,086
Trade Show	\$16,872	\$16,000	5.45%	\$17,092
Companions Program	\$0	\$0	0.00%	\$0
Entertainment	\$45,836	\$19,000	141.24%	\$17,140
Golf Tournament	\$0	\$0	0.00%	\$5,825
Food and Beverage	\$178,130	\$165,000	7.96%	\$179,577
Optional Event	\$25,420	\$28,310	-10.21%	\$34,842

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

AGM & Professional Development Institute

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Conference Charity	\$7,000	\$5,000	40.00%	\$8,100
Conference Committee	\$69	\$0	0.00%	\$0
Conference Presentation Review/Refresh	\$0	\$0	0.00%	\$0
Consultant's Fee - Conference Management	\$0	\$5,000	-100.00%	\$0
Contribution from E&I Reserve - Scholarships	\$0	(\$4,950)	-100.00%	\$0
Total AGM Expenditures	\$416,319	\$378,043	10.12%	\$392,138
Annual General Meeting -- Gross	\$271,703	\$174,362	55.83%	\$149,371
Staff Costs	\$116,388	\$107,046	8.73%	\$101,546
ANNUAL GENERAL MEETING - NET	\$155,316	\$67,316	130.72%	\$47,825

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Publications

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenue				
Municipal Minute - Advertising Share	\$10,425	\$14,000	-25.53%	\$22,300
Municipal Directory	\$19,287	\$28,219	-31.65%	\$18,912
Total Publications Revenues	\$29,712	\$42,219	-29.62%	\$41,212
Expenditures				
Credit Card Service Fee	\$587	\$845	-30.47%	\$1,040
Shipping & Handling	\$0	\$0	0.00%	\$0
Publications Broadcasts	\$0	\$500	-100.00%	\$0
Total Publications Expenditures	\$587	\$1,345	-56.32%	\$1,040
PUBLICATIONS -- GROSS	\$29,125	\$40,875	-28.75%	\$40,172
Staff Costs	\$15,774	\$12,676	24.44%	\$12,757
PUBLICATIONS -- NET	\$13,351	\$28,199	-52.65%	\$27,415

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Legislative Services

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Expenditures				
Communication & Technology	\$2,014	\$1,000	101.39%	\$1,746
Government Relations Expenses	\$805	\$6,500	-87.62%	\$2,544
Legislative & Policy Advisory Committee	\$223	\$8,700	-97.44%	\$0
Policy & Advocacy Program Research	\$800	\$5,000	-84.00%	\$4,800
Total Legislative Services Expenditures	\$3,841	\$21,200	-81.88%	\$9,091
Staff Costs	\$196,356	\$171,645	14.40%	\$161,789
LEGISLATIVE SERVICES -- NET	(\$200,197)	(\$192,845)	3.81%	(\$170,880)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Communications and Marketing

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Broadcast Services	\$359,209	\$370,300	-3.00%	\$339,690
Sponsored PD	\$5,000	\$10,000	-50.00%	\$3,000
Merchandise	\$0	\$1,000	-100.00%	\$338
Total Communications & Marketing Revenues	\$364,209	\$381,300	-4.48%	\$343,028
Expenditures				
Trade Shows/Sponsorships	\$9,745	\$11,000	-11.41%	\$13,452
Credit Card Service Fee	\$11,315	\$7,952	42.30%	\$11,941
Job Ad Broadcasts	\$6,587	\$4,500	46.38%	\$4,496
Website Maintenance	\$4,293	\$1,000	329.33%	\$2,543
Media Relations	\$0	\$1,000	-100.00%	\$0
Market Research	\$1,680	\$1,680	0.00%	\$1,680
Annual Awards Inserts	\$0	\$0	0.00%	\$0
Digital Marketing	\$1,515	\$1,080	40.29%	\$418
Merchandise	\$1,035	\$0	0.00%	\$0
Total Communications & Marketing Expenditures	\$36,170	\$28,212	28.21%	\$34,531
Communications & Marketing - Gross	\$328,039	\$353,088	-7.09%	\$308,497
Staff Costs	\$85,436	\$124,956	-31.63%	\$100,906
COMMUNICATIONS & MARKETING - NET	\$242,603	\$228,132	6.34%	\$207,591

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Administration

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Revenues				
Investment Income	\$105,771	\$55,898	89.22%	\$81,898
Change in Investment FMV	\$40,982	\$0		\$61,158
Other Revenue	\$0	\$600	-100.00%	\$40
Total Administration Revenues	\$146,752	\$56,498	159.75%	\$143,096
Expenditures - Administration				
Supplies & Sundry	\$5,096	\$4,000	27.39%	\$3,269
Zones	\$450	\$1,000	-55.00%	\$12
Equipment Rental - Copying & Printing	\$4,997	\$5,000	-0.06%	\$5,014
Telephone and Internet	\$16,387	\$16,500	-0.68%	\$18,751
Equipment Rental - Postage	\$5,106	\$5,100	0.12%	\$5,091
Postage	\$3,784	\$1,000	278.41%	\$3,006
Base Rent	\$51,997	\$67,760	-23.26%	\$75,480
Office Operating Costs	\$70,845	\$84,601	-16.26%	\$99,034
Contract Services - Operations	\$39,031	\$8,200	375.99%	\$5,310
Audit	\$24,136	\$15,000	60.91%	\$16,240
Publications & Memberships	\$1,575	\$1,200	31.29%	\$625
Insurance	\$13,986	\$13,500	3.60%	\$13,499
Legal	\$23,772	\$8,000	197.15%	\$7,043
Couriers	\$1,760	\$815	115.95%	\$842
Staff Training	\$10,104	\$20,000	-49.48%	\$13,329
Payroll Processing Fees	\$2,279	\$1,820	25.25%	\$2,248
Bank Charges	\$1,391	\$610	128.07%	\$648
Investments - Management Fee	\$17,237	\$14,000	23.12%	\$14,179
Depreciation - IT Software/Hardware	\$39,755	\$36,709	8.30%	\$25,830
Depreciation - Furniture and Fixtures	\$3,326	\$8,000	-58.43%	\$3,009
Depreciation - General	\$1,028	\$1,146	-10.28%	\$573
Amortization of Leasehold improvement	\$0	\$12,047	0.00%	\$0

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Administration

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
Contract Services - Information Technology	\$90,791	\$87,000	4.36%	\$93,859
Board Elections - Alternative Voting	\$0	\$4,000	-100.00%	\$4,000
Bad Debt	\$0	\$200	-100.00%	\$0
Salaries	\$1,690,134	\$1,651,397	2.35%	\$1,542,668
Employee Benefits	\$407,849	\$394,656	3.34%	\$360,747
Staff Costs Allocated	(\$882,997)	(\$899,602)	-1.85%	(\$825,993)

**AMCTO Unaudited Statement of Operations
for the period ending December 31, 2024**

Administration

	Current YTD Actual	Current Year Budget	Variance %	Previous YTD Actual
IT Technology Strategy	\$0	\$10,000	-100.00%	\$0
Contr. From Strategic Initiative Reserve	\$0	(\$10,000)	-100.00%	\$0
HR/Performance Management Consulting	\$0	\$0	0.00%	
Contribution from General Operating Reserve	\$0	(\$3,000)	-100.00%	\$0
Total Administration Expenditures	\$1,643,820	\$1,560,659	5.33%	\$1,488,311
Expenditures - Administrative Meetings				
Board of Directors - Regular Meetings	\$38,842	\$39,000	-0.41%	\$30,496
Board of Directors - Strategic Priorities (Org & Zone Reviews)	\$18,000	\$20,000	-10.00%	\$0
Contr from Strategic Init. Reserve	\$0	(\$20,000)	-100.00%	\$0
Management Committee	\$0	\$1,400	-100.00%	\$0
Zone Meetings	\$6,143	\$14,000	-56.12%	\$9,295
Board/Zone/Committee Training	\$1,428	\$5,000	-71.45%	\$2,411
Staff/Board Business Meetings	\$8,975	\$6,000	49.59%	\$8,704
Conference Attendance	\$29,592	\$25,000	18.37%	\$21,438
Total Administrative Meetings Expenditures	\$102,979	\$90,400	13.92%	\$72,344
ADMINISTRATION -- NET	(\$1,600,047)	(\$1,594,561)	0.34%	(\$1,417,558)

AMCTO

Net Assets and Reserve Balances as at December 2024

	Balance as at December 2023	Preliminary 2024 Changes	Preliminary Balance as at December 2004
	\$	\$	\$
Education and Innovation	301,257	33,825	335,082
Strategic Initiatives	184,769	33,825	218,595
Government Relations	243,309	33,825	277,135
General Operating	1,120,524	124,026	1,244,551
Invested in Capital and Intangible Assets	110,816	38,451	149,267
Unrestricted	27,777	0	27,777
TOTAL NET ASSETS	1,988,454	263,953	2,252,407



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: AMCTO Membership Update
FROM: Nathalie Plourde, Advisor, Membership and Accreditation
REPORT DATE: February 21, 2025

PURPOSE: To provide the AMCTO Board of Directors with current membership data and activity related to attraction and retention of members.

RECOMMENDATION: For Information

HISTORICAL BACKGROUND:

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

Active Members - Comparison 2023 - 2025

Membership Category	Active Members (Feb 2023)	Active Members (Feb 2024)	Active Members (Feb 2025)
Full	1530	1607	1613
Associate	56	66	79
New Professional	193	213	233
Retired	280	263	256
Member In Transition	25	21	28
Honourary	12	15	22
Student	76	91	96
Total	2172	2276	2326

ANALYSIS OF ISSUE/S:

In 2025, AMCTO membership increased by **50** members over the prior year. The full membership category increased by **5** members and the new professional category experienced **10%** growth over the previous year. The associate category experienced a **20%** increase over the same period in 2024. The member in transition category levels were



consistent with 2024. The retired category had **3%** fewer members from the prior year. The student category member rate was similar to the prior year.

New Member Joins - Comparison 2023 - 2025

Membership Category	New Members Sept 1/22 – Feb 15/23	New Members Sept 1/23 – Feb 15/24	New Members Sept 1/24 – Feb 15/25
Full	86	127	90
Associate	3	9	10
New Professional	52	57	47
Student	19	28	37
Total	160	221	184

AMCTO has attracted **184** new members to date for 2025. The full membership category acquisition was comparable to 2023 and had **30%** fewer over prior year. The new professional, associate and student member categories levels remained consistent with reporting in 2023. To date, there have been 37 fewer new members over the same period in 2024.

2025 Membership That Matters (Appendix 1)

The 2025 Membership That Matters appendix includes membership information from November 1, 2024 – February 12, 2025. AMCTO attracted a total of **123** new members during this period. An overall decrease of **20%** members over the prior year period. AMCTO Zones that attracted **more than 15%** of new members were **Zone 3** and **Zone 4**.

New Members by Zones

Zones	New Members	Percentage (%)
Zone 1	18	10%
Zone 2	18	10%
Zone 3	33	18%
Zone 4	54	29%
Zone 5	17	9%
Zone 6	13	7%
Zone 7	13	7%
Zone 8	7	4%
Zone 9	11	6%

**Includes student members*

Non-Member Marketing Initiative – Update

1. Non-Member Marketing Initiative – CAOs (Retention)

In the Fall of 2023, AMCTO launched a new targeted marketing campaign to attract non-member senior leaders in the municipal sector, specifically Chief Administrative Officers (CAO) in Ontario.

The marketing campaign delivered a tailored approach to this specific audience. A direct mail campaign invited 158 CAOs to join AMCTO, highlighted exclusive benefits and continued leadership and growth opportunities in the municipal sector. Additionally, it provided an opportunity to receive a 50% discount for the full member category rate on their first year of membership. Any new members would receive approximately 15 months of AMCTO membership at the discounted rate. Membership renewal for these members would return to the full rates for 2025. The promotion is only available for a limited time.

Overall, the marketing campaign resulted in attracting **22** CAOs/new members that have joined AMCTO through the promotional offer. Currently, those members have returned to the full rates for 2025. This has 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.

2. Non-Member Marketing Initiative - Education and Professional Development Registrants

AMCTO relaunched a marketing campaign available to non-members registering for 2024 fall education and professional development programs. Eligible new members would receive 50% discount off the current rate for full, associate and new professional membership.

Comparable to 2022 and 2023 fall marketing initiatives, new members receive approximately 15 months of AMCTO membership at the discounted rate. Membership renewal for these members would return to the full rates for 2026.

Overall, the 2024 fall marketing campaign resulted in attracting **34** new members which represents a **40%** decrease in those joining AMCTO through the promotional offer over prior year. In 2023, the campaign attracted **56** new members. This has resulted in **93%** of those members continuing their membership for a second consecutive year. To date, 34 of 39 new members who joined back in fall of 2022 have remained members (88% retention). Overall, the retention rate since the launch of marketing initiative back in 2022 is over **90%**.

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.

2025 Annual Membership Renewal

AMCTO launched the annual membership renewal on November 1, 2024. AMCTO members received renewal invoices and personalized letter from AMCTO Executive Director. The letter presented AMCTO's exclusive member benefits. Additionally, it mentioned that the AMCTO Board of Directors approved a cost-of-living adjustment for all program and service fees, including membership, to recognize an overall increase in Association operational expenses for 2025.

Members received monthly email reminders leading up to the membership renewal deadline of January 31, 2025. Currently, **85% of members** have paid their membership dues. Staff have commenced the process of sending reminder renewal notices and contacting unpaid members on renewing their membership.

Member Affinity Programs – Update

1. AMCTO Leadership Hub

On January 27, 2025, AMCTO announced an all-new member affinity partner program with exclusive resources for current and emerging municipal sector leaders.

The AMCTO Leadership Hub is a curated collection of leadership resources and services now available exclusively to AMCTO members. This centralized platform connects members with trusted affinity partners committed to supporting their leadership journey in the municipal sector. Our partners offer specialized programs, tools, and services that empower members to lead confidently and navigate the complexities of municipal management.

Leadership Hub affinity partners include:

- **Inside Public Sector Leadership (IPSL)** — an organization dedicated to helping experienced and emerging leaders learn from conversations between current former public sector leaders, politicians, academics and media experts about how to navigate the unwritten rules of Canadian public sector leadership. IPSL offers full and accelerator courses designed to inspire excellence, develop political acumen, and build resilient leadership in the public sector. Among their roster of instructors are well-respected municipal sector leaders: Gary Kent, Bev Hendry, Brian Lambie, and more.
- **Conquer Leadership (CNQR)** — a leadership development and coaching company founded by Parm Chohan, MCM. Parm works with aspiring and established leaders to optimize peak performance through leadership development, team engagement, and coaching. Parm's extensive involvement within the sector includes supporting clients with management portfolios at some of Ontario's largest municipalities: the Region of Peel, Town of Caledon, and more.



- **StrategyCorp** — the only professional services firm that brings together the disciplines of management consulting, public affairs, and communications. StrategyCorp specializes in providing strategic advisory services to public sector organizations operating in complex, highly regulated, and scrutinized environments. The firm's municipal services practice, led by Sabine Matheson, provides municipal clients with the knowledge and direction necessary to address large-scale, common municipal challenges.

Through this unique affinity partnership, all AMCTO members are eligible to receive a **20% discount on select IPSL courses and CNQR services**. Members can also take advantage of **one free 30-45-minute consultation** with a participating StrategyCorp senior advisor.

As part of the 2022-2026 AMCTO Strategic Plan, providing members with valuable professional growth and networking opportunities is a top priority. With the launch of this new Leadership Hub affinity program, AMCTO is proud to provide additional spaces for leadership development and executive-level leadership support.

AMCTO will provide regular updates on the usage of the Leadership Hub affinity program.

2. McGill-Queen's University Press (MQUP)

In 2024, AMCTO announced a new partnership with the McGill-Queen's University Press (MQUP) to bring members savings on all MQUP print publications. The partnership with MQUP expands educational and knowledge-sharing opportunities for members, enriching their experiences. The affinity program will offer all AMCTO members 30% off MQUP print publications and access to exclusive members-only webinars and author events.

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.

On November 21st, 2024, MQUP and AMCTO co-hosted an exclusive members-only webinar: ***Voting Online: Technology and Democracy in Municipal Elections*** authored by Nicole Goodman, Helen Hayes, R. Michael McGregor, Scott Pruyzers and Zachary Spicer, which examines how governments, administrators, candidates, and electors view the increasing trend toward online voting in Ontario's municipalities. Plus, all members who attended the webinar received an additional one-time exclusive offer on the book. The webinar was attended by over 100 members who also received special one-time offer.



To date, there are **20** members have applied the AMCTO discount code for UTP publications. The affinity program continues to be promoted through various member communications, new member welcome packages. AMCTO website and social media.

AMCTO will provide regular updates on the usage of the University of Toronto Press affinity program.

3. University of Toronto Press (UTP)

AMCTO established a new affinity partnership program with the University of Toronto Press (UTP) in August 2023 to offer all AMCTO members 30% off UTP publications and access to exclusive members-only webinars and author events.

The University of Toronto Press is Canada's leading academic publisher and one of the largest university presses in North America. Each year, UTP publishes approximately 180 new scholarly, course, and general interest books. UTP's reputation for excellence stems from the publication of influential authors and outstanding research, as well as a continuing dedication to groundbreaking new scholarship.

The partnership with UTP allows AMCTO to offer more education and knowledge-sharing opportunities and experiences for members, building on our pillar of professional growth and goal of advancing the municipal profession.

To date, there are **60 members** that have used AMCTO discount code to take advantage of UTP publications. The affinity program continues to be promoted through various member communications, new member welcome packages, AMCTO website and social media.

Furthermore, both parties will explore future opportunities to provide ongoing added value to AMCTO membership. Also, staff will provide regular updates on the usage of the University of Toronto Press affinity program.

4. Perkopolis

AMCTO launched a new affinity partnership program with Perkopolis to offer all members more savings and exclusive offers on October 31, 2022.

Perkopolis is Canada's leading member perk program that offers great savings and experiences on a variety of practical, everyday products and services including travel, entertainment, local attractions, health and wellness products, brand name fashion, electronics, and more. Perkopolis' bilingual concierge team is available via telephone, and e-mail to address any questions and manage all member requests, six days a week, doing all the extra work necessary to provide a truly exceptional experience.



The Perkopolis program has been promoted through various member communications, new member welcome packages, AMCTO website and social media.

Currently, there are currently **278 members** that have registered to take advantage of the Perkopolis program. Member registration of Perkopolis has increased by more than **20%** since last year. Staff will continue to provide periodic usage updates on the new affinity partnership program with Perkopolis in future.

FINANCIAL IMPACT:

The association is on track to achieve budget projection targets for 2025 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
Friday, February 21, 2025**

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

Tabitha D. Adam
Planning Services Assistant, Municipality of Leamington

Claire Bebbington
Deputy County Solicitor, County of Essex

Katrina M. Davis, Dipl.M.A.
Planning Technician, Municipality of Leamington

Jennika A. Harte
Customer Service/Communications, Township of Adelaide
Metcalfe

Alexandra L. McGrath
Building Services Assistant, Municipality of Leamington

Mack Meloche
Treasurer, Municipality of Southwest Middlesex

Taylor-Anne M. O'Connor
Licensing Assistant, Municipality of Leamington

Lisa Powers
Executive Assistant, Municipality of Chatham-Kent

ZONE 2

Danielle P. Barranger
Records Management Clerk, Township of Oro-Medonte

Jillian Bjelan
Deputy Clerk, Municipality of Central Huron

Erin Britnell
Manager, Corporate Performance and Strategy
City of Guelph

Jenny Maria Haines
Administrative Coordinator, Town of Collingwood

Sarah Huether
Deputy Clerk, Township of Puslinch

Mike Ip
Interim Director of Public Works, Town of New Tecumseth

Jordan T. McDonald
Committee Assistant, City of Guelph

Sheri M. Noel
Clerk's Services Assistant, Township of Oro-Medonte

Lauren Pastyr
Deputy Treasurer, Township of Algonquin Highlands

Stephanie D. Reibel
Deputy Clerk / Planning Coordinator
Township of North Huron

ZONE 3

Jake Clarmo
Secretary Treasurer, City of Cambridge

Jessica M. Elliott
Coordinator of Legislative Services/Deputy Clerk
County of Oxford

Elyse Fletcher
Records, Access and Privacy Coordinator
Town of Grimsby

Chris Gratton
Chief Information Officer, City of Woodstock

Kim Grogan
Manager of Financial Services/Treasurer
Township of Zorra

Mark V. Jackson
Supervisor, Licensing and Enforcement
Town of Milton

Victoria King
Tax Financial Analyst, County of Brant

Chelsea Martin
Coordinator of Community Environmental Sustainability
County of Oxford

Maggie J. McLaughlin
Legislative Coordinator / Deputy Clerk, Township of Zorra

Noah R.D. Nickel
Committee Coordinator, Town of Grimsby

Spencer Pluck
Deputy Clerk, County of Brant

**MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS and RETIREDS**

**TO THE AMCTO BOARD OF DIRECTORS
Friday, February 21, 2025**

Jasmina Radomirovic
Council and Committee Coordinator, Town of Oakville

Sandra Smiley Trimble
Council Services Assistant, Haldimand County

Alexandria R. Webster
Animal Services Officer, Town of Milton

Stephanie E. Young
Manager of Customer Service, City of Niagara Falls

Mary Zubert
Senior Financial Analyst, City of Waterloo

ZONE 4

Kelly Brodofski
Administrative Assistant, Business Services, Emergency
and Fire Services, Municipality of Clarington

Erinn Campbell
Supervisor, Licensing Services, City of Oshawa

Lauren Chee Hing
Senior Counsel, Office of The Ombudsman of Ontario

Kristine Doyle
Committee Coordinator, Regional Municipality of York

Maralee Drake
Deputy Clerk, Township of Brock

Tiffany Fraser
Committee Clerk, Regional Municipality of Durham

Tanya J. Goddard
Access and Elections Analyst, Town of East Gwillimbury

Stephanie Graham
Coordinator, Strategy and Government Relations
City of Richmond Hill

Archana Gupta-Harit
Manager - Utility Finance, Regional Municipality of Durham

Jocelyn A. Knibutat
Information Analyst, City of Brampton

Blair Labelle
Director of Corporate Services / Municipal Clerk
Township of Scugog

Davneet Rai
Council/Committee Coordinator
Town of Whitchurch - Stouffville

Rochelle M. Silva
Legislative Assistant, Township of Uxbridge

Fatima Yuen
Supervisor, Secretariat Services, City of Markham

ZONE 5

Seth DuChene
Communications Officer/Deputy Clerk
County of Lennox and Addington

Jennifer Hornsby
Finance Manager - Deputy Treasurer
Municipality of Trent Hills

Leah M. Hutton
Acting Deputy Clerk
Township of Havelock Belmont Methuen

Marissa Martin
Records and Information Management Coordinator
County of Peterborough

Ximena Morris
Manager, Stakeholder Relations, Elections Ontario

Kyle Ronald Phillips
Chief Building Official, Township of Cavan Monaghan

Elizabeth Lena Ross
Deputy Clerk, Township of Otonabee - South Monaghan

Josephine D. Rowling
Customer Service Representative, Township of Madoc

Julia L. Snoek
Director, Parks, Recreation and Culture
Municipality of Port Hope

ZONE 6

Chelsea M. Conklin
Deputy Clerk, Town of Prescott

Tyler Lalonde
Administrative Coordinator, County of Frontenac

**MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS and RETIREDS**

**TO THE AMCTO BOARD OF DIRECTORS
Friday, February 21, 2025**

Chantal Lapierre
Planning/Building Technician,
Municipality of South Dundas

Judy Reichstein
Policy & Program Analyst, Utilities Kingston

Logan Stanley
Deputy Treasurer, Township of North Dundas

ZONE 7

Amber Burgler
Deputy Clerk, Municipality of Huron Shores

Angela Loney
Clerk, Township of Machar

Marilyn Parent-Lethbridge, AMCT
Acting CAO, Township of White River

Wendy Schroeder
Deputy Clerk / Records Management Coordinator
Municipality of Whitestone

ZONE 8

Suzzette Chin
Deputy Treasurer, Township of Matachewan

Allison Doyon
Assistant Clerk-Treasurer, Township of Harley

Elisabeth Dupuis
Deputy Clerk, Town of Cochrane

Hong J. Lei
Town Manager/Clerk, Township of Black River-Matheson

Shannon L. Pawlikowski
Director of Municipal Services, Township of Fauquier-
Strickland

Riley A. Stewart
Team Leader, City of Timmins

ZONE 9

Karen D. Paisley
Municipal Clerk, Township of Conmee

ZONE 0 – Out of Province

Cheryl Y. Hyde
Manager of Municipal Clerk's Office, Town of Canmore

Jaylene L. Robertson
Director, Legislative & Administrative Services
Town of Cochrane

Ryan D. Westerson
Legislative Services Manager, City of Lethbridge

NEW STUDENT MEMBERS

Cambrian College

Ijeoma O. Mbah, Student, Business Analytics

Conestoga College

Ashpreet Kaur Suri, Student, Public Service
Mengting Xia, Student, Public Service

Lambton College

Ajay Tushir, Student, Business Management

Seneca College

Holly D. Bhagrattie, Student, Public Administration
Adreanna Evans, Student, Public Administration
Nicole Floyd, Student, Public Administration
Emma N. Humphries, Student, Public Administration
Samantha Nava, Student, Public Administration

University of Toronto

Ben Chhiba, Student, Master of Urban Innovation
Rodney D'Silva, Student, Sciences
Rameel Phillips, Student, Master of Urban Innovation

York University

Aamina Masood, Student, Master of Public Administration

NEW RETIRED MEMBERSHIPS

ZONE 1

Tracey Pillon-Abbs, CMO-R
Retired, Planner
Municipality of Dutton Dunwich

**MEMBERSHIP MATTERS
NEW MEMBERS, IN-TRANSITIONS and RETIRED**

**TO THE AMCTO BOARD OF DIRECTORS
Friday, February 21, 2025**

ZONE 2

Dawn McAlpine, CMO-R
Retired, GM, Community & Corporate Services
City of Barrie

Frances Hale, AMCT
Retired, Manager of Corporate Services/Treasurer
Municipality of North Perth

ZONE 4

Jeff Oberman
Retired, Founder and Past President
Realtax Inc.

ZONE 5

Mora Nicholls
Retired, Treasurer
Town of Deseronto

ZONE 6

Susan M. Beckel, AMCT, Dipl.M.M.
Retired, Municipal Clerk
Town of Perth

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

**TO THE AMCTO BOARD OF DIRECTORS
Friday, February 21, 2025**

AMP ACCREDITATIONS

ZONE 4

Emily Irvine
Senior Planner
City of Toronto

AOMC ACCREDITATIONS

ZONE 1

Jana Nethercott
Director of Legislative Services
Municipality of Thames Centre

**Maintenance of Designation
Listing of Certified Municipal Officer, Accredited Municipal Professional and
Accredited Ontario Municipal Clerk
Maintenance Program Completion**

**TO THE AMCTO BOARD OF DIRECTORS
For the February 21, 2025 Meeting**

CMO DESIGNATIONS

ZONE 1

Rebecca Clothier
Director of Financial Services
Municipality of Lambton Shores

Brianna Coughlin
Division Leader - Legislative Services
Municipality of Lakeshore

Brenda Percy
Clerk/Manager, Legislative Services
Municipality of Leamington

Michael Schulthess
City Clerk
City of London

Robert Sharon
Director of Infrastructure Services
Municipality of Leamington

Paul Shipway
General Manager of Strategic Initiatives & Innovation
County of Middlesex

Judith Smith
Director, Municipal Governance/Clerk
Municipality of Chatham-Kent

ZONE 2

Deborah Anderson
Financial Administrator
Simcoe Muskoka District Health Unit

Yvonne Aubichon
Clerk
Township of Oro-Medonte

Roxana Baumann
Treasurer/Director of Finance
Municipality of Kincardine

Greg Borduas
Former, Chief Administrative Officer
Zone 2

Jennifer Connor
Director of Legislative and Community Services/Clerk
Township of Ramara

Emily Dance
Chief Administrative Officer
Municipality of Arran-Elderslie

Pamela Fettes
Director of Administration Services/Clerk
Town of New Tecumseth

Corrina Giles
Town Clerk
Town of The Blue Mountains

Alison Gray
Director of Corporate Services/Clerk
Township of Severn

Jennifer Lawrie
Manager of Legislative Services/Clerk
Municipality of Kincardine

Lisa Lehr
Manager of Legislative Services
Township of Essa

Dina Lundy
Chief Administrative Officer
Township of Southgate

Dawn McAlpine
Retired, GM, Community & Corporate Services
Zone 2

Lori McDonald
Director of Corporate Services/Clerk
Town of Bracebridge

Annilene McRobb
Clerk
Town of Minto

Kerri O'Kane
Manager of Legislative Services & Municipal Clerk
Township of Centre Wellington

Kerri Ann O'Rourke
Consultant, Legislative and Policy
Zone 2

Kristine Preston
Deputy Clerk
City of Orillia

**Maintenance of Designation
Listing of Certified Municipal Officer, Accredited Municipal Professional and
Accredited Ontario Municipal Clerk
Maintenance Program Completion**

**TO THE AMCTO BOARD OF DIRECTORS
For the February 21, 2025 Meeting**

Trish Serratore
Chief Financial Officer
Municipality of Brockton

Kriss Snell
Chief Administrative Officer
Municipality of North Perth

Janette Teeter
Supervisor, Clerk's Services/Deputy Clerk
Township of Oro-Medonte

Joan Thomson
Chief Administrative Officer
City of Stratford

Kara Van Myall
Chief Administrative Officer
Town of Saugeen Shores

Christine Walker
Director of Corporate Services/Treasurer
Town of Hanover

Sonya Watson
Chief Administrative Officer
Municipality of Brockton

ZONE3

Laura Bubanko
Deputy Clerk
City of Thorold

David Calder
City Manager
City of Cambridge

Michael Graves
Chief Administrative Officer
Town of Ingersoll

Jon Hebden
Regional Manager, Municipal & Stakeholder Relations
Municipal Property Assessment Corporation

Marsha Paley
Consultant
Region of Peel

Janet Pilon
Manager, Legislative Services/Deputy Clerk
City of Hamilton

Kyle Pratt
Chief Administrative Officer
Town of Tillsonburg

Meaghen Reid
Director, Legislative & Legal Services/Town Clerk
Town of Milton

Vicki Tytaneck
Town Clerk
Town of Oakville

ZONE 4

Nancy Cronsberry
Manager of Enforcement Services
City of Vaughan

Fernando Lamanna
Deputy CAO & Municipal Clerk
Township of Brock

Christine Leduc
Supervisor, Collections
City of Mississauga

Deborah Leroux
Director of Legislative Services/Clerk
Township of Uxbridge

Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk
Town of Whitby

Stephen Pellegrini
Mayor
Township of King

M. Genevieve Scharback
Clerk
City of Brampton

ZONE 5

Elana Arthurs
Chief Administrative Officer
Municipality of Brighton

Tonia Bennett
Interim Chief Administrative Officer (CAO)
Municipality of Port Hope

**Maintenance of Designation
Listing of Certified Municipal Officer, Accredited Municipal Professional and
Accredited Ontario Municipal Clerk
Maintenance Program Completion**

**TO THE AMCTO BOARD OF DIRECTORS
For the February 21, 2025 Meeting**

Typhany Choinard
CAO/Clerk
Municipality of Centre Hastings

Denise Corry
Chief Administrative Officer
Town of Huntsville

Natalie Garnett
Deputy Clerk
City of Peterborough

John Kennedy
City Clerk
City of Peterborough

Daphne Livingstone
Director of Corporate Services/Municipal Clerk
Township of Hamilton

Tracey McKenzie
County Clerk/Communications Manager
County of Lennox and Addington

Andrea Robinson
Director of Corporate Services
County of Haliburton

Alana Solman
Chief Administrative Officer
Township of North Kawartha

Carrie Sykes
Director of Corporate Services/Clerk
Township of Lake of Bays

Robin van de Moosdyk
Legislative Coordinator
Municipality of Brighton

ZONE 6

Jannette Amini
Manager of Legislative Services/Clerk
County of Frontenac

Gillian Connelly
Program Manager, Supportive Healthy Communities
City of Ottawa

Tyler Cox
Manager, Legislative Services
City of Ottawa

Leslie Drynan
General Manager
Port of Johnstown

Annette Gilchrist
CAO/Clerk/Treasurer
Township of Bonnechere Valley

Kurt Greaves
Chief Administrative Officer
County of Lanark

Loriann Harbers
Director of Corporate Services/Clerk
Township of South Stormont

Patricia Huffman
Treasurer
United Counties of Leeds and Grenville

Craig Kelley
Chief Administrative Officer
County of Renfrew

Suzanne Klatt
Chief Administrative Officer/Clerk
Township of Madawaska Valley

Sandra MacDonald
Chief Administrative Officer
City of Brockville

Renée Mask
CAO/Deputy Treasurer
Township of Greater Madawaska

Malcolm Morris
Chief Administrative Officer
Town of Smiths Falls

Dawn Recoskie
Public Works and Fire Services Coordinator
Town of Petawawa

Cathy Ryder
Chief Administrative Officer/Clerk
Township of Drummond-North Elmsley

Colleen Sauriol
Manager of Planning, Building & By-law Enforcement
City of Pembroke

Dean Sauriol
Chief Administrative Officer/Clerk
Township of Laurentian Valley

**Maintenance of Designation
Listing of Certified Municipal Officer, Accredited Municipal Professional and
Accredited Ontario Municipal Clerk
Maintenance Program Completion**

**TO THE AMCTO BOARD OF DIRECTORS
For the February 21, 2025 Meeting**

Diane Smithson
Chief Administrative Officer
Town of Carleton Place

Robert Tremblay
Standing Committee Coordinator
City of Ottawa

Michael Wildman
President
Municipal Government Wayfinders Ltd.

Kaila Zamojski
Town Clerk
Town of Arnprior

ZONE 7

Rachel Tyczinski
City Clerk
City of Sault Ste. Marie

ZONE 8

Amy Vickery
CAO/Clerk
Town of Englehart

ZONE 9

Anna Boily
Secretary, Dryden Police Services Board
City of Dryden

Heather Pihulak
Director of Corporate Services/City Clerk
City of Kenora

AMP DESIGNATIONS

ZONE 2

Jennifer Marshall
Deputy Clerk
Township of Springwater

Kathie Nunno
Administrative & Accessibility Coordinator
County of Grey

ZONE 3

Annette Helmig
Agreement And Development Coordinator
Norfolk County

ZONE 5

Kelly Georgia Picken, AOMC, AMP, Dipl.M.A.
Deputy Clerk
Township of North Kawartha

AOMC DESIGNATIONS

ZONE 3

Janet Pilon
Manager, Legislative Services/Deputy Clerk
City of Hamilton

ZONE 4

Joanne Hyde, CMO, AOMC, Dipl.M.A.
Instructor, Professional and Part Time Learning Centre
Durham College

ZONE 5

Tonia J. Bennett
Interim Chief Administrative Officer
Municipality of Port Hope

Carrie Sykes
Director of Corporate Services/Clerk
Township of Lake of Bays

ZONE 6

Robert Tremblay
Standing Committee Coordinator
City of Ottawa



AMCTO Staff Report

TO: Board of Directors

RE: **Advocacy Approach to OMERS Review**

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

REPORT DATE: February 21 2025

PURPOSE:

To seek Board of Directors approval of an advocacy approach to the 2025 Ontario Municipal Employees Retirement System (OMERS) Review.

RECOMMENDATION:

THAT the Board of Directors approve the recommended policy positions and advocacy approach.

HISTORICAL BACKGROUND:

In June 2024, OMERS adjusted the way members make contributions to their pension plans following a review of contribution rates, which they advised given its diverse membership, was meant to assess fairness of allocations of contributions. Among other things, the review found there were changing demographics of pension plan members prompting OMERS to consider changes. According to OMERS, 70% of members with lower incomes would contribute less, while 30% of members with higher incomes would contribute more, with changes effective January 1, 2027, to provide employers and members with enough time to prepare.

Several influential sponsors have expressed concerns about the decisions made by OMERS with respect to the management of the pension plan including a lack of transparency in decision-making and accountability within the Sponsors Corporation to stakeholders.

Letters calling for review have come from the Police Association of Ontario, Toronto Police Association, Ontario Association of Chiefs of Police, Ontario Professional Fire Fighters Association, Metrolinx (specifically mentions the deferral of the changes to contribution rate increases) and the City of Toronto Administrative Professional Supervisory Association (COTAPSA).

In a joint letter, CUPE and AMO (the two organizations with the most representation) have indicated that they believe that “provincial government intervention in the governance of the

jointly sponsored plan at this time is unnecessary and inconsistent with the interests of 600,000 plan members”. They also point to the recent allocation of contributions decision as evidence that governance is working well. OPSEU also has indicated that they believe the review as unnecessary.

On November 22, 2024, Robert Poirier was appointed as the Special Advisor for the OMERS Governance Review with a term that expires on September 19, 2025. According to the news release, the review will look at the representation and effective governance of the two corporations that govern OMERS as well as look at what best practices in pension governance OMERS could apply. Outside of the scope of the review is any financial details decisions, such as contribution rates.

Minister of Municipal Affairs and Housing, Paul Calandra, ordered a review of OMERS which manages and provides pension services to municipal employees, municipal council members and Metrolinx employees. The plan has over 1000 participating employees and more than 600,000 active, deferred and retired members.

No further details about consultations, workplan or terms have been made available to date.

This will be the first review undertaken since 2012 which was undertaken by Tony Dean.

ANALYSIS OF ISSUE/S:

Governance, Decision-Making and Structure

Among others concerns raised by OMERS Sponsors who called for the review was the lack of transparency in decision-making and that the Board is not holding decision-makers to account for decisions made that do not service plan members which include poor investment performance also at issue for some stakeholders is management compensation.

COTAPSA [wrote to the Reviewer](#) outlining its frustrations with OMERS including issues with lack of transparency and communication, management of pension assets and investment decisions, representation among other concerns. COTAPSA would like to see one board composed of overseers who are well-verse in pension administration to be able to hold OMERS management to account for what it sees as poor decisions.

Board Structure

AMCTO understands that COTAPSA will be seeking support from other OMERS stakeholders to look at other models such as the Ontario Teachers Pension Plan (OTPP) for plan governance (which would include representation from management/non-union members) as they system in their view is broken and seeking a seat on an already dysfunctional board is not enough.

Of note is that this model is that it includes an appointment process wherein Sponsors (ie teachers unions) and the Province are responsible for appointments. The OMERS Act, 2006 removed the Province's role from appointment of members to OMERS boards. At this time, AMCTO staff have not conducted an analysis of other pension plans and do not have a position on whether the OTPP is a model to emulate. However, given the wide ranging concerns of a number of sponsors, staff are recommending that we express willingness to have the reviewer look at other models and best practices for governance and decision-making.

Board Composition

From 2006-2009, AMCTO had a representative on the OMERS Administration Corporation board, appointed by the AMCTO board of directors. This representative was later removed. With the establishment of a Bi-cameral Board resulting in the Sponsors Corporation being added, Bylaw No 4 "Composition of the Sponsors Corporation" adopted in April 2007, resulted in no seats filled by organizations representing the Management/Non-Union group. According to a letter AMCTO sent to OMERS in 2007:

Had the bylaw not been adopted, under the OMERS Act, 2006, there would have been a seat reserved for members of the plan, not otherwise represented, and organizations like AMCTO would have had an opportunity to fill the seat through rotation.

It appears that there was strong objection to "employer" members having a seat at the Board despite AMO having representation. Our understanding is that there may also be some hesitance from other associations to have a member on the board for this same reason.

While AMCTO has advocated for representation for the Management/Non-Union cohort, once a member has been appointed to the board, legally there is fiduciary duty for all board members to represent the interest of the Plan rather than individual member interests.

It is staff's understanding that some sponsors may take a different approach to this role.

However, given leadership and strategic roles that management members have in ensuring a resilient public service and understanding some of the challenges and opportunities at the local level from service delivery to financial capacity, this cohort could bring a different and needed perspective to the OMERS boards.

Voting

The OMERS SC board has a system of weighted voting on matters with some exceptions. Each Member appointed by AMO shall have two (2) votes, the Member appointed by CUPE (Ontario) shall have three (3) votes, and each other Member shall have one (1) vote.

Plan Sustainability

In May 2023, AMCTO President, Executive Director and Manager of Policy and Government Relations engaged with OMERS SC on the OMERS Systems Risk Assessment consultation. AMCTO shared its concerns about the lack of Management/Non-Union representation on the SC as well as the increasing risks local government recruitment and retention may have on the sector and to the OMERS plan.

In its assessment, OMERS SC acknowledged the additional pressures of increasing longevity of its members along with the retirement of a large cohort of its members.

- The Plan has gone from 5.2 active members to 1 retired member in 1982 to 1.6 active members to 1 retired member in 2022 and is forecast to be 1:1 by late 2030s.
- This also means that adjustments must be made to ensure the plan can respond to shocks given that fewer members are contributing.

It remains unclear what OMERS intends to do going forward to replenish diminishing membership though this may be covered during the meeting itself. AMCTO staff believe that there is a role for OMERS to play in making local government a place of career choice and promoting the benefits of a defined benefit pension to new professionals who are of a different mindset than previous generations. Moreover, OMERS has access to lots of data related to upcoming retirements, age cohorts, new members and those who are leaving the plan etc. To date, certain trends have been shared with certain stakeholders but that does not provide a full picture of the health of the sector, data which could be helpful targeted recruitment and retention efforts.

OMERS has been part of AMO's Workforce Development Project and one of AMO's recommended actions in its Roadmap is to "lend support to OMERS to communicate the value of the defined benefit pension plan to prospective and current employees.", the work is still in its early stages.

If OMERS requires more permissive authority than the current legislation allows to lead and participate in these types of initiatives and share datasets, then legislative amendments may be required. The Reviewer should assess whether legislation limits these activities.

Other Issues

Defined Benefit vs Defined Contribution

Also of note is the ongoing trend of public and private pension plans moving to a defined contribution* model as a measure of cost savings for the employer. There may be a need for

* Defined Benefit: Employees receive a regular payout such as on a monthly basis. Benefits after retirement might be based on several factors, including years of service and salary sometimes based on a formula.

OMERS Board and other decision-makers to manage this issue from a public policy perspective as some political parties such as the federal Conservative party have indicated preferences that:

[C]ompany pension funds should be invested by independent trustees for the benefit of employees and should be held at arm's length, not accessible by the company or its creditors.... committed to bring public sector pensions in-line with Canadian norms by switching to a defined contribution pension model, which includes employer contributions comparable to the private sector.

It is unclear at this time the position of Ontario's political parties on the issue of pension plans. While DB versus DC does not appear to be in scope of the review, it is an issue that could arise over the next few years.

Investment Performance

Over the past few years since COVID-19 pandemic, some Sponsors and Stakeholders have expressed concern with investment decisions made by OMERS which has resulted in poor performance when compared to comparable pension plans. CUPE for instance, released a report calling for a review of OMERS Investment Performance. Both OPSEU and COTAPSA have also expressed concerns with the underperformance of investments with the latter pointing to poor performance of OMERS private investments.

Finances and performance is not within the scope of the review.

Other Association Positions on the Review

AMCTO staff also engaged staff association heads about their positions on the review. MFOA will monitor the review and likely holds the view that their input would be that of an employer who is managing the costs associated with the plan locally rather than from the perspective of OMERS members themselves.

AMCTO's Recommended Position

With respect to the review, staff recommend that the AMCTO Board of Directors approve the following policy positions:

AMCTO write to the reviewer with a submission outlining:

Defined Contribution: Employee makes contributions to their retirement account. The contributions are invested into a preselected funds, or from a list of exchange trade funds and/or mutual funds. There is no set payout. Instead, what the employee receives during retirement depends on their contributions and market performance.

- Ongoing concerns with respect to absent representation on the SC Board for the Management/Non-Union category of OMERS members and recommending the inclusion of representation on the boards.

In particular, emphasizing the need for representation that reflects the interests of all members from across the Province who are from different communities of various types and sizes and from municipalities whose budgetary considerations and financial strength may be different from those of larger urban centres and that representatives on the OMERS board have adequate qualifications to assess pension plan administration and investment planning. The willingness of AMCTO to work with other stakeholders representing Management/Non-Union plan members on a selection mechanism and support process that ensures that the diverse voices of members in this category are heard at the board level.

Understanding that there may be hesitancy to have “management” representation on the board, but like other Sponsors, the board member has a fiduciary duty to make decisions that are in the best interest of the Plan and its members.

Moreover, the perspectives and experiences of the Management/Non-Union cohort can provide valuable strategic insight to challenges and opportunities within the municipal sector that might impact the sustainability of the plan, for instance, those related to recruitment and retention, knowledge of which can only strengthen the resilience of the plan.

- Support for the Reviewer to investigate other models for governance and oversight in defined benefit pension plans for best practices from other successful public sector pension plans on assessing qualifications and appointment processes for board members and oversight of decision-makers, and more inclusive models if there are benefits to the Management/Non-Union members of OMERS.
- OMERS must be more active and engaged role in promoting the benefits of a career in the municipal sector, including the benefits of belonging to a defined benefit pension plan as part of efforts to ensure that the municipal sector is a sector of career choice.

The continued health and sustainability of the pension plan relies on increased membership to continue to cover retirement benefits for an increasingly large group of retirees.

If there are any statutory limitations placed on OMERS that prevents them from taking an active role in this space, these should be removed.

- Similarly, OMERS collects data and information that would be beneficial to share with stakeholders as part of efforts to build a more resilient municipal administration. While actuarial data can be shared with the Administrative Corporation, and trends have been shared with Sponsors, access to

data and datasets could better support workforce development through recruitment and retention strategies.

As part of its risk assessment, OMERS has identified concerning trends about the ratio of active to retired members with forecasts expecting the ration to be 1:1 by the late 2030s. All sponsors and stakeholders have a responsibility and an interest in ensuring the continued resiliency of the plan, and investment strategies are only one component.

Data and datasets should be shared with OMERS stakeholders as part of efforts to the composition of plan members and the sectors to which they belong, expected retirement forecasts, data related to persons leaving the plan and the reasons for their departure and so on, in order to provide the sector with a better picture and understanding of the challenges and opportunities with respect to recruitment and retention.

If there are any statutory limitations placed on OMERS that prevents the dissemination of this information to stakeholder, these should be removed.

Approach

While the Provincial election is ongoing, staff understand that it does not impact the ability of the Reviewer to move forward. Should the Conservative Party return to form government, staff anticipate that the Reviewer will be particularly concerned with the perspectives of the various unions whose advocacy resulted in the review as these unions have wide support with the Ford Government

To date, a workplan/engagement plan has not yet been released. However, based on the previous review there may be opportunities to engage the Reviewer in meetings/focus groups, and written submissions.

Staff will engage municipal staff associations whose members are the Management/Non-Union cohort and who are actively participating in the review to determine how we can best work together. AMCTO staff had an initial discussion with COTAPSA staff to inquire as to the Association's willingness to work together to address the needs of Management/Non-Union OMERS members. There was indication of a willingness to collaborate with other associations on a selection process.

Representative Selection

Should AMCTO's advocacy on this issue be successful, the proposed approach would be to collaborate with other associations whose members are Management/Non-Union to develop a process through which a qualified, knowledgeable board representative with experience in management oversight and pension administration could be selected. Previously, there was an application process established and a co-run corporation established, however records of the processes and criteria for evaluation do not contain much detail and the corporation no longer exists.

A new process could include a co-developed Expression of Interest and application review process. Alternatively, instead of managing the intake and review process internally, organizations could select and support a third-party recruiter to conduct the recruitment.

Should the board approve the policy positions, staff will draft a letter to the Reviewer outlining AMCTO's position.

FINANCIAL IMPACT:

At this time, until more details about the extent of what AMCTO resources may be required are known, financial impacts cannot be assessed.

LINK TO STRATEGIC GOALS/PRIORITIES:

- Strategic Plan Goal 7 – Advocacy: AMCTO informs and influences public policy in its capacity as the respected voice of municipal professionals.
- Strategic Plan Goal 8 – Advocacy: AMCTO is the leading resource for municipal professionals to stay abreast and up to date on issues related to municipal public policy and administration.

Attached:

Appendix A: Governance History and Prior Review Backgrounder

Appendix B: 2012-2013 OMERS Review Recommendations

Appendix C: OMERS AC and SC Representation

Appendix A: Governance History and Prior Review Backgrounder

Governance Structure Prior to the OMERS Act, 2006 (Pulled from 2013 Reviewer's Report)

Prior to the proclamation of the Ontario Municipal Employees Retirement System Act, 2006 (OMERS Act), the OMERS board existed as a fiduciary board with membership consisting of representatives of employer and employee groups. Employer and employee groups provided recommendations to the Ontario Cabinet on appointments with Cabinet having a final say on those representatives. In addition to appointing members of the OMERS board, Cabinet made decisions on “political” issues such as benefit changes and contribution rates, decisions which are typically made by pension plan sponsors. Cabinet played the role of sponsor even though the Province did not have employees in the plan and did not pay contributions directly into the plan as an employer (although they did so indirectly for some employers like school boards and children’s aid societies).

Cabinet was viewed by many stakeholders as the body that could best ensure that the interests of the wide variety of employers and employees in the OMERS plan could be considered. It also removed pensions from local collective bargaining and was viewed as a means of controlling benefit costs.

The OMERS board had a long history of making recommendations on sponsor issues and Cabinet would often make decisions that were in line with those recommendations. One concern that did emerge was the appropriateness of a fiduciary body advocating for these types of changes. At the very least, there was a perception that the board was spending too much time considering sponsor issues as opposed to fiduciary issues

Timeline

1962	<i>Ontario Municipal Employees Retirement System Act</i> was passed by the Ontario Legislature,
1998	Organizations providing local government services, and other related organizations, became eligible to participate in OMERS.
2000	Tony Clement, then Minister of Municipal Affairs and Housing, wrote to the OMERS board asking it to make recommendations on an appropriate governance model. No changes were made
2006	Under McGuinty Government, Ontario Municipal Employees Retirement System Act, 2006 was proclaimed. The legislation established a new governance model for OMERS that eliminated the role of the Province of Ontario as Plan sponsor.
2007	Sponsors Corporation Adoption of Bylaw No. 4

2012	Kathleen Wynne then Minister of Municipal Affairs and Housing announced the appointment of Tony Dean, under the <i>Ontario Municipal Employees Retirement System Review Act, 2006</i> , as the independent Reviewer of the governance model created by OMERS Act, 2006.
2013	Final Report of OMERS Reviewer released
2024	Paul Calendra, Minister of Municipal Affairs and Housing announced the appointment of Robert Poirier as Special Advisor to review OMERS Governance.

2012-2013 OMERS Review

The OMERS Act required the review of OMERS governance 6 years after the passage of the Act.

The reviewer adopted several principles for the review which were communicated with stakeholders:

- Openness
- Transparency
- Timeliness
- Scope

Additional principles arose out of discussions with stakeholders:

- Review must be about what is in best interest of members
- Good governance
- Culture of collective bargaining and legal requirements for fiduciary responsibility
- Best solutions consensual ones arrived at by owners and stakeholders
- Corporation should use existing authorities to address issues to the fullest extent possible
- Reputation of OMERS is critical.

At the time of the review Management/Non Union represented 20.6% of active members. Associations who represent these members seeking employee representation. That number [has grown to 24.2%](#).

Based on consultations and submissions received, three themes emerged:

1. Aligned, efficient, and transparent decision-making processes with clear accountability structures
2. Fairness in representation on both boards
3. Presence of high-level expertise and capacity on administration board

The reviewer acknowledged that while progress had been made on “obvious opportunities for improved communications, outreach and engagement with stakeholders, smaller unions and unaffiliated groups.” That despite concerns from stakeholders, the reviewer heard no examples of specific decisions made by either board that “were deemed unfair” to particular groups, though recognition about different cost pressures experienced by difference sector employers participating in the plan must be considered.

The reviewer also found that the model was working and that the bicameral (AC and SC Boards) model is desirable but tensions existed between the two boards which called for greater collaboration and more regular communication.

With respect to decision-making, AMO and CUPE represented the greatest number of employers and employees at the time which provided them the greatest number of votes under the Act with weighted voting.

On fairness in representation, the reviewer recognized that with the number of unionized and non-union employee groups and 1000s of employers, inevitable that some sponsors will not sit on either board table.

AMCTO committed to developing a protocol with other associations to solicit their opinions, and co-endorse candidates but according to the reviewer this did not occur to warrant a recommendation to add a representative from this category.

Later in 2017, AMCTO, along with COTAPSA, Ontario Association of School Board Officials (OASBO), OMAA, and OMHRA created an incorporated body, the Association of Non-Union and Management Members of the Ontario Municipal Employees Retirement System (ANUMMO). The charter for which was later surrender in 2019.

The reviewer recognized there was a strong case for representation:

“If an association represented the entire group, it would easily qualify to sit on employee side of both tables under rules but into place by the SC Board representing more employees than any other union of employee group in the plan other than CUPE”.

According to the Review, it had “been suggested that the reason why the unaffiliated position was removed from Bill 206 and why no unaffiliated position is mentioned in the SC bylaws is because of substantial pressure from trade unions trade union pressure”. As employees representatives may have felt pressure to back their employer. Based on our records, it appears that CUPE’s submission was not supportive of the mechanisms in place in the bill as the Reviewer suggested, they found these complex and confusing for other participating employers and other members. Instead, they wanted to see the selection of other members to be based on a coalition of trade unions employee organizations like BC’s Municipal Pension Plan at the time.

However, for the Reviewer, the strongest argument against an assigned board seat was that there is no one association could claim to represent all employees. Despite previously noting that AMCTO committed to a protocol for choosing a rep or communicating with each, the reviewer notes the “the absence of discussion of a protocol amongst the associations for choosing a representative or communicating with each other....” and how to communicate with employees who are not aligned with an association.

The recommendations of the reviewer are available in the Appendix B. The recommendation most pertinent to AMCTO’s recent advocacy is:

Recommendation 5: Associations representing unaffiliated members should work together to find an equitable method for choosing advisory committee/forum representatives and for working together on pension issues.

Based on our records, it appears that there was some agreement to a joint intake process from a group of municipal staff associations that resulted in 17 applications coming forward. AMCTO ended up selected a member of their which upset the COTAPSA. At some point the OMAA, AMCTO the Ontario Association of School Business Officials (OASBO) and COTAPSA came together to form a corporation: Association of Non-Union and Management Members of OMERS in 2017, but two years later the charter was terminated.

2020 OMERS Board Composition and SC Effectiveness Review

In 2020, the SC consulted with OMERS stakeholders on Bylaws 4 and 13 which set out composition, competencies, methods of nomination and appointing members, term limits etc. The OMERS Act authorizes the OMERS Sponsors Corporation to determine the composition of the SC and the AC. The consultation included consideration of:

- Composition given that certain organizations have the ability to nominate or appoint Directors to the boards
- Weighted voting as certain directors on the SC board have multiple votes given organization size
- Super majority voting where in certain matters require a 2/3 majority vote
- Arbitration for disputes for decisions on plan changes wherein By-Law No 12 provides for dispute for certain change decisions that are to be referred to third-party arbitrator
- Arbitration for disputes relating to nomination and appointments to the AC board – wherein if a sponsor organization and SC Board cannot agree on a nominee to the AC Board, the dispute can be referred to a third-party arbitrator.

It was determined that the existing composition of the Boards, weighted voting and existing matters subject to a super-majority vote were maintained. Any changes related to By-Law No 12 were deferred to the 2021 review of the Plan change process and the arbitration process



around nominations and appointments included in By-Law 13 will be removed for those directors with terms starting after January 1 2022.

Appendix B: 2012 OMERS Review Recommendations

(a) Aligned And Efficient Decision-Making Processes With Clear Accountability Structures

Recommendation 1: The AC and SC Boards should move toward adopting one OMERS strategic plan.

Recommendation 2: Given that SC and AC Boards have approved principles and process agreements on plan growth, plan changes and actuarial valuations and assumptions, developed between the Chairs and the Reviewer, the Boards should identify executive accountability for implementing these protocols, with quarterly reports on progress and outcomes.

(b) Fairness In Representation On Both Boards

Recommendation 3: The SC Board should continue to review the process for selecting chairs or co-chairs to ensure that board members have confidence that equitable decisions are being made and that AMO and CUPE consider, from time to time, supporting representatives from other sponsor organizations for co-chair positions.

Recommendation 4: The AC and SC Boards should develop a comprehensive communications strategy for improved sponsor and stakeholder relations as an organizational priority, reach out proactively to stakeholders and create an advisory committee or alternative engagement forum, in collaboration with representatives of unaffiliated members, small unions and retiree groups not represented on the Boards, to enable feedback from representatives on issues affecting the operation of the OMERS Plan.

Recommendation 5: Associations representing unaffiliated members should work together to find an equitable method for choosing advisory committee/forum representatives and for working together on pension issues.

(c) High-Level Expertise And Capacity On The Administration Board

Recommendation 6: The AC and SC Boards should work collaboratively on a fast track plan to improve the capacity of the AC Board, with a majority of members with demonstrated experience/skills in governance, investments, risk management, law, accounting, human resources, strategic planning and government relations. Specific mechanisms are recommended to move towards a higher capacity AC Board including an implementation plan, a capacity matrix aligned with Board skills, an assessment of current Board capacity relative to the matrix and a transition plan to accelerate Board appointments to address capacity gaps.

Recommendation 7: Priority should be given to a strong independent AC Board Chair, as a new Board position to be filled by the fall of 2013. The new Chair should have specific leadership, public profile attributes and knowledge of finance and good governance. Both OMERS Boards should be involved in the recruitment process, which should begin immediately.

(d) Implementation Of the Recommendations

Recommendation 8: The Boards with responsibility for specific recommendations should respond quickly and implementation should be a top priority for all OMERS officials, with completion within 12-18 months. Special purpose joint Board meetings should be scheduled in the spring and fall of 2013 to assess progress and a written report on implementation of the recommendations should be submitted to the Minister of Municipal Affairs and Housing, within one year of the public release of the report.

Appendix C: OMERS AC and SC Representation

“Sponsor Organizations” means the following organizations:

- Association of Municipalities of Ontario (“AMO”);
- Canadian Union of Public Employees (Ontario) (“CUPE Ontario”)
- CUPE Local 79 of the Canadian Union of Public Employees (“CUPE Local 79”);
- CUPE Local 416 (Toronto Civic Employees Union) of the Canadian Union of Public Employees (“CUPE Local 416”);
- Electricity Distributors Association (“EDA”);
- Ontario Association of Children’s Aid Societies (“OACAS”);
- Ontario Association of Police Services Boards (“OAPSB”);
- Ontario Catholic School Trustees’ Association (“OCSTA”);
- Ontario Professional Fire Fighters Association (“OPFFA”);
- Ontario Public School Boards’ Association (“OPSBA”);
- Ontario Public Service Employees Union (“OPSEU”);
- Ontario Secondary School Teachers’ Federation (“OSSTF”);
- Police Association of Ontario (“PAO”);
- Retiree Group; and
- City of Toronto (“Toronto”).

Administrative Corporation	Sponsors Corporation
<p>15 AC Members, 14 of whom shall occupy the Seats of Sponsor Organizations, and 1 of whom shall be the AC Board Chair.</p> <p>CUPE and AMO have two 2 Seats.</p> <p>OCSTA and OPSBA have 1 Seat between them and shall nominate on an alternating basis</p> <p>Each other Sponsor Organization has 1 Seat.</p>	<p>7 Members appointed by the employer associations and the employer named below, as follows:</p> <ul style="list-style-type: none"> • 2 persons appointed by AMO, • 1 person appointed by the EDA, • 1 person appointed by the OACAS, • 1 person appointed by the OAPSB, • 1 person appointed by either the OPSBA or by the OCSTA, • 1 person appointed by Toronto; and <p>7 Members appointed by the unions, employee associations, or retiree organizations/associations named below, as follows:</p> <ul style="list-style-type: none"> • 1 person appointed by CUPE Ontario, • 1 person appointed by either CUPE Local 79 or by CUPE Local 416, • 1 person appointed by the OPFFA,

	<ul style="list-style-type: none">• 1 person appointed by OPSEU,• 1 person appointed by OSSTF,• one (1) person appointed by the PAO, and• 1 person appointed by the Retiree Group
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AMCTO Staff Report

TO: Board of Directors

RE: **AMO's Homelessness Study: Municipalities Under Pressure**

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

REPORT DATE: February 21, 2025

PURPOSE:

To summarize the report, "Municipalities Under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis" released January 9th, 2025.

RECOMMENDATION:

THAT the Board of Directors accept the staff report as information.

HISTORICAL BACKGROUND:

While homelessness has been a pervasive issue in Ontario for decades, economic and social pressures including because of the COVID-19 pandemic, an influx of refugee claimants and others has exacerbated the homelessness crisis and put increasing pressure on limited municipal resource such as shelters, affordable housing units and health services. In 2023 dozens of municipalities declared homelessness an emergency.

AMO, OMSSA and others have been advocating on housing and homelessness for years through various reports and submissions from the sector and service managers perspectives and more recently on encampments.

In March 2024, AMO released a call to update the partnership between provincial and municipal governments which included foundational to which economic growth and quality of life. This new report, builds on the themes are interests of the Social and Economic Prosperity Review (SEPR) AMO has called for and AMCTO supported. The report was co-developed between AMO the Northern Ontario Service Deliverers Association (NOSDA) and OMSSA.

ANALYSIS OF ISSUE/S:

Highlights of Reported Data

- In 2024, 81,515 people in Ontario experienced “known homelessness” which is defined as known to homelessness serving system either through the receipt of services or as part of data collection efforts and includes people experiencing sheltered or unsheltered homelessness.
- This is a 25% increase since 2022. 41,512 of those are chronic homeless – prolonged or repeated.
- The report calls this a “systemic failures that extends beyond housing, reflecting deep gaps in healthcare, mental-health services, justice system and more.”
- A further acknowledgement that without “significant interventions,” 3x the amount of Ontarians could be part of this group by 2035 and 294, 266 people without stable housing.
- Among the reasons for this is the lack of housing spaces and mix of spaces:
 - 27, 138 estimated spaces
 - 65.2% are emergency shelters
 - 13% transitional housing
 - 21.6% supportive housing, with only 1 non-health operated supporting housing space available for every 14 people.
 - There are 268,000 on the affordable housing waiting list with wait times at 5+ years and sometimes 20 years.
 - Indigenous peoples are disproportionately represented at 45% due to systemic racism, trauma and colonial policies
 - Children and youth – 25%
 - Refugee and asylum seekers are seeing a 6x increase in chronic homelessness since 2020.
 - Northern Ontario has seen a 204% increase in known homelessness since 2016.
 - Between 2016 and 2024 the estimated funding for housing and homelessness went from \$1.9 billion to \$4.1 billion.

Report Summary

Using data from all 47 service managers across the province, the report finds that there is a systemic crisis with homelessness in Ontario. The vision put forward is to get to province to “functional zero – a state where homelessness is rare, brief and non-recurring”. While acknowledging the ambition of the goal, the report contends that it is achievable with evidence-based decisions.

At the root, the cause of continued homelessness is a multi-system failure. To address root causes, a broad range of supports and social infrastructure are required including for mental health treatment, substance-use services, employment and job training programs, family reunification, income supports and life-skills development.

Among the limitations of the collection of data are the inability to quantify those experiencing hidden homelessness such as those individuals staying with family or friends and people in institutions such as hospitals and correctional facilities, and inadequate enumeration for First Nations homelessness. There were also regional variables and some data quality gaps in confirming homelessness trends in some years due to incomplete or inconsistent information. There were also changes to data collection efforts because of the COVID-19 pandemic. As a result, there are local challenges and difficulty aggregating some data means that there is “an almost-certain undercounting of homelessness in Ontario”.

The report is broken into three parts:

1. Data Collection efforts that looked at housing and homelessness in Ontario to determine the current state of homelessness, the experiences of homeless persons across regions and populations, the capacity of the current housing and homelessness systems and gaps in infrastructure and support
 - The housing system must look at supports for existing housing and homelessness and facilitating exists but also on prevention. This will require, among other things, to address housing instability
 - There are 260,000 households in Ontario (and this number could be higher) faced with the burden of housing costs who spend more than 50% of household income on shelter with renters disproportionately affected.
 - The increase in chronic homelessness is a result of infrastructure gaps, inequality in systems especially in certain regions of the province. Complicating this picture is that segments of Ontario's population such as refugees and indigenous people are also affected by structural inequities, histories of displacement and whose needs are less visible because of limitations of current systems and definitions.
 - To end chronic homelessness, the system must address the complex and diverse experiences of people, and ensure that targeted investments, alignment of funding and capacity are in place. Ultimately, chronic homelessness is a sign that systems are not working as they should and that more people are trapped in homelessness.
 - While there has been increased investments that have resulted in increased capacity, these increases are much lower than growth in homelessness. For instance, there was 34% increase in shelter growth while homelessness grew by 138%. As a result, program spending has been on crisis response rather than on prevention.
 - There are also inconsistencies with definitions across the province and the lack of standardization means that there are different models for transitional and supportive housing.
2. Scenario modelling that looks at what homelessness could look like in the next 10 years, the factors that influence future trends, scenarios communities should prepare for and the risks of inaction.
 - This section looks at how economic and social factors could influence homelessness under three scenarios. The range of known homeless over these scenarios could be between 128,122 and 294,266 by 2035.
 - **Steady:** Assumes current socioeconomic trends persist with only gradual changes in employment, income and housing costs. In this scenario,
 - **Downturn:** Assumes deterioration of employment, household incomes and housing affordability.
 - **Upturn:** Assumes improved conditions with better employment rates, rising incomes, and improved housing affordability.
3. Investing in solutions to achieve functional zero in chronic homelessness, better aligning systems to prevent and respond to homelessness, specific actions that can make a difference and how to better allocate resources.
 - This section uses scenario modelling to what could happen based on specific investments and interventions. The scenarios propose several different interventions for long-term solutions.

- The scenarios find that achieving functional zero homelessness needs an optimized and scaled homelessness serving system. Targeted investments should be made in operating and capital expenses to improve capacity, address gaps, and align the system with the needs and experiences of people experiencing homelessness.
- An estimated \$11 billion over the next decade is needed for both operations and capital investments. This assumes the current \$4.1 billion annual investment continues.
- Ultimately investing in housing and prevention measures will reduce long-term costs by reducing reliance on emergency shelters as well as pressures in healthcare, justice and the social system generally. Investments also require spaces for people to exist to stable housing.
- In addition, wrap around supports also require a coordinated, multi-system approach to address social determinants of homelessness which would address root causes as well as address cost efficiencies by reducing pressures on other services like policing, healthcare and issues related to encampments on municipal property.
- The report also models a \$2 billion investment to address encampments.

Discussion Summary

- Given the findings of the report, without significant investment and retooling, chronic homelessness will only grow.
- Homelessness is a multi-faceted issue with systemic failures exacerbated by misaligned or underfunded policies and worsened for some people by inequalities, intergenerational trauma, discrimination and racism.
- There are shifts in where chronic homelessness is occurring, the demographics or profiles of who are homeless.
- As part of the solution:
 - continuing the build data-led decision-making capacity
 - Ensure a “coordinated policy ecosystem” to align resources and investment with services
 - Additional investments to build infrastructure, systems and capacity at an operational and capital level.
 - Multi-system integration to manage other conditions and factors that come with chronic homelessness including physical and mental health, social and economic participation, and access to justice services.

Relevance to AMCTO

While other municipal associations are better positioned and resourced to advocate on specific housing and homelessness issues, AMCTO lends its voice and influence to support their efforts. There are overarching fiscal and operational impacts and issue to providing these services without the proper tools, supports or systems. These are areas of interest to AMCTO and falls under the Services and Administration and Financial Planning and Resilience streams of our Issue Profile.



FINANCIAL IMPACT:

N/A

LINK TO STRATEGIC GOALS/PRIORITIES:

- Strategic Plan Goal 8 – Advocacy: AMCTO is the leading resource for municipal professionals to stay abreast and up to date on issues related to municipal public policy and administration.



AMCTO STAFF REPORT

TO: AMCTO Board of Directors

RE: AMCTO Rebranding – Background and Options

FROM: Jacquelyn Folville, Manager, Communications and Marketing

REPORT DATE: February 21, 2025

PURPOSE:

To provide the AMCTO Board of Directors with background information on rationale and process to support discussion on future options of organizational rebranding

RECOMMENDATION/S:

THAT the AMCTO Board of Directors recommends option 2 as outlined in this report

ANALYSIS OF ISSUE/S:

History of AMCTO Name and Brand

While it would be ideal to provide the Board of Directors with a detailed history of the AMCTO name, there is little documented information that provides this level of detail.

AMCTO has been AMCTO since 1965. Prior to that, the organization was named the Municipal Clerks and Finance Officers Association of Ontario (MCFOAO). In 2000, the Association filed new letters patent, adding “Manager” to the name.

AMCTO’s current logo was developed by Design Partners Limited of Toronto and adopted in 1983. At the time, the following description was provided for the logo:

“Relative to the Association itself, the symbol represents round-table discussion at one level, or as a committee submission, presentation or recommendation from committee to the Board of Directors at two levels. Relative to municipal affairs it represents staff members reporting to council at two levels. The symmetrical positioning of the figures within the overall symbol shape conveys a reassuring sense of structure and order in a contemporary design style.”



The current tagline, AMCTO – The Municipal Experts, was adopted in 2006 and developed by staff and the Association’s former Communications and Marketing Committee.

In 2023, AMCTO undertook a revision of its overall brand guidelines and usage including:

- Revised (current) guidelines include expanded flexibility for AMCTO monogram logo (without tagline), creative custom logo versions (i.e. Pride month) as set by Association communications and marketing staff
- Revised guidelines include refreshed colour palette, typography, standards for brand voice
- Suite of revised brand assets and templates for all Association print and digital marketing materials

These were incorporated into AMCTO’s new website, which also launched in 2023.

Rationale for Rebranding

There are many reasons why an Association like AMCTO would consider engaging in a rebranding exercise:

1. **Changing Market Perception:** If the organization is struggling with a negative public image or outdated perceptions, rebranding can help reshape how customers and stakeholders view the company.
 - AMCTO membership over the years has diversified to include more senior level administrators, including over half of the CAOs in Ontario however fewer in finance roles.
 - Staff believe that the perception of AMCTO is that we are “the clerks association”, despite membership and program diversification.
2. **Expansion into New Markets:** When an organization expands into new geographic regions or product/service categories, rebranding can help ensure that its identity resonates with the new audience.
 - Could a rebranding assist in attracting more municipal professionals and portfolios into the Association as participants and members?
3. **Modernizing the Brand:** Over time, brands can become stale or out of touch with current trends. Rebranding can revitalize the company’s identity to stay relevant and appeal to a modern audience, such as updating logos, color schemes, or messaging that aligns with current design and technological trends.
 - State of the Membership survey results, as well as an increase in New Professional and Student memberships, suggests that AMCTO’s audience is trending younger.
 - Could a new brand help to reach audiences new to the municipal sector or considering careers in the sector?
4. **Reflecting a Shift in Mission, Values, or Vision:** If the organization undergoes significant changes in its core business, values, or mission—such as a pivot to sustainability, digital transformation, or a new target demographic—rebranding is an effective way to communicate those changes to customers and stakeholders.

- Tying any rebranding exercise with the AMCTO's strategic plan will be important to ensure there is alignment.
5. **Differentiating from Competitors:** In a competitive market, rebranding can help an organization stand out from its competitors. If the company is losing ground to newer, more innovative competitors, a fresh brand can convey uniqueness and innovation to attract customers and partners.
- The municipal association "market" is competitive, especially in areas of overlapping programming and target audiences.
 - As an educational institution, AMCTO is also experiencing increased competition from post-secondary schools.
6. **Improving Brand Equity:** If a company has valuable brand equity that isn't fully realized or has grown stale over time, rebranding can help refocus its image to align with consumer expectations and unlock further potential for growth, brand loyalty, and recognition.
- Does AMCTO logo represent both our current membership and those we are looking to attract? Is it accessible to equity-deserving communities that may be considering municipal career and AMCTO membership?

Rebranding should be approached carefully and with a clear strategy to ensure it aligns with the company's long-term goals and values. It's not just about a logo change, but an entire shift in how the company wants to be perceived both externally and internally.

Overall, the perspective of staff is that the Association's brand is strong and well-known amongst its core membership. AMCTO's education programming continues to serve the broader municipal sector and presents a gateway into other AMCTO programs as well as membership. However, staff believe, from informal interactions with individual professionals, there is still a significant portion of the municipal staff population that is unaware of who AMCTO is and the benefits we can provide from a programming and membership perspective.

Common Rebranding Processes and Tactics

Based on preliminary research and initial discussions with vendors, approaches to rebranding vary significantly based on project outcomes (scope) and budget. While some vendors may specialize more on the graphic design aspects of a project and others on defining your brand story through the development of revised language and key messages, all depend on a fluid approach for understanding and integrating internal and external feedback, understanding project outcomes with a clear strategic direction, having consistent collaboration and a structured approval process.

What does this mean?

- Staff engagement and input is important to create buy-in and trust with a new brand

- There needs to be specific rationale for rebranding to help with internal and external buy-in of launching and maintaining a new, successful brand
- Brand is beyond a logo and tagline – the overall look and feel of design elements need to complement and work cohesively with a brand’s tone of voice, vision and values
- Brand is embedded in and touches everything – consistency is key to launching and maintaining a successful brand and should be considered across all elements of communications: internal and external communications, customer systems, social media, print and digital assets, organization website, program sub-brands, other physical and technical elements (i.e. URLs, legal documents and proceedings, bylaws, signage, etc.)

A partial and/or full rebrand is no easy feat – there are many considerations to be made including undergoing an initial, thorough discovery phase to help identify outcomes and formulate a strategic direction prior to moving onto next steps.

From our initial research and discussion with vendors, a common rebranding process can be synthesized as the following:

1. Discovery Phase
 - Includes research and consultations with key audience groups, internal and external stakeholders
2. Review of research and recommendations for next steps
 - Includes a summary of discovery phase feedback and research, reporting on common themes/patterns that have emerged, recommending next steps with approval on overall strategic direction for rebrand
3. Development of brand narrative and key messages
 - Includes brainstorming and identifying language to help shape your brand story (including possible renaming and/or tagline development), recommending revised brand values and voice to fit with and communicate new strategic direction
4. Development of brand identity and guidelines
 - Includes designing the overall look and feel of the brand to help bring brand values, story, and voice to life (including possible logo development, sub-brand development, development of new brand guidelines) to help communicate new strategic direction and set marketplace positioning
5. Development of assets and execution
 - Includes designing suite of brand assets/templates in accordance with new brand guidelines, setting the direction and communications plan for rebrand launch and continued maintenance/asset development/upkeep

It should be noted that investing in a rebranding process does not commit an organization to rebranding. Information provided at any stage may provide different insights and knowledge that could lead to alternative approaches, such as increased investment in communications and marketing, as opposed to rebranding.

AMCTO 2026-2030 Strategic Plan

In addition to a potential rebranding initiative, AMCTO is also scheduled to begin preparations for a new four-year strategic plan. Later in this Board term, staff will provide a report proposing direction and timelines for the development of the strategic plan.

In early consideration of the development plan, staff recognized that similarities and potential overlap of tactics related to the development of both the strategic plan and a rebranding process, particularly in early discovery phases. There are also linkages between the overall objectives and rationales for both initiatives.

Staff believe that AMCTO could incorporate the early stages of the rebranding, specifically discovery and review, into an RFP for consulting services for a new strategic plan. This will help take advantage of synergies between the two exercises and minimize the need to “over engage” the membership and external stakeholders on related topics

Options

1. Do not proceed with AMCTO rebranding initiative
 - No additional rebranding work would be completed, with the focus being on continuing to build and promote our existing brand.
2. Proceed with partial AMCTO rebranding initiative (Discovery/Review and Recommendations) as part of the 2026-2030 Strategic Planning work
 - Include the discovery and review/recommendations work in the RFP scope for the 2026-2030 Strategic Plan.
3. Proceed with RFP for partial AMCTO rebranding (Brand Evolution) initiative
 - Rebranding initiative would include all necessary steps however be specifically scoped to include mostly design relate aspects (logo, colour scheme, etc) as well as some narrative aspects (tag line)
4. Proceed with RFP for AMCTO complete rebranding initiative

- RFP to be designed to include all steps and considerations, including name change, logo, design, narrative, etc)

It is staff's recommendation that the Board proceed with Option 2 as it will allow both the Board and staff to have adequate market information to help future decision-making in regard to rebranding while providing additional information for strategic plan development.

FINANCIAL IMPACT:

Each budget year, the AMCTO Board allocates \$20,000 from its administrative reserve balance to strategic priority projects.

Based on AMCTO's market review and consultation with firms experience with association communications and rebranding, staff estimate the external cost for consulting fees to be in the range of \$40,000 to \$80,000. Cost will be partially dependant on the final scope of the work.

While in excess of the budget amount, current AMCTO reserve balances can accommodate an expenditure while remaining at a sufficient level. Staff also anticipate costs related to this project will span both 2025 and 2026 financial years.

Additional reserve funding will be required to complete the 2026-2030 AMCTO Strategic Plan. Option 2 does present an opportunity to combine some aspects of the work and could present cost savings when compared to doing the work separately.

LINK TO STRATEGIC GOALS/PRIORITIES:

The exploration of AMCTO rebranding options is identified as a strategic action within the AMCTO 2022-2026 Strategic Plan under Membership goal #2: AMCTO has a growing and diversified membership base from municipal professionals across Ontario.

<u>Listing of Board Approved Policies As of August 2021</u>	<u>AMCTO Staff Lead</u>	<u>Last Reviewed/Version</u>	<u>Last Update/Approved</u>	<u>Needs Updating (Y/N)</u>	<u>Notes</u>
<u>Human Resource Policies</u>					
• Health and Safety	D.Nguyen	Aug-18	Aug-18	Y	Policy needs to be reviewed and updated with any applicable changes to OSHA and Workers Five Act (Bill 190)
• Personnel Policy	D.Nguyen	Jan-22	Jan-22	Y	Policy needs to be reviewed and updated with any applicable changes to ESA and Workers Five Act (Bill 190)
• Respect in the Workplace	D.Nguyen	Aug-18	Aug-18	Y	Policy needs to be reviewed and updated with any applicable changes to OSHA and Workers Five Act (Bill 190)
<u>Financial Policies</u>					
• Capitalization Policy	D.Nguyen	Jan-18	Jan-18	N	
• Expense Reimbursement	D.Nguyen	Jan-18	Jan-18	Y	Policy should be reviewed and updated for meals daily limits and transportation expenditures to account for inflation since 2018
• Investment Policy	D.Nguyen	Jan-18	Jan-18	N	Policy does not need to be updated but should be reviewed to determine if investment policy meets the needs of the Association
• Purchasing Policy	D.Nguyen	Jan-16	Jan-16	Y	Policy needs to be updated with current management structure as it was updated before the reorganization
• Refund Policy	D.Nguyen	Jul-16	Jul-16	Y	Policy should be reviewed with management team and the refund policies for each portfolios as programs have evolved since 2016
• Spending and Signing Authority	D.Nguyen	Jan-18	Jan-18	Y	Policy needs to be updated with current management structure as it was updated before the reorganization
• Surplus Management	D.Nguyen	Nov-17	Nov-17	N	Policy does not need to be updated but should be reviewed to determine if surplus management policy meets the needs of the Association
<u>Education Policies</u>					
• Education Programs Policy	Y.Ko	Nov-23	Nov-23	N	
<u>Communication Policies</u>					
• Appropriate Spokespersons	J.Folville	Aug-16	Aug-16	Y	Requires minor changes, should include more detail on media requests/response process
• Social Media Policy	J.Folville	Jun-18	Jun-18	Y	Requires significant changes to reflect new social media channels/code of ethics changes, to bring clarity to internal (staff) use of social media vs. volunteers/association spokespersons, AMCTO administrators
• Sponsorship & Business Services Policy	J.Folville	Jul-16	Jul-16	Y	Requires significant changes to reflect new sponsorship approach/process/approvals, program policies and terms of reference, requires clarity around definitions and benefits
<u>Membership Policies</u>					
• Buy Back of AMCTO Membership and Accreditation	N.Plourde	Jul-16	Jul-16	N	I have not had any situation occur to date for implementing buy back policy.
• Personal Information Protection	C.Mehta	18-Aug	18-Aug	N	
<u>Accreditation Policies</u>					

<ul style="list-style-type: none"> Accreditation Review Policy – Review of Applications Under Certain Circumstances 	N.Plourde	Jul-16	Jul-16	Y	Requires some changes to reflect current process, i.e AMCTO staff would verify with reviewer team members in advance if any conflict of interest for participating in the review of application. If any conflict, they would not be participate in review. "Where an application is submitted to an Accreditation Review Committee by a member of that same Committee" - May no longer be relevant. Refers to older practices and terminology. Policy states "Accreditation Review Committee" currently known as "Accreditation Review Team".
<ul style="list-style-type: none"> AMCT Accreditation Policy 	N.Plourde	Jun-97	Jun-97	Y	Requires minor edit , does not include that AMCT designation holders are exempt from Municipal Operations Competency for CMO or AMP application submission . Proof of AMCT designation required for those who qualify for CMO or AMP Accreditation Program.
Board-Related Policies					
<ul style="list-style-type: none"> Accessible Customer Service Plan 	D.Arbuckle	Apr-22	N/A	N	May change following EDIA work
<ul style="list-style-type: none"> Appointment to Committees, Project Teams and Other Groups 	D.Arbuckle	Mar-24	Aug-16	Y	Requires minor changes related to membership requirements
<ul style="list-style-type: none"> Committee/Project Team/Task Force Vacancy Policy 	D.Arbuckle	24-Mar	18-Feb	N	Some language should be communicated to new Board
<ul style="list-style-type: none"> Conference Costs for AMCTO President 	D.Arbuckle	N/A	Jun-16	Y	Need to review to assess current practice and amend where necessary. May also need to expand to full Board.
<ul style="list-style-type: none"> Guiding Principles re Compassionate Fundraising 	D.Arbuckle	May-16	May-16	Y	Written as a staff report. Should be in a policy template
<ul style="list-style-type: none"> Hosting Conference Guests from Other Associations 	D.Arbuckle	Jul-16	Jul-16	Y	Policy application is consistent however it has evolved overtime. Policy should reflect that.
<ul style="list-style-type: none"> Process for Reviewing and Responding to Resolutions Submitted to the Association 	D.Arbuckle	Nov-16	16-Nov	Y	Combination of resolution policies for Associations, Zones and AGM. Could potentially be eliminated if current practice deems redundant.
<ul style="list-style-type: none"> Standards of Conduct for Board Members, Committee Members and Other Volunteers 	D.Arbuckle	N/A	Aug-18	Y/N	The policy appears to be comprehensive enough. Staff need to more strongly communicate the policy.
<ul style="list-style-type: none"> Volunteer Recognition 	D.Arbuckle	N/A	Aug-18	Y	Recognition of President have changed. Other recognitons made ad hoc.



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: 2025 Strategic Initiatives Proposal
FROM: David Arbuckle, MPA - Executive Director
REPORT DATE: February 21, 2025

PURPOSE:

To provide the Board with information related to staff prioritized strategic initiatives and activities for 2025.

RECOMMENDATION/S:

THAT the proposed activities to be undertaken in 2025 to advance the Association's Strategic Goals, as identified in Appendix I to this report be approved.

HISTORICAL BACKGROUND:

Strategic Initiatives

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

Professional Growth:

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

Network and Community

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

Membership

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

Advocacy

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

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

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

ANALYSIS OF ISSUE/S:

Strategic Initiatives

Appendix I outlines a number of strategic initiatives planned for 2025. If approved, the Executive Director will work with individual portfolio managers to identify appropriate timelines and milestones for implementation.

FINANCIAL IMPACT:

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

LINK TO STRATEGIC GOALS/PRIORITIES:

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



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Promote the market value of AMCTO’s professional accreditation programs to both municipal professionals and employers.	<ul style="list-style-type: none"> • Completion and promotion of individual accreditation videos • Completion and promotion of improved application and review through AMCTO Connect
2. Define and develop a “career path” service offering that will provide end-to-end supports for municipal professionals as they advance through their careers.	<ul style="list-style-type: none"> • Promotion plan to increase Career Development Plan participation in 2025



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Continue to develop and update AMCTO’s education and professional development programs to ensure relevance and responsiveness of programming to sector trends and member needs.	<ul style="list-style-type: none"> • Continue with course revisions/updates as scheduled (contingent on SME availability and budget)
2. Evaluate partnership opportunities with other professional associations and post-secondary institutions for shared service delivery.	<ul style="list-style-type: none"> • Continue to explore enhanced/new partnership opportunities with association and post-secondary institutions



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Increase supports and resources to Zones to deliver valuable and relevant content and events to members.	<ul style="list-style-type: none"> • Establish regular annual meeting with Zone Chairs and staff to solicit advice and feedback
2. Continue to invest in and leverage technology to connect and engage members and customers.	<ul style="list-style-type: none"> • Institute new platform to assist with Board and new committee structure
3. Develop flexible engagement and participatory models for networking that support user choice.	<ul style="list-style-type: none"> • PD to pilot networking session addition as part of forum programming



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
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"> • Execute plan for virtual engagement opportunities for members of municipalities with like populations
2. Review mentorship services, including opportunities for peer-to-peer mentorship, to support new and experienced professionals in the municipal sector.	



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Leverage data analysis to better define and understand member and customer segments and “customer journeys.”	<ul style="list-style-type: none"> • Determine what reporting tools and information is available to assist with member retention, attrition and engagement in updated iMIS platform
2. Develop tailored value propositions for AMCTO member segments and customers.	
3. Identify opportunities to offer more “member-only” benefits, promotions, and/or affinity programs.	<ul style="list-style-type: none"> • Introduce “Leadership Hub”



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Enhance marketing, communications, and outreach initiatives to target markets to ensure continued awareness of AMCTO and the value of membership.	<ul style="list-style-type: none"> • Begin review of opportunities to better target entire municipal sector in Ontario.
2. Engage in targeted outreach in geographical areas that are underrepresented in AMCTO membership and/or engagement.	<ul style="list-style-type: none"> • Review success of 2024 roadshows and report back to Board in June 2025 with next steps
3. Explore AMCTO rebranding options to make membership more accessible and attractive to all municipal professionals.	<ul style="list-style-type: none"> • Report to Board on rebranding considerations and recommendations for next steps
4. Review options for AMCTO's membership model.	



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Build the advocacy capacity of AMCTO, including strengthened relationships with other municipal associations to support advocacy on areas of shared interest.	<ul style="list-style-type: none"> • Continue to pursue engagement opportunities with new contacts at the federal and provincial level as informed by the Issue Profile (carry over from last years)
2. Identify and develop content to support key advocacy priorities.	
3. Build and maintain relationships with government and sector stakeholders and grow AMCTO’s profile and reputation for substantive policy expertise.	<ul style="list-style-type: none"> • Continue to identify key decision-makers (political and public service) as they pertain to advocacy priorities and initiate connection
4. Empower municipal professionals to undertake their own advocacy efforts on AMCTO priorities.	<ul style="list-style-type: none"> • Continue to develop tools to support members with advocacy (eg. Issues at a Glance)



Appendix I
Key Strategic Actions and Related 2025
Projects or Activities

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

Key Strategic Actions	Specific Projects or Activities for 2025
1. Continue to deliver timely and relevant legislative and policy updates.	
2. Expand research and data analysis capacity to develop policy content that addresses emerging and evolving issues in the municipal sector.	<ul style="list-style-type: none"> • Investigate opportunities to expand research and data access



AMCTO MEMORANDUM

TO: AMCTO Board of Directors and AMCTO Zone Executive (Chair and Secretary) for All Zones

RE: Logistics for Nomination/Voting for 2025 AMCTO Vice-President and Other Board Members

FROM: David Arbuckle, MPA Executive Director

DATE: February 21, 2025

The purpose of this memorandum is to provide you with some details regarding the logistics for nomination and voting for the 2025 AMCTO Vice-President, Zone Board Representative for Zones 2,4,6, and 8 and two (2) Director at Large positions.

We have mapped out the specific dates for nominations/elections in 2025 as outlined in the table below:

2024 Dates	Activity to be Undertaken
February 5	AMCTO Express – Call for Nominations (fillable form available on the AMCTO website)
February 26 + March 17	AMCTO Express – Reminder Call for Nominations
March 20	Deadline for receipt of Nominations (following this deadline all nominees will be advised of nominations received and asked to confirm if they wish to let their names stand)
March 24	AMCTO Express – Notice of Results of Nomination Call (advising if individuals are acclaimed or if election will be required.)
April 2	Deadline for Candidate Submission of Bios to be posted on AMCTO Website (upon request, candidates will be provided with electronic copy of eligible voting membership list for the Association or their Zone)
April 7	AMCTO Express – Notification to Members that Bios are Available on Website



2023 Dates	Activity to be Undertaken
May 14 to May 23	Projected Election Period for all Positions (confirmed with election provider)
May 23	Notification to Candidates of Election Results (immediately following close of elections where possible)
May 24	AMCTO Express – Notification to Members of Election Results
June 11	Confirmation of Election Results by Membership at Annual General Meeting
June 11	Successful candidates take office on Board of Directors (1 st Board meeting on final day of annual conference)

Please feel free to share this information with other Zone Executive members and with any other individuals who you think might have an interest.



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: Executive Director Report
FROM: David Arbuckle – Executive Director, AMCTO
REPORT DATE: February 21, 2025

PURPOSE:

To provide AMCTO Board of Directors with an overview of operational activities from December 2024 to February 2025.

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 issuance of Fall 2024 final grades and payments
- Opened and closed registration for Winter/Spring 2025 courses
- 2024 edition of Municipal Law Program (MLP) Unit 1 course materials
- Updates to HR law component of Employment Law and Human Resources (HR) program
- Training and onboarding of new markers and instructors for Winter/Spring 2025
- Signed on subject matter experts for the next round of Municipal Administration Program (MAP) and Municipal Accounting and Finance Program (MAFP) updates

Upcoming

- Finalizing revised sessions and assessments for Municipal Clerks Institute (MCI)
- Finalizing new version of HR program to be launched in September 2025
- Work on next round of updates to MAP and MAFP
- Supporting iMIS upgrade work

Financial, Administrative and Membership

Completed

- Outstanding minor deficiencies in the new office completed by the landlord and delivery of office furniture finalized.
- Letter received from Canada Revenue Agency confirming that the CRA has accepted the Voluntary Disclosure Program application under their “General Program”. All penalties will be waived for all years covered by the disclosure (periods ending 2014 through 2022)

Upcoming

- 2024 annual financial statement audit field work date with BDO for the week of March 10th, 2025
- Refer to Membership Update report for further membership activity and status.

Government Relations and Policy

Complete

- Delegated with NDP, Liberals and Green Party at 2025 ROMA Conference
- Sent letter of introduction to Robert Poirier
- Released AMCTO Election Priorities
- Sought input from LPAC on Provincial Offences Act advocacy plan
- Submitted feedback to AODA Customer Service Standards Review Consultation
- Completed and sent in 2025 Pre-Budget Submission
- Letter to Attorney General re Third Party Review of POA system

Upcoming/Ongoing

- Tracking election campaign commitments and release of Party Platform briefing notes as part of members toolkit
- Information gathering/data collection on POA related issues.
- Finalizing feedback on reporting burden costing template.
- Finalizing research report on role of CAO international scan.
- Ongoing tracking and analysis regarding role of CAO and staff in strong mayor systems
- Monitoring developments related to consultation on the program and a reporting framework for the OMPF.
- Advocacy on OMERS review
- Policy and Government Relations Committee Recruitment
- Expression of Interest for Research Assistant role looking at municipal enabling legislation scan (eg comparing Ontario’s Municipal Act with other legislation nationally and internationally)
- Recruitment for Municipal Act Review Working Group
- Onboarding briefing for new Ministers in anticipation of transition meetings

Professional Development

Complete/Ongoing

- Corporate Training
 - 12 Workshops booked / \$37,000 in revenue generated
 - We will be presenting to the Conservation Authorities in February to discuss a training plan for their Clerk's Group.
 - Sending out targeted email campaigns for training that cross promotes PD opportunities
- 2026 Municipal Elections Training Program
 - Elections calendar in final stages of review – set to launch end of March
 - Finalizing zone confirmations for in-person training in Spring 2026.
 - Registration will open in March when we launch elections calendar, however the 'official launch' and presentation will be at the 2025 Conference.
 - Training will include the virtual platform (updated guide, modules, resource library – new vignettes, email expresses, etc.) as well as in-person training (must be registered in the virtual platform). The virtual platform will also include knowledge testing modules.

Upcoming

- AMCTO 2025 Annual Conference
 - Conference officially launched on Thursday, January 9th
 - Currently at 44% of our in-person registration target
 - Virtual registration is slow, but picks up closer to the event
 - Almost all external vendors confirmed and signed (38 separate agreements)
- IVEY Program
 - Spoke with team at IVEY, and we will be looking to host the program with virtual and in person components (changing in-person location).
 - Revised program to launch in Fall 2025
- Upcoming Spring 2025 Professional Development Programs
 - Civil Marriage Solemnization Workshop – March 4th – 22 registrants
 - Inspiring Municipal Women's Forum – March 6th – 73 In person / 51 virtual registrants
 - Municipal Tax Webinar Series – Starts March 25th – 7 registrants
 - All About Records Management Workshop – April 2nd – 32 registrants
 - Municipal Finance Forum – April 3rd – 5 registrants
 - MFIPPA Privacy Workshop – April 15th – 44 registrants
 - Municipal Information, Access and Privacy Forum – April 24th – 7 registrants
 - Privacy and PHIPPA Webinar – May 13th – 6 registrants
 - The Bylaw Universe Webinar – May 22nd – 76 registrants *sold out

Communications and Marketing

Complete

- Members only affinity partner webinar with MQUP *Voting Online* authors
- LEG express: 2024 recap
- Q4 Municipal Monitor released
- Ontario Municipal Directory 2025 updates

- Launch of Winter/Spring 2025 education program registration
- Launch of Winter/Spring 2025 professional development workshops and webinars
- Launch of conference registration
- Conference exhibitor tradeshow sold out
- ICMA strategic alliance announcement
- MITACS internship program announcement
- Leadership Hub affinity program launch
- Launch of 2025 provincial election priorities and member toolkit
- Release of 2024 Q4 Monitor Extra
- 2025 Q1 Municipal Monitor
- Exhibited at ROMA conference
- Draft summary report and presentation on Association rebranding opportunities
- Launch of Board of Directors nominations
- Launch of revised accreditation programs
- Launch of 2025 Awards program

Upcoming

- Promotional pushes for 2025 provincial election priorities and release of party briefing notes
- 2025 Q2 Municipal Monitor content, Extra recording
- Promotional pushes for upcoming Spring Forums
- Promotional pushes for conference and conference scholarship opportunities
- Launch of MITACS internship program
- Launch of municipal elections calendar and program registration
- Launch of new committee structure and call for volunteers
- Good Roads conference
- Release of Board of Directors candidate profiles, voting instructions
- ACEC-Ontario members only sponsored webinar (May)

FINANCIAL IMPACT:

There is no direct financial impact resulting from this report as initiatives identified have been/can be accommodated through the approved 2024 AMCTO Operating Budget.

LINK TO STRATEGIC GOALS/PRIORITIES:

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

Future iterations of this report in 2025 will include progress in those strategic actions approved by the Board in February 2025.

AMCTO Resolution – AMCTO USA Travel and Procurement

WHEREAS AMCTO has formal reciprocal agreements with municipal sector organizations located in the United States of America (USA) and;

WHEREAS these agreements request annual participation in conferences often requiring travel to conference locations located in the USA and;

WHEREAS the administration of President Donald Trump has enacted new economic and social policies that have the potential to further marginalize vulnerable populations both inside and outside the USA borders and;

WHEREAS the President Trump’s administration continues to enact or threaten to enact economic policies that will greatly impact municipalities, communities, businesses and people on both sides of the Canada-USA border.

LET IT BE RESOLVED THAT AMCTO, both its Board of Directors and staff, will be suspending all AMCTO business related travel from Canada to USA destinations until further notice and;

THAT all other commitments related to existing reciprocal agreements with partner sector organizations be maintained, including invitations for representatives to attend AMCTO Conferences and events and;

THAT AMCTO implement a “Canada First” approach for all procurement expenses, where economically feasible, related to the delivery of the AMCTO Annual Conference and Annual General Meeting and;

THAT AMCTO staff review all current Association vendors and contracts to assess opportunities to locally source from Ontario/Canadian companies.

February 10, 2025

David Arbuckle, Executive Director

Association of Municipal Clerks and Treasurers of Ontario

5090 Explorer Drive,

Suite 510,

Mississauga, ON L4W 4T9

Letter of Resignation – James Hutson (Zone 1 Board Director)

Dear Dave,

It is with sadness that I reach out to advise of the need to resign my position as the representative to the AMCTO Board of Directors for Zone 1. Due to a change in employment I will be moving the Zone 2 geographical area and in accordance with the zone terms of reference believe that I must resign as a result effective at the end of day on February 21, 2025.

It has been a pleasure to serve the members of Zone 1 and to be part of the board of directors for such a forward-thinking Association which advocates for and supports their membership so well. I have been fortunate to be part of this excellent group of board members and will cherish my time.

Sincerely,

James Hutson

Zone 1 Representative



AMCTO STAFF REPORT

TO: AMCTO Board of Directors
RE: Board of Director Term Limits
FROM: David Arbuckle – Executive Director, AMCTO
REPORT DATE: February 21, 2025

PURPOSE:

To provide AMCTO Board of Directors with background information, recent electoral history and sector association comparables as it relates to potential term limits for AMCTO Board Directors.

RECOMMENDATION/S:

THAT AMCTO not institute term limits for Zone Directors.

ANALYSIS OF ISSUE/S:

Term Limits Background

“Term Limits” or restricting the number of terms an individual can sit on a decision-making body, as both advantages and disadvantages.

As far as advantages are concerned, term limits help to ensure fresh perspectives and diversity of thought. With regular turnover, new directors bring innovative ideas and a broader range of experiences, which can improve decision-making and strategic planning. This also prevents any one individual or group from holding over time, fostering a more balanced governance structure.

Additionally, term limits can encourage greater accountability. Directors who know they have a limited tenure may be more motivated to make impactful decisions, knowing their time to contribute is finite. Term limits also provide an opportunity to refresh the board with individuals who possess the most relevant skills for the organization's evolving needs, keeping the board dynamic and adaptable.

On the flip side, term limits can have some drawbacks. One potential issue is the loss of institutional knowledge and experience. Long-serving directors bring invaluable understanding of the organization's history, culture, and operations, which can be difficult to replace. Frequent turnover might lead to a lack of continuity, making it harder for the board to manage long-term



projects or strategic goals effectively. Moreover, term limits could force out highly effective board members prematurely, removing those who continue to offer strong leadership and valuable insights.

Recent History

Over time, AMCTO's Board of Directors has engaged in initiatives directly involving or related to Board Governance. The most recent examples include in 2023/24 with the creation of a new committee structure as well as the Board Discovery Program. The Zone Review, conducted in 2020/2021 included discussion of potential zone and board governance changes however no formal recommendations were proposed.

From AMCTO's records, the last full Board governance review took place between 2015 and 2017. This review, conducted by SolutionStudio Inc, looked at issues related to geographic composition, zone representation, board size and composition, member competencies, etc, and engaged a broad section of AMCTO's membership base.

In review of all of these recent governance-related efforts, the issue of restricting the number of terms a Board Director could serve did not surface as a major concern or recommend change.

Recent AMCTO Board Length of Service

Appendix I on this report, Board Length of Service Analysis, highlights the number of years AMCTO Board have held positions on the Board since 2011/12.

Information used to complete this analysis is from Association electronic records, primarily meeting minutes, reporting members attendance and representation related reporting, such as resignations or appointments.

Since 2011/12, there have been 40 AMCTO Board members who have completed their time on the Board. On average, those individuals spent 4.58 years serving as an AMCTO Board member. No member has spent more than 8 years on the board consecutively, with only one serving more than 8 years (11 years broken up into 4 and 7 year terms).

Of the current AMCTO board, the average number of year will be 3.94 at the completion of this term in June 2025.

The average time on the Board of Directors is higher for those who have served as President, which carries with it a mandatory 3-year term (Vice President, President and Immediate Past President). Presidents who have completed their term (13 total), served an average of 6.5 years. Non-Presidents who have completed their terms (27 total), served only an average of 3.6 years.

The average number of new Board members each year is 3.15 since the 2011/12 term.

Recent Election Results

Before the institution of member electronic elections in 2014-15 (At-large Directors only), Board representation was done internally through appointment by the existing Board of Directors. Vice-President elections were instituted in the 2017-18 term. The first Zone Director election took place in 2019-2020, in Zone 4.

Since the 2014-2015 term elections, a total of 14 positions have been contested:

- 9 At-Large Directors
- 4 Zone Directors
- 1 Vice President

In these elections, there have been a total of 55 candidates, 12 incumbents and 33 non-incumbents. In these elections, incumbents have been successful in retaining their Board position 66.7% (8/12) of the time. Non-incumbents had less success in securing a Board position, 45.5% (15/33) rate of success. It should be noted that at least one non-incumbent candidate has been elected in At-Large elections since 2014-2015.

Of the 4 Zone Director contested elections, only one involved an incumbent Board member, Zone 3 in 2020-21, and that incumbent was successful in retaining their position. The other three Zone Director contested elections, Zone 4 (19-20), Zone 6 (21-22) and Zone 7 (22-23), all involve two non-incumbents.

In AMCTO Board nomination processes, acclamation is the usual outcome for most Board positions, with the exception of Director At-Large positions. AMCTO has had a Director At-Large contested election every year since 2014-15 except for 2020-21 and 2024-25.

The last Board election process in 2024 was the first and only time since the start of electronic elections that the entire Board was acclaimed, which included three non-incumbents, four if you include Zone 5 Director, who had previously been appointed following a resignation.

Term Limits – Other Municipal Associations

An informal review of several Ontario municipal associations was conducted, either through a review of their by-laws or direct inquiry with association leadership.

OMAA – 8 years - Directors if qualified are eligible for re-election at the end of their terms, providing that no Director shall serve for more than eight consecutive years without taking at least one year off.

OMHRA – 15 years. No more than five consecutive, three-year terms.



Good Roads – 8 years. No more than two consecutive 4-year terms

MFOA – No term limits

Review and Conclusion

As directed by Management Committee in August 2024 and confirmed by the Board of Directors in September 2024, staff conducted an informal review of information related to Board membership, elections and term limit by-laws of other associations to assist in supporting discussion on potential term limits for Zone Directors.

As outlined in the opening of this report, while term limits encourage fresh ideas and accountability, they can also risk losing valuable experience and continuity.

While term limits would likely create more opportunities for membership to participate in the Board, the data would suggest that on average individuals are leaving their Board positions after less than 5 years and approximately 3 new members join the Board each year. As indicated earlier, non-presidents have only served an average of 3.6 years or less that two full two-year terms.

The data would also suggest that while incumbents have historically enjoyed an advantage in contested elections, there is not enough information in Zone Director elections to come to any definitive conclusions. Non-incumbents have had success in At-Large contests.

While 3 of the 4 associations reviewed have term limits, none of the AMCTO Board members since 2011-12 would have exceeded even the most restrictive by-law (Good Roads).

Based on the information provided, it is staff's perspective that AMCTO's current by-laws as they relate to Board membership are sufficient in finding a balance between encouraging board turnover while retaining institutional Board knowledge.

As such, the recommendation is for AMCTO not to adopt term limits for Zone Directors.

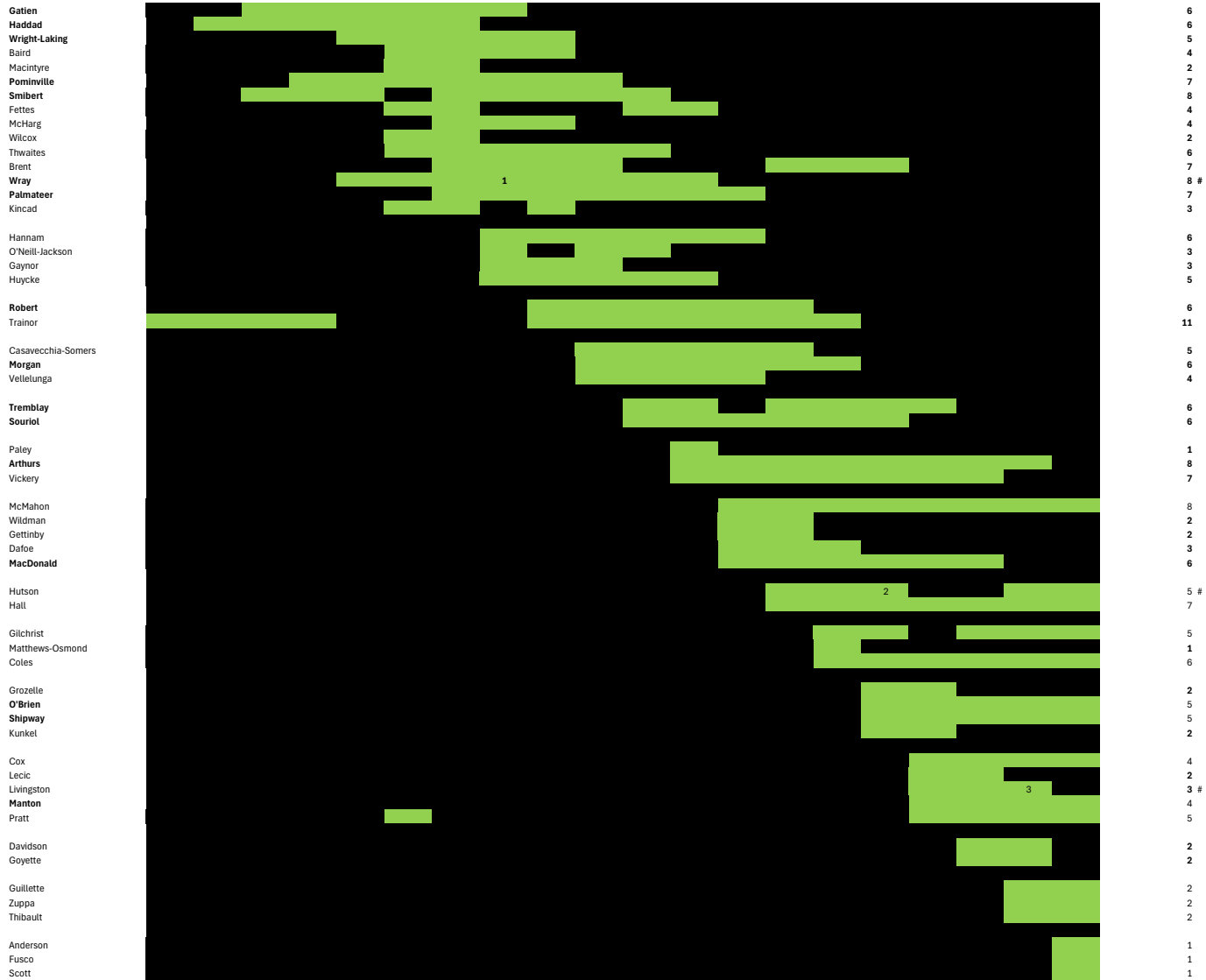
FINANCIAL IMPACT:

There are no financial impacts to this report.

LINK TO STRATEGIC GOALS/PRIORITIES:

There is no direct relationship between this report and the AMCTO Strategic Plan.

05/06 06/07 07/08 08/09 09/10 10/11 **11/12*** 12/13 13/14 14/15 15/16 16/17 17/18 18/19 19/20 20/21 21/22 22/23 23/24 24/25 Years on Board



* 2011-2012 Board starting reference point

Served partial term due to resignation

Bold Number of Years = Completed Term

Bolded Name = Past, Current or Incoming President

- 1 Resigned in November 2012
- 2 Resigned due to position change August 2020
- 3 Resigned in November 2023

Completed Term Average Years on Board	40 members	4.58
Incompleted Term Average Years on Board	16 members	3.94
New Board Members Per Year Since 2011/12	41 Members	3.15