

2012 Annual
Report

Working
to Make
Ontario
Municipalities
Stronger



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President's Report

Communities – Inspiring and Aspiring! This is such a true comment about municipal governments - what they stand for and what they do. Aiming, hoping, seeking – that is aspiring. Exciting, encouraging, stimulating – that is inspiring. Communities are these and much more, with municipal governments at their heart. This is the theme of our 2013 Annual Conference. It is the one that I want to use as my report to you, the members on the Association's 2012-13 year.

Municipal governments form logical partnerships to get things done and drive continuous improvement. We do it because that is the nature of our work – work that touches the everyday lives of every Ontarian. We demand it of ourselves – whether elected officials or staff. Municipal officials bring ideas, debate and leadership to the governing and delivering of services. We do it to solve local challenges – immediate ones. We do it to lay the foundation for the future - not always an easy thing to convey to citizens/taxpayers, whose length of vision may be shorter than the one ours needs to be.

We've had success in moving infrastructure funding along – from recent commitments for long term provincial support for rural, small urban and northern municipalities and a \$100 million commitment that starts in October, to last Fall's financial assistance to assist in the preparation of asset management plans, and to a critical infrastructure envelope. All of this came about from research on needs and priorities and from solid advocacy from AMO and support by its membership. In addition, we've seen the province make its gas tax for transit a permanent program.

Strong advocacy at the federal level has resulted in a new Build Canada Fund – and now we look toward discussion on how it can be designed. That same advocacy also resulted in commitments for the federal gas tax to become a permanent, indexed program. As the administrator for 443 municipal governments in Ontario, AMO is preparing for negotiations on a new agreement which will start later this summer. It has been a hugely successful program here. In 2012 alone, \$555.3 million federal gas tax dollars was invested in 1508 active projects worth over \$4.5 billion. Since 2005, AMO administered municipalities have invested almost \$2.7 billion in this federal funding in over 4500 projects which has translated into putting \$8.2 billion to work in our communities.

Transit and road transportation are the largest infrastructure needs across Ontario. Moving people and moving goods – that's the economic imperative. We will continue to work hard on this file because while we've made some important strides in concert with the governments of Canada and Ontario, we know that how programs are designed and administered is what makes the most impact. Long term and predictability are key features of these infrastructure programs.

At the same time, we know our ability to plan for the future can be on shaky ground. History has shown what can happen when federal or provincial policies change the landscape in which we work. We've seen over time, how legislative or regulatory changes can impact us – in the areas of water quality and quantity, the safety in housing of vulnerable people or endangered species and inequities in federal immigration programs or potential loss of housing funds.



R.F. (Russ) Powers
AMO President
Councillor, City of Hamilton

AMO continues to move forward its list of "Asks" from the 2011 provincial election but traction is not easy in a minority government situation – even if there appears to be some consensus on a need. Interest arbitration is a chief example. At present, we've seen four attempts to rebalance this – to give local fiscal conditions and local labour settlements a clearer place in the world of arbitrators who settle for sector to sector outcomes. The Tories made several attempts through Private Members' Bills – so there is willingness there, one that is appreciated. Now we will have to see what the government can achieve to deliver on its Throne Speech commitment.

In March of this year, legislation was introduced to provide tools to municipal government to collect millions in unpaid provincial offences fines – unfortunately it remains at second reading debate. New waste legislation has been introduced recently, which moves from waste diversion to waste reduction – a significant proposed change that puts onus on the industry and not property taxpayers. What will its legislative path look like?

There is so much going on, but none more active than policing services. A perfect storm is on the horizon, particularly for the smaller communities serviced by the OPP who will see a significant salary adjustment in 2014. Legislative overwriting of negotiated rights in labour agreements has been struck down by the Supreme Court. So how can this particular cost impact be managed? There is also the potential for change in how OPP costs are allocated for contract services. Understanding the consequences of both of these matters demands important analysis by the Province, particularly in light of the planned reduction of the Ontario Municipal Partnership Fund. That is why AMO has urgently urged its members to respond to the OPP's July survey. The OPP/Province will need to get this right. Part of the solution to the growing cost of policing is examining the standards and alternatives to how elements of policing are done – whether OPP or municipal own force. There are many interests – some shared by employers and employees and some that are not. We cannot afford to do nothing because the costs are not sustainable at the rate of growth we have experienced. This is our reality.

These are only a few of the many issues that are on AMO's plate. I wish we could tackle every issue – even those matters that come to the council chamber because they are important to the community, but do not fall directly within municipal government's authority. There is so much to champion. The capacity of the AMO Board and staff is large, but it isn't limitless. I am proud of the way we focus our efforts and build relationships with other groups within the sector to share the load. They are invaluable as we push ahead.

Working together locally and working together through AMO makes all municipal governments stronger. Our interests are broad. Ideas and actions are the expectation of our citizenship. What binds us is also what makes us diverse and it is the ability to find solutions to address this diversity which contributes to our collective success. Communities are inspiring and aspiring, and frankly, so is AMO. On behalf of the Board of Directors, thank you for your support to the Association.

R.F. (Russ) Powers
AMO President
Councillor, City of Hamilton

Secretary-Treasurer's Report

I am pleased to provide you with my report on the administrative and financial activities of the Association during the first year of my term as your Secretary-Treasurer.

Membership:

AMO continues to demonstrate its ability to attract and grow its membership with a total of 419 municipalities representing 94% of all municipalities. In 2013, we are very pleased to welcome one new municipal member - the Township of Chamberlain.

Our membership is further strengthened by 25 associate, 3 district, and 7 partner supporters. We are pleased to have a working relationship with these unique organizations as we advance the interests of municipal government.

Customer Service:

In 2012 AMO partnered with the Municipal Finance Officers Association and the Ministry of Municipal and Housing in their workshops promoting the ways FIR and MPMP data can be used to assist strategy. AMO's free web-based financial benchmarking tool, the Municipal Information and Data Analysis System (MIDAS) was profiled and as a result, we had a significant number of individuals sign up for access to MIDAS, increasing the number of individuals accessing this tool to almost 700. If you are not using it then check it out!

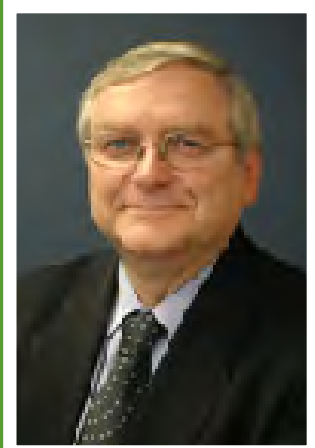
Conferences and Workshops:

AMO has an ambitious education and training service – working to meet the variety of needed skills that elected officials use in their role. These workshops are constantly being fine-tuned and updated. As a result, due to the increased scrutiny of councils by citizens, coupled with a shift in personal obligations, AMO launched in 2012 a new workshop on Personal Responsibilities. These workshops have had excellent attendance and will be offered again in the future.

Last year's annual AMO AGM/Conference in Ottawa was very successful. The revenue from the conference is important to the overall budget of the Association - one of the means to keep membership fees reasonable. We look forward to an equally successful 2013 AGM/Conference being held once again in the City of Ottawa.

In 2012, the Counties, Regions and Single Tier Symposium returned after a two year hiatus. The symposium was held at Blue Mountain and focused on social service issues. The 2013 symposium is in Oshawa from October 24th to 25th, with the program examining recent changes and their impacts on housing, immigration, childcare modernization, and social assistance. Check out the draft program at the AMO booth during the 2013 August AGM/ Conference.

Grant Hopcroft
Secretary-Treasurer – AMO
Director of Intergovernmental and
Community Liaison – City of London



In April 2013, the highly successful Urban Symposium was held in Mississauga. We continue to have a core of attendees, both members and non-members, who look forward to this very informative symposium on urban issues. Mark your calendars for the 2014 Urban Symposium – April 10th and 11th.

AMO also continues to assist the Western Ontario Municipal Services offices of the Ministry of Municipal Affairs and Housing in organizing their annual conference in London - another example of an AMO partnership.

Finances:

The Annual Report includes a copy of the audited financial statement for the year ending December 31, 2012. In 2012 the association applied the new Canadian accounting standards for not-for-profit organizations (ASNPO). As a result the treatment of LAS on AMO's statements moved from an equity method to a cost method, which facilitates the assessment of LAS's operations on a standalone basis rather than consolidating LAS's operations into the AMO statements. Notes 4, 5, and 9 reflect the changes in treatment due to ASNPO.

At year-end 2012 there was a deficiency of revenue over expenses due to the Board approving several drawdowns from reserves for the upgrade of the AMO website and several special policy consulting projects. In addition the anticipated surplus realized by the August AGM/Conference was lower than budgeted due to a shift in the numbers taking advantage of the early bird rate, lower exhibitor participation, and increased costs associated with the conference venue. However, despite the deficit position, the Association continues to be in good financial shape. As part of the oversight of the Association's audit process, the Audit Committee had three meetings during 2012.

As I move into the second year of my term, I would like to thank the AMO Executive, AMO Board of Directors, and AMO staff for their assistance in making my role as Secretary-Treasurer a rewarding experience.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Grant Hopcroft', written in a cursive style.

Grant Hopcroft
Secretary-Treasurer – AMO
Director of Intergovernmental and
Community Liaison – City of London



Executive Director's Message

Recently, I spent eight days vacationing on a small ship with 46 people from different parts of the world. Not everyone spoke English and even for those that did, there was a different lexicon. (For example, spendy means expensive not suspenders!) But when we gathered on deck, we all worked together to spot whales, or eagles, or seals or grizzly bears. We had a common mission notwithstanding differences, and we succeeded on all counts!

That's what makes municipal governments influential – the willingness to act as a collective notwithstanding the differences in size, budgets, etc. The sector knows that when times are tough, solutions are not necessarily easy and it is during difficult times that resourcefulness and inspiration are in even greater demand.

The many volunteers on AMO's Task Forces bring these qualities and more to the Association's work. They along with your Board of Directors work hard to build solutions to issues and advocacy strategies to get results. Some outcomes we secure; some we do not but that doesn't stop us from being ready for another day. *"Defeat is nothing but education. It is the first step toward something better."* (Proverbs)

Earlier this year, a government official commented on the amount and variety of work that we do at AMO and with such a relatively small staff. Some days I know the policy team feels that they are drinking from a fire hydrant. In fact, this summer alone, there are about a dozen provincial consultations occurring in areas from assessment to waste reduction. On top of this, there is also the Board's own work plan to deliver.

We have seen the benefits of focused policy advocacy with the announcement this year of a permanent provincial infrastructure fund for rural and small urban and northern municipalities. It took time, research and concerted advocacy effort and now we get to provide input on how it can be designed and implemented! In addition, the provincial gas tax for transit gets enshrined in legislation. These are but two recent successes.

I know that AMO's customer service is front and centre in all our business and administrative work – from the design of training programs, to enrolling hundreds of people in these programs, or the thousands of delegates attending our conferences, workshops and town halls while making sure that at the end of the day our audits are successful. Our IT works to keep our servers serving and our database - our backbone, up to date and in tune with all our business functions. For example, today (July 5), the federal gas tax fund (\$590.3 million) was distributed to 443 municipal governments in four day.

AMO's Local Authority Services (LAS) has developed a new LED streetlight service. It joins our pooled investments, and other procurement/purchasing programs that are seeing new members sign up to take advantage of cost savings. In addition, as of May, 59 municipalities have engaged our Energy Efficiency Service Providers who complete energy audits and help prepare incentive applications. It looks like they will have a busy summer and fall as more municipalities queue up to take advantage of their help.

It takes a team – an old cliché, but it is so true. Every day at AMO is a good day.



Pat Vanini
Executive Director

AMO Board of Directors

President

R.F. (Russ) Powers, Councillor, City of Hamilton

Secretary-Treasurer

Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London

Past President

Gary McNamara, Mayor, Town of Tecumseh

Past Secretary-Treasurer

Mike Galloway, CAO, Town of Niagara-on-the-Lake

AFMO

- Clermont Lapointe, Mayor, Township of McGarry

County Caucus

- Doug Reycraft, Caucus Chair Mayor, Municipality of S.W. Middlesex
- Mel Campbell, Reeve, Township of Augusta
- John Green Councillor, County of Wellington
- Duncan McKinlay, Warden, County of Grey
- Rick Phillips, Warden, County of Hastings
- Elizabeth Savill, CAO, County of Frontenac

Large Urban

- Diane Freeman, Caucus Chair Councillor, City of Waterloo
- Mark Gerretsen, Mayor, City of Kingston
- Sandra Hames, Councillor, City of Brampton
- Carla Ladd, CAO, City of Barrie
- Hazel McCallion, Mayor, City of Mississauga
- Lou Turco, Councillor, City of Sault Ste. Marie

Northern Caucus

- Ron Nelson, Caucus Chair (N.W.) Mayor, Township of O'Connor
- Alan Spacek, Caucus Chair (N.E.) Mayor, Town of Kapuskasing
- Mac Bain, Councillor, City of North Bay
- Dennis Brown, Mayor, Township of Atikokan
- Dave Canfield, Mayor, City of Kenora
- Michael J.J. Doody, Councillor, City of Timmins



The AMO Board and AMO Staff at the June 2013 Board Meeting

Regional and Single Tier Caucus

- Roger Anderson, Caucus Chair Regional Chair and CEO, Regional Municipality of Durham
- Robert Grossi Councillor, Region of York & Mayor, Town of Georgina
- Peter Hume Councillor, City of Ottawa
- Marolyn Morrison Mayor, Town of Caledon & Councillor Region of Peel
- André Rivest Councillor, City of Greater Sudbury
- Ken Seiling Regional Chair, Region of Waterloo
- Donna Villemaire, Councillor, City of Kawartha Lakes

Rural Caucus

- Bill Vrebosch, Caucus Chair Mayor, Municipality of East Ferris
- Ron Eddy, Mayor, County of Brant
- Roy Hardy, CAO, Municipality of South Huron
- Ronald Holman, Mayor, Township of Rideau Lakes
- Eleanor Renaud, Councillor, Township of Elizabethtown-Kitley
- Chris White, Mayor, Township of Guelph/Eramosa

Small Urban Caucus

- Jim Collard, Caucus Chair Councillor, Town of Niagara-on-the-Lake
- Lynn Dollin, Councillor, Town of Innisfil
- Paul Grenier, Councillor, City of Welland
- Larry McCabe, Clerk/CAO, Town of Goderich
- Bob Kilger, Mayor, City of Cornwall
- Jamie McGarvey, Mayor, Town of Parry Sound

Memorandum of Understanding



Province of Ontario and AMO Memorandum of Understanding

On December 19, 2001, AMO signed the ground breaking Memorandum of Understanding (MOU) with the Government of Ontario – a formal recognition of the principle of consultation between the Province and Ontario's municipal governments. In 2005, the requirement for an MOU was enshrined in legislation, which means all future provincial governments must have an MOU with AMO.

For too long, municipalities had been lumped into the "MUSH sector" – municipalities, universities, school boards and hospitals. Municipalities stand apart from this group, however, by virtue of their authority, taxation powers, and the size and scope of their responsibilities. The MOU ensures that Ontario's municipalities are respected as partners by the provincial government. For other provinces and territories, they were somewhat envious and today, some of the other provincial and territorial governments and their municipal associations have adopted consultation arrangements.

So what is the MOU all about? It commits the Government of Ontario to consult with AMO and municipalities whenever statutory or regulatory changes with an impact on municipal budgets are proposed. It means AMO can bring items to the table too. We alert the government to emerging issues and provide advice on solutions as well as information on municipal interests including fiscal matters. In addition, the MOU obligates the province to involve AMO in federal agreement negotiations or other federal matters that have a direct municipal impact.

Over the past decade, AMO has weighed in on countless provincial and federal policies that affect municipal governments, to fight for strong and effective municipal government and provincial policies that are practical, flexible and appropriately funded. In 2012, over 30 policy items came to the monthly MOU meetings for discussion and some more than once. Much of the work fell within the following themes:

- **Infrastructure** – roads/bridge review; municipal infrastructure investment strategy; federal long term infrastructure plan; waste diversion
- **Economic Environment** – OMPF Review; Canada – European Trade Agreement; AMO's pre-budget submission; AMO's feedback on Drummond Report
- **Human Services** – Social Assistance Review; child care; housing and homelessness; immigration
- **Justice** – Provincial Offences Fines; joint and several; court security

Want to learn more about the MOU Protocol itself or review the joint annual reports that we make publicly available? Check out <http://www.amo.on.ca/About/Memorandum-of-Understanding>



Taskforces

Taskforces provide insight and feedback important in furthering AMO's mandate

"to support and enhance strong and effective municipal government in Ontario. It promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system."

These volunteers are dedicated to making Ontario a place where people and families can live, thrive and prosper in the communities they call home, and children will have the choice and opportunity to live and work in the communities where they were raised. And we thank them for their work done.

AMO Accountability and Transparency Working Group

Members:

- Debra Arnold, Director, Legal Services & Regional Solicitor, Region of Waterloo
- Mary Ellen Bench, City Solicitor, City of Mississauga
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Hal Linscott, Director, Legal Services, City of Kingston
- David Potts, City Solicitor, City of Oshawa
- Jennifer Smout, Solicitor, City of London
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Pat Vanini, Executive Director, Association of Municipalities of Ontario (AMO)
- Fred Dean, Solicitor, Serving Local Government
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Purpose: Recommend to AMO's Board of Directors possible legislative changes to the Municipal Conflict of Interest Act (MCIA) and the Municipal Act (MA) which would advance the accountability and transparency of municipal governments.

Duration: Ongoing

Achievements: Ongoing

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Aggregates Task Force

Chair:

- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)

Members:

- Richard P. Bates, Chief Administrative Officer, Township of Ramara
- Kevin Eby, Director, Community Planning, Region of Waterloo
- Helma Geerts, Senior Planner, Regional Municipality of Halton
- Aldo Salis, Senior Planner, County of Wellington
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Anne Vanhoucke, Councillor, Township of South-West Oxford

Purpose: The purpose of this task force is to assist AMO to develop its position on Aggregates. MNR is undertaking the update of the Aggregates Act Review in 2013.

Achievements: AMO submitted to the Standing Committee on general government in May 2012. Membership and mandate to be reviewed in 2013.

Duration: Ongoing

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Brownfields Task Force

Chair:

- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Members:

- Terry Boutilier, Brownfield Coordinator & Senior Planner, City of Kitchener
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)

- Brock Criger, Manager, Development Planning Services, Region of Peel
- Grant Hopcroft, Director of Intergovernmental & Community Liaison, City of London
- Lesley MacDonald, Director of Legal Services & City Solicitor, City of Kitchener
- Brian Morris, Business Development Consultant, Planning & Economic Development Dept., City of Hamilton
- Warren Munro, Community Improvement and Housing Coordinator, City of Oshawa
- Rick Reitmeier, Senior Planner, Halton Region
- Lynn Robichaud, Senior Environmental Coordinator, City of Burlington
- Jeff Smylie, Environmental Engineer, City of Mississauga
- Grant Whittington, Chief Administrative Officer, The Corporation of the Township of Wilmot
- Art Zuidema, Senior Solicitor, City of Hamilton

Purpose: The AMO Brownfields Task Force monitors and advises AMO on brownfield policy matters.

Duration: Ongoing

Contact: Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO).

AMO Economic Development Task Force

Chair:

- Marolyn Morrison, Mayor, Town of Caledon

Members:

- Susan Amring, Director, Economic Development, City of Mississauga
- Milena Avramovic, Director of Community & Dev. Services, Town of Niagara-on-the-Lake
- Robert Brindley, CAO, Township of Springwater
- Carl Cannon, CAO, Municipality of Port Hope
- Neil Everson, Executive Director, Hamilton Economic Development, City of Hamilton
- Joyce Gravelle, Economic Development Officer, United Counties of Stormont, Dundas & Glengarry



Taskforces

- Brian Gregg, CAO, County of Essex
- Rebecca Johnson, Councillor at Large, City of Thunder Bay
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Larry McCabe, Clerk/Administrator, Town of Goderich
- Larry Petovello, Director, Economic Development, City of Mississauga
- Doug Reycraft, Mayor of Southwest Middlesex
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Purpose: To promote collaboration for economic development within Ontario's municipal sector and to share economic development information and best practices amongst Ontario communities.

Achievements: Updates provided to the membership on economic development trends following every meeting.

Duration: Ongoing

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Energy Task Force

Chair:

- Gary McNamara, Mayor, Town of Tecumseh

Members:

- Peter Bacalso, Acting Manager, Energy Services, Region of Peel
- Rob Blakeney, Program Manager – Energy, City of Guelph
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Dennis Brown, Mayor, Township of Atikokan
- David Chernushenko, Councillor – Ward 17, City of Ottawa

- Vanessa DeGiacomo-Zwaresch, Energy Analyst, City of Thunder Bay
- Bernie Edwards, Manager, Administrative Services, City of Thunder Bay
- Gabrielle Kalapos, Director of Outreach, Clean Air Partnership
- Geoff Lupton, Manager of Energy Initiatives, City of Hamilton
- Suzanne Madder, Municipal Energy Conservation Officer, Town of Oakville
- Larry McCabe, Clerk/Administrator, Town of Goderich
- Jay Paleja, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Nancy Plumridge, Director of Administration and Business Development, Association of Municipalities of Ontario (AMO)
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Jeremy Schembri, Energy & Environment Coordinator, Town of Caledon
- Graham Seaman, Manager, Markham & Climate Change, Town of Markham
- Alan Spacek, Mayor, Town of Kapuskasing
- Scott Tousaw, Director, Planning and Development, County of Huron
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Scott Vokey, Energy Services Coordinator, AMO/LAS

Purpose: The purpose of this task force is to assist AMO to develop its position on energy conservation, local and distributed generation, energy efficiency, climate change and related issues informed by a consideration of municipal interests as consumers of energy, LDC shareholders and community leaders.

Achievements:

- Guided the development of the regulation requiring energy conservation plans from the broader public sector, plus key supports.
- Convinced the Renewable Energy Facilitation Office (REFO) to develop a municipal guide on the

Renewable Energy Approval process and other related regulations.

- Lobbied for changes to the Feed-in Tariff (FIT) program rules.
- Supported changes to regulation governing Local Improvement Charges (LICs) to allow municipalities to utilize them for energy improvements.

Duration: Ongoing

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Long Term Care and Community Services Working Group

Chair:

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

Members:

- Peter Barnes, Administrator, Wellington Terrace, County of Wellington
- Heather Bozzer, Administrator, Golden Manor, City of Timmins
- Gail Carlin, Director of Senior's Services, Region of Waterloo
- Carolyn Clubine, Director, Long Term Care, Region of Peel
- Eleanor MacEwen, Administrator, Brucelea Haven Long Term Care Home, County of Bruce
- Catherine Matheson, General Manager, Community Development Department, Pioneer Manor, City of Greater Sudbury
- Sylvia Patterson, General Manager, Housing and Long Term Care, Region of York
- Elizabeth Savill, CAO, County of Frontenac
- Dominic Ventresca, Director, Senior Services, Community Services Department, Region of Niagara
- Sheldon Wolfson, Director, Services for Seniors, Region of Halton

- Vicki Woodcox, Senior Administrator, Macassa Lodge, City of Hamilton

Purpose: The AMO Long Term Care and Community Support Working Group provides a forum for municipalities to influence the direction of long term care and services for seniors in Ontario. The Working Group develops high level strategic positions that support and influence municipalities on program and service delivery priorities related to long term care and related services and programs. The Group is committed to developing positions on issues that affect the municipal governance, planning and delivery of services. The Working Group advances age-friendly policy and programs that focus on coordinated and integrated strategic approaches on key issues with the priority being the creation of and sustaining vibrant, healthy, socially cohesive and inclusive communities.

Achievements: The working group was instrumental in the development of the AMO Long Term Care Paper: Coming of Age, the municipal role in caring for Ontario's Seniors released in 2011.

Duration: On-going

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Municipal Immigration Committee

Co-Chair:

- Monika Turner, Director of Policy, AMO

Members:

- Aaron Burry, General Manager, Community & Social Services, City of Ottawa
- Lisa Gonsalves, Managing Director, Community and Health Services Department, Region of York
- Jean-Mathieu Chenier, Business Development Officer, City of Greater Sudbury Development Corporation
- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell
- Cathy Ellis, Director, Community Economic Development, Timmins Economic Development Corporation
- Steve Gatward, Deputy Director, Social Services, County of Hastings
- Sherri Hanley, Special Advisor, External Relations, City Manager's Department, City of London
- Sarah Pennisi, Director, Social Assistance and Employment Opportunities, Region of Niagara
- Janet Menard, Commissioner, Human Services, Region of Peel
- Michael Schuster, Commissioner, Social Services, Region of Waterloo (retired as of September 2012)
- Ron Van Horne, CAO, County of Lambton
- Ronna Warsh, Commissioner, Community Development & Health, City of Windsor (retired as of December 2012)
- Mary Ellen Bernard, Executive Assistant, Client Services, City of Windsor
- Elisabeth White, Manager Employment & Strategic Initiatives, Community Services, City of London
- Petra Wolfbeiss, Senior Policy Advisor, Association of Municipalities of Ontario (AMO) (January 2012- June 2012)
- Ted Zatylny, Project Leader, New Resident Attraction and Retention, Sarnia-Lambton Economic Partnership, County of Lambton

Purpose: The 2005 Canada Ontario Immigration Agreement included a commitment to engage with AMO and municipalities on policy considerations and development that impact Ontario's municipalities. Through Schedule F of the Agreement the Municipal Immigration Committee was established. The MIC continues in the absence of a current Agreement.

Achievements: AMO's ongoing participation in the Committee ensures that federal and provincial policy considerations include Ontario's municipal needs and realities. A key achievement of the Committee is the creation of the Local Immigration Partnerships which is aimed at developing local immigration steering committees committed to coordinated and efficient service delivery. The expansion of the LIPs continue across Ontario and now nationally.

Duration: Ongoing

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Municipal Liability Reform Working Group

Chair:

- Matthew Wilson, Senior Advisor, AMO

Members:

- Mary Ellen Bench, City Solicitor, City of Mississauga
- Sonia Coward, Manager, Risk Management & Insurance, Regional Municipality of Durham
- Dan Cowin, Executive Director, Municipal Finance Officers' Association of Ontario (MFOA)
- Tina Gardiner, Manager, Insurance and Risk Policy, Regional Municipality of York
- Steve Matheson, Director, Legal Services, Corporation of the City of Cambridge
- Rick O'Connor, City Solicitor & Director Legal Services Branch, City of Ottawa

Purpose: To explore options and propose alternates regarding municipal liability reform

Accomplishments: Ongoing reference group for liability reform .

Duration: ongoing

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Ontario Municipal Partnership Fund (OMPF) – Technical Team

Members:

- Steve Robinson, Former CAO, Town of Cobourg
- Brian Rogers, Former Treasurer, City of North Bay
- Lloyd Russell, Former Treasurer, York Region and City of Ottawa
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Purpose: To provide advice to the Ministry.

Duration: Ongoing

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Ontario Municipal Partnership Fund (OMPF) – Reference Group

Members:

- Vanessa Bennett, Treasurer, United Counties of Stormont, Dundas & Glengarry
- Karen Brown, CAO, City of Kenora
- Wayne Brown, CAO/Treasurer, Town of Smiths Falls
- Bob Casselman, City Manager, City of Brockville
- Patrick W. Giles, Clerk-Treasurer, Township of Lake of the Woods/Dawson
- Roy Hardy, CAO, Municipality of South Huron
- Lorella Hayes, Chief Financial Officer/City Treasurer, City of Greater Sudbury

- Janet Jones, CAO/Treasurer, Town of Bancroft
- Les Jones, Treasurer, Township of Chapleau
- Margaret Karpenko, Chief Financial Officer, City of North Bay
- Lynne Martin, Manager, Accounting and Budgets and Deputy Treasurer, City of Thunder Bay
- Linda McLean, Treasurer, Town of Iroquois Falls
- Heather Mifflin, Treasurer, County of Brant
- Renato Pullia, Director of Corporate Services and Treasurer, Perth County
- Helga Reidel, CAO, City of Windsor
- Wayne Ritchie, Director of Financial Services, City of Owen Sound
- Wesley Snarr, Chief Financial Officer/Treasurer, Township of Centre Wellington
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Linda Widdifield, Director of Finance & Administrative Services/Treasurer, Municipality of Brighton
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Gerry Wolting, General Manager, Corporate Services, Municipality of Chatham-Kent

Purpose: The purpose of this group is to inform AMO's technical team in their discussions on possible future Fund design. It was also to relay the importance of the OMPF to, and reflect the diversity of, various municipalities to the Ministry and demonstrate shared municipal considerations, concerns and opportunities for the future of the Fund.

Duration: Ongoing.

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Ontario Provincial Police (OPP) Costing Project Team

Members:

- Raymond Callery, CAO, Town of Greater Napanee
- Tony Haddad, CAO, Town of Tecumseh
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Chris Wray, CAO/Clerk Treasurer, Municipality of Wawa

Purpose: This group reviewed the components of the OPP Cost Recovery Formula.

Duration: Ended in 2012.

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Public Health Task Force

Chair:

- Doug Reycraft, Mayor, Municipality of Southwest Middlesex

Members:

- Lorne Coe, Councillor, Town of Whitby
- Patti Moore, General Manager, Health and Social Services, Norfolk County
- Graham L. Pollett, Medical Officer of Health, Middlesex-London Health Unit
- Ken Seiling, Regional Chair, Region of Waterloo
- Linda Stewart, Executive Director, Association of Local Public Health Agencies (ALPHA)

Purpose: To ensure that during the ongoing provincial health transformation, municipal issues are represented and communicated to the Ministry of Health and Long-Term Care on the variety of initiatives under way.

Duration: Ongoing

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Planning Task Force

Chair:

- Roger Anderson, Regional Chair, Region of Durham

Members:

- Debra Arnold, Regional Solicitor, Region of Waterloo
- Karen Beauchamp, Director of Community Growth & Planning - Temiskaming Shores
- Murray Beckel, Director of Planning & Development Services/CBO - Loyalist Township
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Gary Cousins, Planning Director, County of Wellington
- Brock Criger, Manager, Long Range Planning, Peel Region

- Jenny Chook, Planner, Region of Peel as alternate to Brock Criger
- Christine Drimmie, Policy & Research Advisor, Region of Durham
- Kevin Eby, Director, Community Planning, Region of Waterloo
- Steve Fahner, Director, Planning, Town of Muskoka Lakes
- Doug Gates, Solicitor with the Region of Peel
- Ron Glenn, Director of Planning & Chief Planning Official, Halton
- John Henricks, Manager of Planning, Town of Niagara-on-the-Lake
- Grant Hopcroft, Director of Intergovernmental & Community Liaison, City of London
- Amanda Kutler, Manager, Region of Waterloo, as alternate
- Brian McComb, Director of Planning & Development, Hastings County
- Maria Pearson, Councillor, City of Hamilton
- Jeff Port, Township of Sioux Narrows-Nester Falls
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Randy Scherzer, Director of Planning & Development, County of Grey
- Ian Sugden, Director of Planning & Development, City of Orillia
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Chris White, Mayor - Township of Guelph Eramosa
- Kelly Yerxa, Solicitor, City of Brampton

Purpose: To respond to new and emerging issues in respect to the Planning Act and related legislation.

Achievements: The Task Force developed a draft policy paper regarding the areas of overlapping jurisdiction, including legislation, regulations and policies and the Planning Act.

Duration: Ongoing

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Provincial Offences Act (POA) Fines Working Group

Chair:

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Members:

- Jackie Foley, Supervisor, POA Collections, Region of Niagara
- Ken Hughes, Deputy Treasurer, City of Ottawa
- John Innes, General Manager of Finance/Treasurer, County of Lambton
- Norman Scarratt, Director of Court Services, Regional Municipality of York
- Rhonda Vanderlinde, Prosecutor, City of Oshawa
- Sharon Vokes, County Clerk/Director of Council Services, County of Grey

Purpose: The POA Working Group recommended improvements to the administration of the POA system to improve the administration of justice and municipal fine collection.

Achievements: Legislative changes were introduced and a comprehensive provincial-municipal action plan was developed.

Duration: Ongoing

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Social Policy Task Force

Chair:

- Ken Seiling, Regional Chair, Region of Waterloo

Members:

- Fran Coleman, District and Town Councillor, Town of Huntsville
- Leo DeLoyde, CAO, District of Nipissing Social Services Administration Board
- Keith Bell, CAO, District of Algoma Social Services Administration Board
- Mark Darroch, Director, Community Services, Ontario Works, Northumberland County
- Janet Menard, Commissioner, Human Services, Region of Peel
- Aaron Burry, General Manager, Community & Social Services, City of Ottawa
- Terry Sanderson, Administrator of Social Services, County of Bruce
- Joe-Anne Priel, General Manager of Community Services, City of Hamilton
- Sherri Hanley, Special Advisor, External Relations, City Manager's Department, City of London
- David Landers CAO, Cochrane DSSAB
- Margaret Roushorne, General Manager, Social and Children's Services, County of Lambton
- Stephen Arbuckle, Manager, Social Housing & Shelter Management, Community & Social Services, City of Ottawa
- Cordelia Abankwa, General Manager (acting), social Services, Region of York
- Petra Wolfbeiss, Director, Policy and Public Affairs, OMSSA

Purpose: The AMO Social Policy Task Force provides a forum for municipalities to influence the direction of social welfare policy in Ontario. The Task Force develops high level strategic positions that support municipalities on program and delivery priorities related to social policy issues. Members work to develop consensus positions on policy issues that affect the social and economic viability and sustainability of municipalities. The Task Force focuses on coordinated and integrated strategic

approaches on key issues with the priority being the creation of and sustaining vibrant, healthy, socially cohesive and inclusive communities.

Achievements: A large part of AMO's social policy work in 2010 was focused in the PMFSDR Implementation Working Groups. The majority of AMO Social Policy Task Force members were also engaged in all of the Working Groups. Members of the AMO Social Policy Task Force assisted in the development of the AMO response to the Social Assistance Review including participating in meetings with the Social Assistance Review Commissioners.

Duration: Ongoing

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO WASTE MANAGEMENT TASK FORCE

Chair:

- Peter Hume, Councillor Ward 18, City of Ottawa

Members:

- Roger Anderson, Regional Chair and CEO, Regional Municipality of Durham
- Mac Bain, Councillor, City of North Bay
- Mike Birett, Managing Director, Continuous Improvement Fund (CIF), Association of Municipalities of Ontario (AMO)
- Ken Brothers, Commissioner of Public Works, Region of Niagara
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Karen Brown, CAO, City of Kenora
- Diane Freeman, Councillor Ward 4, City of Waterloo
- Deb Haswell, Mayor, City of Owen Sound
- Ronald Holman, Mayor, Township of Rideau Lakes
- Mirka Januszkiewicz, Director, Waste Services, Regional Municipality of Durham
- Shirley McLean, Supervisor, Waste Planning, Region of Halton
- Ray Millar, Mayor, Township of Tiny
- Malcolm Morris, CAO, Tay Valley Township



Taskforces

- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Katie Alward Simpson, Waste Reduction Coordinator, City of Stratford
- Jay Stanford, Director, Environmental Programs & Solid Waste, City of London
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Purpose: The purpose of the AMO/MWA Waste Management Task Force is to strategically review and respond to provincial policy on waste diversion and waste management issues. In addition, it directs the municipal MIPC members, from time to time, on policy areas relevant to negotiations on Blue Box issues.

Duration: Ongoing.

Contact: Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

AMO Waste Management Task Force – Joint AMO/MWA Technical Advisory Group (JAMTAG)

Chair:

- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Co-Chair:

- Shirley McLean, Supervisor of Solid Waste Planning – Region of Halton

Members:

- Brad Adams, Manager – Roads Division, City of Thunder Bay
- Karl Allen, Manager of Material Recovery Facility, Northumberland County
- Trevor Barton, Supervisor, Program Planning, Waste Management Division, Region of Peel
- Ben Bennett, Executive Director, Municipal Waste Association (MWA)
- Mike Birett, Managing Director, Continuous Improvement Fund (CIF), Association of

- Municipalities of Ontario (AMO)
- Dylinna Brock, Environmental & Safety Services Manager, Wollaston Township
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Willma Bureau, Contract & Collections Supervisor, County of Simcoe
- Rick Clow, General Manager, Quinte Waste Solutions, City of Quinte West
- Chris Fast, Waste Management Collections Coordinator, Dufferin County
- Rosanne Fritzsche, Waste Reduction Coordinator, Town of Richmond Hill
- Dave Gordon, Manager, Sustainable Waste Management, Regional Municipality of York
- Catherine Habermehl, Director, Waste Management, Region of Niagara
- Marilyn Journeaux, Manager, Solid Waste Operations, City of Ottawa
- Sue McCrae, General Manager, Ottawa Valley Waste Recovery Centre
- Carrie Nash, Project Manager – CIF, Waste Diversion Ontario (WDO)
- Emil Prpic, Supervisor of Waste Processing, City of Hamilton
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Alec Scott, MIPC Blue Box Prog. Coordinator, Association of Municipalities of Ontario (AMO)
- Amy Tilley, Landfill Administrator, Armour Township
- Al Tomek, Waste Management Coordinator, City of North Bay
- Francis, Veilleux, President, Bluewater Recycling Association
- Laurie Westaway, Manager of Environmental Services, County of Peterborough
- Sue White, Manager, Waste Collection & Diversion, Region of Waterloo
- Brad Whitelaw, Program Manager, Waste Management Services Division, Region of Niagara
- Chris Wood, Solid Waste Officer, City of Brockville
- Cameron Wright, Manager, Waste Diversion, Essex-Windsor Solid Waste Authority
- Dean Wyman, Manager, Waste Diversion, City of Guelph

Purpose: To consider and deliberate on waste management and waste diversion programs and activities from a municipal technical/professional perspective.

Duration: Ongoing

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO).

AMO Waste Management Task Force - Municipal-Industry Program Committee (AMO MIPC- Reps.)

Members:

- Andrew Campbell, Director CIF, Association of Municipalities of Ontario (AMO)
- Craig Bartlett, Manager – Waste Management, Durham Region
- Birett, Mike, Managing Director CIF, Association of Municipalities of Ontario (AMO)
- Dave Gordon, Manager – Sustainable Waste Management, York Region
- Eli Maodus, General Manager, Essex-Windsor Solid Waste Authority
- Alec Scott, Coordinator – MIPC Municipal Blue Box Program, Association of Municipalities of Ontario (AMO)
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Chris Wray, CAO, Township of Muskoka Lakes

Purpose: The Municipal-Industry Program Committee (MIPC) provides a forum for industry and municipal representatives to discuss Ontario's Blue Box Program issues and more importantly, negotiates the steward obligation to the Blue Box Program each year. The Committee, which has been in operation since 2002, consists of four AMO appointees plus an alternate, a representative from the City of Toronto, five representatives of Stewardship Ontario and the Blue Box Municipal Program Coordinator (observer). MIPC is chaired by the CEO of Waste Diversion Ontario (WDO) as a non-voting member. Recommendations made by MIPC are forwarded for consideration and approval by the WDO Board.

Achievements: In 2012, MIPC negotiated an agreement of \$98,500,681 for the 2013 Steward Obligation to the Blue Box program. Stewards contribute 50 percent of the Blue Box program net costs. MIPC met seven times throughout 2012 including the two day negotiation of the Steward Obligation in June.

Duration: Ongoing

Contact: Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

AMO Appointees to the Provincial-Municipal Road and Bridge Review Steering Committee

Members:

- Dan Cowin, Executive Director, Municipal Finance Officers' Association
- Tim Dennis, Director of Transportation Services, Region of Halton
- Paul Jankowski, General Manager, Road, Region of York
- Pat Mauro, Manager of Engineering, City of Thunder Bay
- Jim Pine, Chief Administrative Officer, County of Hastings
- Craig Reid, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Susan Siopis, Director of Transportation and Field Services, Region of Durham
- Joe Tiernay, Executive Director, Ontario Good Roads Association
- Joe Torlone, CAO, City of Timmins
- Pat Vanini, Executive Director, Association of Municipalities of Ontario (AMO)
- Gerry Wolting, General Manager, Corporate Services, Municipality of Chatham-Kent

Purpose: The Provincial-Municipal Fiscal and Service Delivery Review partners agreed with the release of the PMFSDR final report to launch a joint provincial-municipal process to develop options regarding responsibilities and funding arrangements for roads and bridges. The Steering Committee and three working groups are supporting this process.

Achievements: Final Report of the Provincial-Municipal Road & Bridge Review.

Contact: Craig Reid, Senior Advisor, Association of Municipalities of Ontario (AMO)

AMO Appointees to the Provincial-Municipal Road and Bridge Review Working Groups

Group 1

Chair:

- Joe Tiernay, Executive Director, Ontario Good Roads Association (OGRA)

Members:

- Luc Duval, Director of Public Works and Engineering, City of Timmins
- Paul Foster, Project Manager, Transportation Infrastructure, Works Department, Region of Durham
- Craig Reid, Senior Advisor, Association of Municipalities of Ontario (AMO)

Group 2

Chair:

- Jim Pine, CAO, County of Hastings

Members:

- Stephen Allan, County Engineer, Lanark County
- Chris Bradley, Director of Public Works, County of Peterborough
 - Brian Knox, County Engineer, Bruce County
 - Craig Reid, Senior Advisor, Association of Municipalities of Ontario (AMO)
 - Joe Tiernay, Executive Director, Ontario Good Roads Association (OGRA)
 - John Tofflemire, Director of Community Services, Municipality of Leamington
 - Chris Traini, County Engineer, County of Middlesex
 - Clayton Watters, County Engineer, Elgin County

Group 3

Chair:

- Dan Cowin (Chair), Executive Director, Municipal Finance Officers' Association

Members:

- Gary Asselin, Senior Economist, Finance Department, Region of Durham
- Calvin Barrett, Director, Financial Services and Development Financing, Region of Waterloo
- Craig Davidson, CAO/Clerk-Treasurer, Municipality of Hastings Highlands
- Shelley Eliopoulos, Treasurer/Director of Finance, Municipality of Trent Hills
- Craig Reid, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Nigel White, Treasurer, United Counties of Leeds and Grenville
- Gerry Wolting, General Manager of Corporate Services, Municipality of Chatham-Kent



Appointments

Building Code Energy Advisory Group

- Bruce Duncan, Manager, Property and Purchasing, City of Orillia

Canada-Ontario-AMO-Toronto Federal Gas Tax Oversight Committee

- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Pat Vanini, Executive Director, Association of Municipalities of Ontario (AMO)

Canadian Council of Ministers of the Environment's Development Committee - Municipal Wastewater Effluent

- Mark Schiller, Director of Water Services, Region of Peel

Emergency Services Steering Committee (ESSC)

- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario (AMO)
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Federal and Provincial Ministries of Citizenship and Immigration - Labour Market Working Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

FireSmart Communities

- Matthew R. Wilson, Solicitor, Regional Municipality of Durham

Future of Policing Advisor Committee (FPAC) - Administration & Infrastructure

- Mark McDonald, CAO, County of Elgin

Hydro One Customer Advisory Board (CAB)

- Doug Reycraft, Mayor, Municipality of Southwest Middlesex

Long Term Care Service Accountability Planning Submission/Long Term Care Service Accountability Agreement (LAPS/L-SAA) Work Group

- Elizabeth Saville, CAO/Clerk, County of Frontenac

Long Term Care Service Accountability Submission (L-SAA) Health Indicator Work Group

- Elizabeth Saville, CAO/Clerk, County of Frontenac
- Long Term Care Service Accountability Agreement (L-SAA) Health System Indicator All-Sector Strategic Consultation Team
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Long Term Care Service Accountability Agreement (L-SAA) Steering Committee

- Elizabeth Saville, CAO/Clerk, County of Frontenac
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Minister of Municipal Affairs and Housing and Natural Resources - Urban Flooding Working Group

- Craig Reid, Senior Advisor, Association of Municipalities of Ontario (AMO)

Ministry of Agriculture & Food - Provincial Nutrient Management Advisory Committee

- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Gary Cousins, Director of Planning, County of Wellington

Ministry of Citizenship and Immigration - Expert Roundtable on Immigration

- Steve Arnold, Councillor, County of Lambton

Ministry of Community and Social Services - Ontario Works Cost of Administration Working Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)



Appointments

Ministry of Community and Social Services - Ontario Works Cost of Administration

Working Group

- Anne Comtois Lalonde, Administrator, Social Services, United Counties Prescott & Russell
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Catherine Matheson, General Manager of Community Development, City of Greater Sudbury
- Patti Moore, General Manager, Health and Social Services, Norfolk County
- Kim Streich-Poser, Commissioner of Social Services, District of Sault Ste. Marie Social Services Administration Board
- Petra Wolfbeiss, Director Policy & Public Affairs, OMSSA
- Ministry of Community and Social Services - Ontario Works Outcome Measures Working Group
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

Ministry of Community and Social Services Multi-Sector Reference Group on Employment Services

- Mike Gannon, Employment Services Program Manager, City of Peterborough
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Kerry Lubrick, Director of Employment and Income Supports, City of Hamilton

Ministry of Community and Social Services/ AMO/City of Toronto Accessibility Standards

Working Group

- Valerie Critchley, City Clerk, City of Windsor
- Mark Darroch, Director, Community and Social Services, County of Northumberland
- Lisa Gonsalves, Managing Director, Community and Health Services, Regional Municipality of York
- Wendy Goss, Accessibility Coordinator, City of Brampton
- Robyn Guest, Intergovernmental Relations Coordinator, City of Ottawa
- Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Kelly Paleczny, Director of Finance and Administration, London Transit
- Bill Rayburn, CAO, County of Middlesex
- Patrick Robson, Acting CAO, Commissioner, Integrated Community Planning, Region of Niagara
- Steven G. Silver, Interim CAO/Clerk, Town of Bancroft
- Diana Simpson, Accessibility Coordinator, City of Mississauga
- Gary Sosnoski, Commissioner of Corporate Resources, Region of Waterloo
- George Vandermeij, Director, Human Resources Services, City of Cambridge
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Community Safety and Correctional Services - FPAC - Administration & Infrastructure

- Gary McNamara, Mayor, Town of Tecumseh
- Steph Palmateer, CAO/Clerk-Treasurer, Town of Cobalt
- Linda Reed, CAO, Township of Havelock-Belmont-Methuen

Ministry of Community Safety and Correctional Services - Future of Policing Advisory Committee (FPAC)

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Ministry of Community Safety and Correctional Services - Future of Policing Advisory Committee (FPAC) - Crime Prevention

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Ministry of Community Safety and Correctional Services - Future of Policing Advisory Committee (FPAC) - Emergency Response and Public Order

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)



Appointments

Ministry of Community Safety and Correctional Services - Future of Policing Advisory Committee (FPAC) - Law Enforcement and Victims Assistance

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Ministry of Community Safety and Correctional Services - Policing Standards Advisory Committee

- Matthew R. Wilson, Solicitor, Regional Municipality of Durham

Ministry of Education - Child Care Funding Formula Working Group

- Luisa Atruso, Director, Child Care Services, County of Wellington
- Cec Barks, Manager, Children's Services, District of Parry Sound
- Greg Bishop, Director, Children and Community Services, County of Simcoe
- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell
- Cathy Elliott, TITLE, Regional Municipality of York
- Ian Gibb, Manager, Children's Services, City of London
- Candace Goudy, Manager, Children's Services Administration, Region of Waterloo
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Roxanne Lambert, Director of Children's Services, Regional Municipality of Durham
- Linda O'Connell, Director of Finance, District of Cochrane Social Services Administration Board
- Kathryn O'Hagan-Todd, Manager, Children's Services, Region of Niagara
- Brenda Wilton, Manager, Children's Services, County of Bruce
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Education - Early Learning and Child Care Advisory Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Education - Early Learning Implementation Advisory Group

- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Education - Early Learning Program Fee Subsidy Ad Hoc Working Group

- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Education - Northern, Rural and Remote Reference Group

- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell

Ministry of Environment - Advisory Panel on Source Water Protection Funding

- Ken Seiling, Regional Chair, Region of Waterloo

Ministry of Health and Long-Term Care - Family Health Team (FHT) Action Group

- Lorne Coe, Councillor (Local & Regional), Town of Whitby

Ministry of Labour - Advisory Council to the Pay Equity Office

- Penelope Smiley, Commissioner, Human Resources, Region of Waterloo
- Ministry of Labour - Section 21 Advisory Committee for Fire Services
- Cathy Hoffman, Director Human Resources & Organizational Development, Municipality of Chatham-Kent
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario (AMO)



Appointments

Ministry of Municipal Affairs - Housing and Homelessness Program Consolidation Group

- Cordelia Abankwa, General Manager Social Services Branch, Regional Municipality of York

Ministry of Municipal Affairs and Housing - Building Advisory Council (BAC)

- Roy Hardy, CAO, Municipality of South Huron

- **Ministry of Municipal Affairs and Housing - Community Homelessness Prevention Initiative Technical Advisory Group**

- Cordelia Abankwa, General Manager Social Services Branch, Regional Municipality of York
- Janice Burelle, Manager, Housing, Community & Social Services Dept., City of Ottawa
- Deborah M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Stephen Giusitizia, Manager, Housing Division, City of London
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Nancy Lennox, Manager Community Programs, Regional Municipality of York
- Lynne Livingstone, Managing Director, Neighbourhood, Children and Fire Services, City of London
- Marie Morrison, Manager, Social Planning, Region of Waterloo
- Lynn Randall, Director, Social Planning, Policy & Program Administration, Region of Waterloo
- Jan Richardson, Manager, Homelessness, City of London
- Sue Ritchie, Manager of the Community Program Dept, Region of Peel
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Municipal Affairs Housing - External Working Group on Performance Measures & Reporting

- Stephen Arbuckle, Manager, Social Housing and Shelter Management, City of Ottawa
- Deborah M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Kerry Hobbs, Manager of Housing Programs, Regional Municipality of York
- Brian Marks, Director of Housing Services, District of Cochrane Social Services Administration Board
- Sue Ritchie, Manager of the Community Program Dept, Region of Peel
- Elizabeth Sebestyen, Housing Coordinator, City of St. Thomas

Ministry of Municipal Affairs Housing - Housing and Homelessness Program Consolidation Technical Group

- Janice Burelle, Manager, Housing, Community & Social Services Dept., City of Ottawa
- Deborah M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Brian Marks, Director of Housing Services, District of Cochrane Social Services Administration Board
- Mary Menzies, Director, Housing Service, Regional Municipality of Durham
- Sylvia Patterson, General Manager, Housing and Long Term, Regional Municipality of York
- Elizabeth Sebestyen, Housing Coordinator, City of St. Thomas
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Municipal Affairs and Housing - Municipal Debt Issuance and Investment Committee

- Nancy Plumridge, Director of Administration and Business Development, Association of Municipalities of Ontario (AMO)
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Matthew R. Wilson, Solicitor, Regional Municipality of Durham



Appointments

Ministry of Municipal Affairs and Housing's Brownfields Stakeholder Group

- Chad Collins, Councillor Ward 5, City of Hamilton

Ministry of Municipal Affairs and Housing's Provincial-Municipal Partnership Table

- Stephen Arbuckle, Manager, Social Housing and Shelter Management, City of Ottawa
- Deborah M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Gillian Hendry, Director of Housing Services Division, City of Hamilton
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Janet Menard, Commissioner, Human Services, Region of Peel
- Mary Menzies, Director, Housing Service, Regional Municipality of Durham
- Sylvia Patterson, General Manager, Housing and Long Term, Regional Municipality of York
- Joe-Anne Priel, General Manager, Community Services, City of Hamilton
- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Municipal Affairs and Housing/Ontario Municipal Social Services Association Resource Centre Advisory Committee

- Kerry Hobbs, Manager of Housing Programs, Regional Municipality of York
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ministry of Natural Resources - Fire Services Agreements Review Task Force

- Richard Adams, Mayor, Town of Parry Sound
- Mike Pintar, Fire Chief, City of Timmins
- Roy Sinclair, CAO, Municipality of Greenstone
- John Sisson, CAO, Town of Bracebridge

Ministry of Natural Resources Aggregate Advisory Committee

- Pat Vanini, Executive Director, Association of Municipalities of Ontario (AMO)

Ministry of Natural Resources Fire Services Agreements Review Task Force

- Doug Nadorozny, CAO, City of Greater Sudbury

Ministry of Revenue - Ontario Business Advisory Council

- Stephen Chait, Director of Economic Development, City of Markham

Ministry of the Attorney General - Provincial Offenses Act Working Group

- Roberto E. Zuech, Legal Counsel, City of Mississauga

Municipal Health and Safety Association Board

- Graham Dart, Director, Human Resources, City of St. Thomas

Municipal Liaison Group (MPAC)

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario (AMO)

Municipal Property Assessment Corporation (MPAC)

- Matthew R. Wilson, Solicitor, Regional Municipality of Durham

Municipal Property Assessment Corporation (MPAC) - Liaison Group

- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Oak Ridges Moraine Foundation Board

- Marilyn Pearce, Mayor, Township of Scugog



Appointments

OMSSA Policy Advisor Committee

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)
- Petra Wolfbeiss, Director of Policy & Public Affairs, OMSSA

Ontario 9-1-1 Advisory Board

- Bryan Baxter, CAO, Town of Coburg
- Bill Davis, Deputy Reeve, Municipality of Dysart et Al
- Jim Friend, Chief Communications Officer, Emergency Services, City of Hamilton

Ontario Aggregate Resources Corporation Board

- Ric McGee, Mayor, City of Kawartha Lakes
- Ontario Fire Marshal's Public Fire Safety Council
- Dail Levesque, Manager of Human Resources, City of Cornwall

PMFSDR Phase 1 Program Consolidation External Partner Working Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario (AMO)

Provincial Advisory Group on Marijuana Grow Operations & Clandestine Laboratories

- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario (AMO)

Stewardship Ontario Policy Committee

- Jay Stanford, Director of Environmental Programs and Solid Waste, City of London

Stewardship Ontario Technical Committee

- Rick Clow, General Manager, Quinte Waste Solutions, City of Quinte West

Waste Diversion Ontario - Continuous Improvement Fund Interim Board

- Michael Garrett, Chair, Board of Directors, Ontario Clean Water Agency

Waste Diversion Ontario - Continuous

Improvement Fund Projects Sub-Committee

- Mike Birett, Managing Director, Continuous Improvement Fund, Association of Municipalities of Ontario (AMO)

Waste Diversion Ontario - Public Affairs Committee

- Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO)

Waste Diversion Ontario Board

- Mac Bain, Councillor, City of North Bay
- Terry Cassidy, Councillor Sidney Ward 2, City of Quinte West
- Rick Clow, General Manager, Quinte Waste Solutions, City of Quinte West
- Deborah Haswell, Mayor, City of Owen Sound
- Andrew Pollock, Director of Waste Management Services

Waste Diversion Ontario's Generally Accepted Principles Committee

- Brad Whitelaw, Program Manager, Waste Management Services Division, Region of Niagara

Waste Diversion Ontario's Municipal-Industry Committee (MIPC)

- Rick Clow, General Manager, Quinte Waste Solutions, City of Quinte West

Waste Diversion Ontario's Public Affairs Committee

- Kim Kitigawa, Co-Ordinator, Waste Management, Region of Waterloo
- Marko Perovic, Public Affairs Associate, Region of Peel



The AMO Team

Executive Director

The Executive Director's office has the operational oversight of the organization which includes achieving the strategic objectives and related financial plan as approved by the Board. The office also administers the corporation's bylaw and supports the President and the Board in the conduct of the Association's business and activities.

- Pat Vanini, Executive Director
- Lorna Ruder, Executive Assistant

Policy Services and Government Relations

A team of policy advisors conduct policy research on a wide range of issues. Policy staff work with Taskforces to develop and recommend policy positions to the Association's Board. The team undertakes government relations and advocacy activities to achieve the strategic objectives of the corporation and to ensure membership are fully informed.

- Monika Turner, Director of Policy
- Cathie Brown, Senior Advisor
- Evelyn Armogan, Administrative Assistant
- Michael Jacek, Senior Advisor
- Sumeeta Kapur, Policy Advisor
- Irene Ostrowski, Administrative Assistant
- Craig Reid, Senior Advisor
- Nicholas Ruder, Policy Advisor
- Matthew Wilson, Senior Advisor

Corporate Services and Business Development

The Corporate Services team is responsible for the administration of educational functions for municipal elected officials; information services; administration and development of the Municipal Information and Data Analysis System (MIDAS); corporate administration and finance; and technology plans to support all of AMO's business.

- Nancy Plumridge, Director of Administration & Business Development
- Navneet Dhaliwal, Special Events & Business Development Co-ordinator
- Cathrina Gomes, Accounts Payable Clerk
- Nasrin Hasham, Senior Accounting Clerk
- Alexander Kostanyan, IT Manager
- Christian Pelissier, Systems Administrator
- Heather Seaton, Accounting Manager
- Julia Shiu, Information Analyst/Researcher
- Anita Surujdeo, Accounts Receivable/Special Events Clerk
- Snezana Vukelic, Manager, Information Services

Gas Tax Implementation

AMO, on behalf of the Government of Canada administers the Federal Gas tax Fund (\$587 million annually) for 443 Ontario municipalities.

- Judy Dezell, Project Manager
- Lovely Devaya, Administrative Assistant
- Jay Paleja, Policy Advisor

Ontario Municipal Knowledge Network

The Ontario Municipal Knowledge Network improves municipal service delivery by enabling municipal managers throughout Ontario to share information and learn from each other's ideas and successes.

- Bruce McLeod, OMKN Coordinator

Local Authority Services (LAS)

The LAS team delivers programs and services that help municipalities reduce the cost of common expenditures and increase revenues. Some of which are the ONE Investment Program, bulk purchasing of electricity and natural gas, Energy Management Tool (EMT), Energy Planning Tool (EPT), Home and Auto Insurance, Group Health and Dental Benefits and the Closed Meeting Investigator Program.

- Nancy Plumridge, President and Secretary-Treasurer
- Susan Allardyce, Administrative Assistant
- Jeffrey Barten, Energy Efficiency Service Provider, Central Ontario West
- Corey Brown, Energy Billing/Settlement Clerk
- Stephen Downs, Energy Efficiency Service Provider, Southwestern Ontario
- Jason Hagan, Program Manager
- Chris Hanlon, Manager, Energy
- Wayne Hartwell, Energy Efficiency Service Provider, Central Ontario East
- Cheryl Maki, Energy Efficiency Service Provider, Northwestern Ontario
- Anthony Marshall, Energy Efficiency Service Provider, GTA,
- Sunny Nayyar, Energy Billing & Settlement Clerk
- Rebecca Pinto, Energy Systems Operator
- Graham Proudley, Client Relations Specialist
- Ashley Remeikis, Energy Efficiency Service Provider, Northeastern Ontario
- Ian Scott, Energy Efficiency Service Provider, Eastern Ontario
- Aanchal Singh, Energy Billing & Settlement Clerk
- Scott Vokey, Manager of Energy Services



AMO Members

- Township of Adelaide Metcalfe
- Township of Adjala-Tosorontio
- Township of Admaston/Bromley
- Town of Ajax
- Township of Alberton
- Township of Alfred and Plantagenet
- Township of Algonquin Highlands
- Township of Alwick/Haldimand
- Township of Amaranth
- Town of Amherstburg
- Township of Armour
- Township of Armstrong
- Town of Arnprior
- Municipality of Arran-Elderslie
- Township of Ashfield-Colborne-Wawanosh
- Township of Asphodel-Norwood
- Township of Assignack
- Town of Atikokan
- Township of Augusta
- Town of Aurora
- Town of Aylmer
- Town of Bancroft
- City of Barrie
- Municipality of Bayham
- Township of Beckwith
- City of Belleville
- Township of Billings
- Township of Black River-Matheson
- Township of Blandford-Blenheim
- Town of Blind River
- Municipality of Bluewater
- Township of Bonfield
- Township of Bonnechere Valley
- Town of Bracebridge
- Town of Bradford West Gwillimbury
- City of Brampton
- County of Brant
- City of Brantford
- Municipality of Brighton
- Township of Brock
- Municipality of Brockton
- City of Brockville
- Municipality of Brooke-Alvinston
- Town of Bruce Mines
- County of Bruce
- Township of Brudenell, Lyndoch and Raglan
- Village of Burk's Falls
- City of Burlington
- Township of Burpee & Mills
- Town of Caledon
- Municipality of Callander
- Municipality of Calvin
- City of Cambridge
- Town of Carleton Place
- Township of Carling
- Township of Carlow/Mayo
- Village of Casselman
- Township of Cavan Monaghan
- Municipality of Central Elgin
- Township of Central Frontenac
- Municipality of Central Huron
- Municipality of Central Manitoulin
- Municipality of Centre Hastings
- Township of Centre Wellington
- Township of Chamberlain
- Township of Chapleau
- Township of Chapple
- Municipality of Charlton and Dack
- Municipality of Chatham-Kent
- Township of Chatsworth
- Township of Chisholm
- City of Clarence-Rockland
- Municipality of Clarington
- Township of Clearview
- Town of Cobalt
- Town of Cobourg
- Town of Cochrane
- Township of Coleman
- Town of Collingwood
- Township of Conmee
- City of Cornwall
- Township of Cramahe
- Township of Dawn-Euphemia
- Town of Deep River
- Town of Deseronto
- Township of Dorion
- Township of Douro-Dummer
- Township of Drummond/North Elmsley
- City of Dryden
- Township of Dubreuilville
- County of Dufferin
- Regional Municipality of Durham



AMO Members

- Municipality of Dutton/Dunwich
- Municipality of Dysart Et Al
- Township of Ear Falls
- Municipality of East Ferris
- Township of East Garafraxa
- Town of East Gwillimbury
- Township of East Hawkesbury
- Township of East Zorra-Tavistock
- Township of Edwardsburgh/Cardinal
- County of Elgin
- Township of Elizabethtown-Kitley
- City of Elliot Lake
- Township of Emo
- Town of Englehart
- Township of Enniskillen
- Town of Erin
- Town of Espanola
- Township of Essa
- County of Essex
- Town of Essex
- Township of Evanturel
- Township of Faraday
- Township of Fauquier-Strickland
- Town of Fort Erie
- Town of Fort Frances
- Municipality of French River
- Township of Front of Yonge
- Township of Frontenac Islands
- County of Frontenac
- Separated Town of Gananoque
- Township of Georgian Bay
- Township of Georgian Bluffs
- Town of Georgina
- Township of Gillies
- Town of Goderich
- Municipality of Gordon/Barrie Island
- Town of Grand Valley
- Town of Gravenhurst
- Township of Greater Madawaska
- Town of Greater Napanee
- City of Greater Sudbury
- Municipality of Greenstone
- Municipality of Grey Highlands
- County of Grey
- Town of Grimsby
- City of Guelph
- Township of Guelph/Eramosa
- Haldimand County
- County of Haliburton
- Town of Halton Hills
- Region of Halton
- City of Hamilton
- Township of Hamilton
- Town of Hanover
- Township of Harley
- Township of Harris
- Municipality of Hastings Highlands
- County of Hastings
- Township of Havelock-Belmont-Methuen
- Town of Hawkesbury
- United Townships of Head, Clara & Maria
- Town of Hearst
- Municipality of Highlands East
- Village of Hilton Beach
- Township of Hilton
- Township of Hornepayne
- Township of Horton
- Township of Howick
- Town of Huntsville
- Municipality of Huron East
- Municipality of Huron Shores
- County of Huron
- Township of Huron-Kinloss
- Township of Ignace
- Town of Ingersoll
- Town of Innisfil
- Town of Iroquois Falls
- Township of Johnson
- Township of Joly
- Town of Kapuskasing
- City of Kawartha Lakes
- Town of Kearney
- City of Kenora
- Township of Killaloe, Hagarty & Richards
- Municipality of Killarney
- Municipality of Kincardine
- Township of King
- City of Kingston
- Town of Kingsville
- Town of Kirkland Lake
- City of Kitchener
- Township of La Vallee



AMO Members

- Township of Laird
- Township of Lake of Bays
- Town of Lakeshore
- Municipality of Lambton Shores
- County of Lambton
- Township of Lanark Highlands
- County of Lanark
- Township of Larder Lake
- Town of LaSalle
- Town of Latchford
- Town of Laurentian Hills
- Township of Laurentian Valley
- Municipality of Leamington
- United Counties of Leeds & Grenville
- Township of Leeds and the Thousand Islands
- County of Lennox & Addington
- Township of Limerick
- Town of Lincoln
- City of London
- Loyalist Township
- Township of Lucan Biddulph
- Township of Machar
- Municipality of Machin
- Township of Madawaska Valley
- Township of Madoc
- Municipality of Magnetawan
- Township of Malahide
- Township of Manitouwadge
- Township of Mapleton
- Town of Marathon
- City of Markham
- Municipality of Markstay-Warren
- Municipality of Marmora and Lake
- Township of Matachewan
- Town of Mattawa
- Municipality of Mattawan
- Municipality of McDougall
- Township of McGarry
- Township of McKellar
- Township of McNab/Braeside
- Municipality of Meaford
- Township of Melancthon
- Village of Merrickville-Wolford
- Municipality of Middlesex Centre
- County of Middlesex
- Town of Midland
- Town of Milton
- Township of Minden Hills
- Town of Minto
- City of Mississauga
- Town of Mississippi Mills
- Town of Mono
- Township of Montague
- Township of Moonbeam
- Town of Moosonee
- Township of Morley
- Municipality of Morris-Turnberry
- Township of Mulmur
- Township of Muskoka Lakes
- District of Muskoka
- Township of Nairn & Hyman
- Municipality of Neebing
- Town of New Tecumseth
- Town of Newmarket
- City of Niagara Falls
- Region of Niagara
- Town of Niagara-on-the-Lake
- Township of Nipigon
- Township of Nipissing
- Norfolk County
- Township of North Algona Wilberforce
- City of North Bay
- Township of North Dumfries
- Township of North Dundas
- Township of North Frontenac
- Township of North Glengarry
- Municipality of North Grenville
- Township of North Huron
- Township of North Kawartha
- Municipality of North Middlesex
- Municipality of North Perth
- Township of North Stormont
- Town of Northeastern Manitoulin and the Islands
- Municipality of Northern Bruce Peninsula
- County of Northumberland
- Township of Norwich
- Township of O'Connor
- Town of Oakville
- Village of Oil Springs
- Municipality of Oliver-Paipoonge
- Township of Opasatika
- Town of Orangeville



AMO Members

- City of Orillia
- Township of Oro-Medonte
- City of Oshawa
- Township of Otonabee-South Monaghan
- City of Ottawa
- City of Owen Sound
- County of Oxford
- Township of Papineau-Cameron
- Town of Parry Sound
- Region of Peel
- Township of Pelee
- Town of Pelham
- City of Pembroke
- Town of Penetanguishene
- Township of Perry
- Township of Perth East
- Township of Perth South
- County of Perth
- Town of Perth
- Town of Petawawa
- City of Peterborough
- County of Peterborough
- Town of Petrolia
- City of Pickering
- Township of Pickle Lake
- Township of Plummer Additional
- Town of Plympton-Wyoming
- Village of Point Edward
- City of Port Colborne
- Municipality of Port Hope
- Municipality of Powassan
- United Counties of Prescott & Russell
- Town of Prescott
- County of Prince Edward
- Township of Puslinch
- City of Quinte West
- Town of Rainy River
- Township of Ramara
- Municipality of Red Lake
- Township of Red Rock
- County of Renfrew
- Town of Renfrew
- Town of Richmond Hill
- Township of Rideau Lakes
- Township of Russell
- Township of Ryerson
- Township of Sables-Spanish Rivers
- Town of Saugeen Shores
- City of Sault Ste. Marie
- Township of Schreiber
- Township of Scugog
- Township of Seguin
- Township of Selwyn
- Township of Severn
- Town of Shelburne
- Municipality of Shuniah
- County of Simcoe
- Municipality of Sioux Lookout
- Township of Sioux Narrows-Nestor Falls
- Town of Smiths Falls
- Town of Smooth Rock Falls
- Township of South Algonquin
- Town of South Bruce Peninsula
- Municipality of South Bruce
- Township of South Dundas
- Township of South Frontenac
- Township of South Glengarry
- Municipality of South Huron
- Village of South River
- Township of South Stormont
- Township of South-West Oxford
- Township of Southgate
- Municipality of Southwest Middlesex
- Township of Southwold
- Town of Spanish
- Township of Springwater
- City of St. Catharines
- Municipality of St. Charles
- Township of St. Clair
- Township of St. Joseph
- Town of St. Marys
- City of St. Thomas
- Township of Stirling-Rawdon
- Township of Stone Mills
- United Counties of Stormont, Dundas & Glengarry
- City of Stratford
- Municipality of Strathroy-Caradoc
- Township of Strong
- Village of Sundridge
- Tay Valley Township
- Township of Tay
- Town of Tecumseh



AMO Members

- Township of Tehkummah
- Municipality of Temagami
- City of Temiskaming Shores
- Township of Terrace Bay
- Municipality of Thames Centre
- Township of The Archipelago
- Town of The Blue Mountains
- The Nation Municipality
- Township of The North Shore
- Town of Thessalon
- City of Thorold
- City of Thunder Bay
- Town of Tillsonburg
- City of Timmins
- Township of Tiny
- Municipality of Trent Hills
- Municipality of Trent Lakes
- Township of Tudor & Cashel
- Municipality of Tweed
- Township of Tyendinaga
- Township of Uxbridge
- Township of Val Rita-Harty
- City of Vaughan
- Township of Wainfleet
- Township of Warwick
- Town of Wasaga Beach
- City of Waterloo
- Region of Waterloo
- Municipality of Wawa
- City of Welland
- Township of Wellesley
- Township of Wellington North
- County of Wellington
- Municipality of West Elgin
- Municipality of West Grey
- Township of West Lincoln
- Municipality of West Nipissing
- Municipality of West Perth
- Village of Westport
- Town of Whitby
- Town of Whitchurch-Stouffville
- Township of White River
- Municipality of Whitestone
- Township of Whitewater Region
- Township of Wilmot
- City of Windsor
- Township of Wollaston
- City of Woodstock
- Township of Woolwich
- Regional Municipality of York
- Township of Zorra



AMO Supporters

Affiliates

- Association of Municipal Tax Collectors of Ontario
- Association of Municipal Managers, Clerks and Treasurers of Ontario
- Municipal Administrators Branch of Parks & Rec Ontario
- Municipal Engineers Association
- Municipal Finance Officers' Association
- Ontario Good Roads Association
- Ontario Municipal Administrators Association
- Ontario Municipal Human Resources Association
- Ontario Municipal Social Services Association

Associate

- Algoma District Services Administration Board
- Association Française des Municipalités de L'Ontario (AFMO)
- Association of Local Public Health Agencies (alPHA)
- Bluewater Recycling Association
- District of Cochrane Social Services Administration Board
- Conservation Ontario
- Credit Valley Conservation
- Federation of Ontario Public Libraries
- Housing Services Corporation (HSC)
- Kenora District Services Board
- Manitoulin-Sudbury District Social Services Administration Board
- Municipal Property Assessment Corporation
- Nipissing District Social Services Administration Board
- Ontario Association of Community Futures Development Corporations - Elgin
- Ontario Association of Property Standards Officers
- Ontario Building Officials Association
- Ontario Municipal Water Association
- Ontario Non-Profit Housing Association
- Ontario Sewer and Watermain Construction Association
- Parks and Recreation Ontario
- District of Parry Sound Social Services Administration Board
- Rainy River District Social Services Administration Board

- South Nation Conservation Authority
- Thunder Bay District Social Services Administration Board
- District of Timiskaming Social Services Administration Board

District

- Manitoulin Municipal Association
- Northwestern Ontario Municipal Association (NOMA)
- Thunder Bay District Municipal League

Partners

- Ameresco Canada Inc.
- CAA South Central Ontario
- Ideal Supply Co. Ltd.
- Infrastructure Ontario
- Infrastructure Ontario
- Nuclear Waste Management Organization
- Ontario Electronic Stewardship
- Union Gas Limited

Financial Statements

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Ontario
Municipalities
Stronger



Independent auditor's report

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www.GrantThornton.ca

To the Members of the Association of Municipalities of Ontario

We have audited the accompanying financial statements of the **Association of Municipalities of Ontario**, which comprise the statements of financial position as at December 31, 2012, December 31, 2011 and January 1, 2011, and the statements of operations, changes in net assets and cash flows for the years ended December 31, 2012 and December 31, 2011, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independent Auditor's Report



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Association of Municipalities of Ontario** as at December 31, 2012, December 31, 2011 and January 1, 2011, and the results of its operations and its cash flows for the years ended December 31, 2012 and December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

Emphasis of matter

We draw attention to Note 4 to the financial statements which describes an accounting change with respect to the Association's investment in its subsidiary. Our opinion is not qualified in respect of this matter.

Grant Thornton LLP

Toronto, Canada
June 21, 2013

Chartered Accountants
Licensed Public Accountants

Statement of Financial Position

As at	December 31, 2012	December 31, 2011	January 1, 2011
Assets			
Current			
Cash	\$ 1,419,242	\$ 5,926,826	\$ 4,751,368
Accounts receivable (Note 6)	696,026	1,020,266	520,591
Investments (Note 8)	19,784,956	18,405,942	14,482,938
Prepaid expenses	<u>270,831</u>	<u>142,655</u>	<u>170,975</u>
	22,171,055	25,495,689	19,925,872
Investment in LAS (Notes 4 and 9)	100	100	100
Property and equipment (Note 10)	<u>68,812</u>	<u>82,369</u>	<u>79,481</u>
	<u>\$ 22,239,967</u>	<u>\$ 25,578,158</u>	<u>\$ 20,005,453</u>
Liabilities			
Current			
Accounts payable and accrued liabilities (Note 7)	\$ 637,546	\$ 4,900,160	\$ 2,553,753
Deferred revenue (Note 11)	49,300	38,225	257,539
Deferred contributions – project reserves (Note 12)	806,355	1,448,937	451,912
Deferred contributions - other (Note 13)	<u>23,235</u>	<u>23,235</u>	<u>29,020</u>
	<u>1,516,436</u>	<u>6,410,557</u>	<u>3,292,224</u>
Net Assets (Note 14)			
Restricted funds			
Federal gas tax program (Note 15)	18,718,334	16,722,685	12,745,674
Federal public transit program (Note 16)	-	-	1,725,277
General funds			
Restricted	(31,639)	(31,639)	(31,639)
Unrestricted			
Investment in LAS (Note 4)	100	100	100
Other	<u>2,036,736</u>	<u>2,476,455</u>	<u>2,273,817</u>
	<u>20,723,531</u>	<u>19,167,601</u>	<u>16,713,229</u>
	<u>\$ 22,239,967</u>	<u>\$ 25,578,158</u>	<u>\$ 20,005,453</u>

Commitments (Note 18)

On behalf of the Board

_____ Director

_____ Director

See accompanying notes to the financial statements

Statement of Operations

Year ended December 31,

	2 0 1 2			
	Restricted Funds Federal Gas Tax Program	General Funds Restricted	Unrestricted	Total
Revenue				
Membership fees	\$ -	\$ -	\$ 1,702,417	\$ 1,702,417
Conferences and seminars	-	-	1,718,808	1,718,808
Investment income	-	-	58,992	58,992
Administration fees	-	-	2,278,466	2,278,466
Municom	-	-	71,345	71,345
Other income	-	-	39,502	39,502
Funds received	-	-	-	-
Federal gas tax	590,509,432	-	-	590,509,432
Municipal Industry Policy Committee (MIPC)	-	174,567	-	174,567
Ontario Municipal Knowledge Network (OMKN)	-	177,475	-	177,475
Continuous Improvement Fund Project (CIF)	-	436,246	-	436,246
Interest earned on funds received	153,677	-	-	153,677
	<u>590,663,109</u>	<u>788,288</u>	<u>5,869,530</u>	<u>597,320,927</u>
Expenses				
General	-	-	1,023,514	1,023,514
Administration	-	-	1,800,149	3,117,431
Policy	1,317,282	-	2,694,912	2,694,912
Administration	-	-	870,674	870,674
Corporate services	-	-	6,389,249	7,706,531
Administration	-	-	-	-
Conference and seminars	<u>1,317,282</u>	<u>-</u>	<u>6,389,249</u>	<u>7,706,531</u>
Programs				
Funds distributed	587,350,178	-	-	587,350,178
Federal gas tax	-	174,567	-	174,567
Municipal Industry Policy Committee (MIPC)	-	177,475	-	177,475
Ontario Municipal Knowledge Network (OMKN)	-	436,246	-	436,246
Continuous Improvement Fund Project (CIF)	<u>587,350,178</u>	<u>788,288</u>	<u>-</u>	<u>588,138,466</u>
	<u>588,667,460</u>	<u>788,288</u>	<u>6,389,249</u>	<u>595,844,997</u>
Excess (deficiency) of revenue over expenses before the undernoted	1,995,649	-	(519,719)	1,475,930
Dividend from LAS (Notes 4 and 9)	-	-	80,000	80,000
Excess (deficiency) of revenue over expenses	<u>\$ 1,995,649</u>	<u>\$ -</u>	<u>\$ (439,719)</u>	<u>\$ 1,555,930</u>

See accompanying notes to the financial statements

Statement of Operations

Year ended December 31,

2 0 1 1

	Restricted Funds		General Funds		Total
	Federal Public Transit Program	Federal Gas Tax Program	Restricted	Unrestricted	
Revenue					
Membership fees	\$ -	\$ -	\$ -	\$ 1,637,856	\$ 1,637,856
Conferences and seminars	-	-	-	1,982,286	1,982,286
Investment income	-	-	-	61,854	61,854
Administration fees	-	-	-	1,802,671	1,802,671
Municipal	-	-	-	65,703	65,703
Other income	-	-	-	51,605	51,605
Funds received	-	590,429,789	-	-	590,429,789
Federal gas tax	-	-	165,674	-	165,674
Municipal Industry Policy Committee (MIPC)	-	-	124,918	-	124,918
Ontario Municipal Knowledge Network (OMKN)	-	-	449,054	-	449,054
Continuous Improvement Fund Project (CIF)	-	-	113,282	-	113,282
Transportation Project	11,720	242,737	-	-	254,457
Interest earned on funds received	11,720	590,672,526	852,928	5,601,975	597,139,149
Expenses					
General	-	-	-	1,070,980	1,070,980
Administration	-	-	-	1,557,846	2,640,180
Policy	10,167	1,072,167	-	2,118,690	2,118,690
Administration	-	-	-	771,821	771,821
Corporate services	-	-	-	5,519,337	6,601,671
Administration	-	-	-	-	-
Conference and seminars	10,167	1,072,167	-	-	6,601,671
Programs					
Funds distributed	-	587,350,178	-	-	587,350,178
Federal gas tax	-	-	165,674	-	165,674
Municipal Industry Policy Committee (MIPC)	-	-	124,918	-	124,918
Ontario Municipal Knowledge Network (OMKN)	-	-	449,054	-	449,054
Continuous Improvement Fund Project (CIF)	-	-	113,282	-	113,282
Transportation Project	-	587,350,178	852,928	-	588,203,106
Excess of revenue over expenses before the undernoted	10,167	588,422,345	852,928	5,519,337	594,804,777
Dividend from LAS (Note 4 and 9)	1,553	2,250,181	-	82,638	2,334,372
Excess of revenue over expenses	\$ 1,553	\$ 2,250,181	\$ -	\$ 202,638	\$ 2,454,372

See accompanying notes to the financial statements

Statement of Changes in Net Assets

Years ended December 31, 2012 and December 31, 2011

	Restricted Funds		General Funds		Total
	Federal Public Transit Program	Federal Gas Tax Program	Restricted	Unrestricted	
<u>2 0 1 1</u>					
Net assets, beginning of year	\$ 1,725,277	\$ 12,745,674	\$ (31,639)	\$ 6,480,243	\$ 20,919,555
As previously stated	-	-	-	(4,206,326)	(4,206,326)
Accounting change (Note 4)	<u>1,725,277</u>	<u>12,475,674</u>	<u>(31,639)</u>	<u>2,273,917</u>	<u>16,713,229</u>
As restated	1,553	2,250,181	-	202,638	2,454,372
Excess of revenue over expenses					
Inter-fund transfer (Note 12)	<u>(1,726,830)</u>	<u>1,726,830</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net assets, end of year	\$ -	\$ 16,722,685	\$ (31,639)	\$ 2,476,555	\$ 19,167,601

2 0 1 2

Net assets, beginning of year	\$ 16,722,685	\$ (31,639)	\$ 6,520,091	\$ 23,211,137
As previously stated	-	-	(4,043,536)	(4,043,536)
Accounting change (Note 4)	<u>16,722,685</u>	<u>(31,639)</u>	<u>2,476,555</u>	<u>19,167,601</u>
As restated	1,995,649	-	(439,719)	1,555,930
Excess (deficiency) of revenue over expenses				
Net assets, end of year	\$ <u>18,718,334</u>	\$ <u>(31,639)</u>	\$ <u>2,036,836</u>	\$ <u>20,723,531</u>

General Funds – Unrestricted comprise of:

Investment in LAS	\$ 100
Other	<u>2,036,736</u>
	\$ <u>2,036,836</u>

See accompanying notes to the financial statements



Statement of Cash Flow

Years ended December 31	2012	2011
Increase (decrease) in cash		
Operating		
Excess of revenue over expenses	\$ 1,555,930	\$ 2,454,372
Amortization	<u>64,817</u>	<u>83,597</u>
	1,620,747	2,537,969
Net change in non-cash working capital		
Accounts receivable	324,240	(499,675)
Prepaid expenses	(128,176)	28,320
Accounts payable and accrued liabilities	(4,262,614)	2,346,407
Deferred revenue	11,075	(219,314)
Deferred contributions - project reserves	(642,582)	997,025
Deferred contributions - other	-	(5,785)
	<u>(3,077,310)</u>	<u>5,184,947</u>
Investing		
Additions to property and equipment	(51,260)	(86,485)
Investments	<u>(1,379,014)</u>	<u>(3,923,004)</u>
	<u>(1,430,274)</u>	<u>(4,009,489)</u>
Net change in cash	(4,507,584)	1,175,458
Cash, beginning of year	<u>5,926,826</u>	<u>4,751,368</u>
Cash, end of year	\$ <u>1,419,242</u>	\$ <u>5,926,826</u>
<hr/>		
Supplemental cash flow information		
Interest received	\$ <u>207,977</u>	\$ <u>192,332</u>
<hr/>		

See accompanying notes to the financial statements

Years ended December 31, 2012 and December 31, 2011

1. Nature of operations and basis of presentation

Association of Municipalities of Ontario (“AMO”) is a not-for-profit organization incorporated, without share capital, under Letters Patent on May 11, 1990 under the Corporations Act (Ontario).

The mandate of AMO is to promote, support and enhance strong and effective municipal government in Ontario.

As a not-for-profit organization, AMO is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

2. Statement of compliance with Canadian standards for not-for-profit organizations

These financial statements have been prepared in accordance with accounting standards for not-for-profit organizations.

3. First-time adoption of accounting standards for not-for-profit organizations

These financial statements are the first financial statements for which AMO has applied the Canadian accounting standards for not-for-profit organizations (“ASNPO”). The financial statements for the year ended December 31, 2012 were prepared in accordance with ASNPO. Comparative period information presented for the year ended December 31, 2011 was prepared in accordance with ASNPO and the provisions set out in Section 1501 First-time adoption.

The date of transition to ASNPO is January 1, 2011. The transition had no impact on the opening fund balances as at January 1, 2011 or the statements of operations or cash flows for the year ended December 31, 2011. As a result, the reconciliations and disclosures required by Section 1501 “First-time adoption”, the fund balances at the transition date and the comparative period statements of operations and cash flows are not necessary and have not been presented in these financial statement notes.

Years ended December 31, 2012 and December 31, 2011

4. Accounting change

During the year the Association changed its accounting policy for investment in its subsidiary, LAS, from the equity method to the cost method to be consistent with Section 4450 Reporting Controlled and Related Entities by Not-for-Profit Organizations thereby facilitating the assessment of the operations of the Association on a stand-alone basis. This change in accounting policy was applied retroactively and the figures for 2011 have been restated as follows:

Statement of Operations	
Equity interest in deficit of LAS – decreased by	\$ 42,790
Dividend from LAS – increased by	<u>120,000</u>
Excess of revenue over expenses – increased by	\$ <u>162,790</u>
Statement of Financial Position	
Investment in LAS – decreased by	\$ <u>4,043,536</u>
Net assets – unrestricted, beginning of year – decreased by	\$ <u>4,206,326</u>

5. Summary of significant accounting policies

As indicated in Note 2, these financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Accounting standards for not-for-profit organizations require entities to select policies appropriate for their circumstances from choices provided in the specific standards. The following are details of the choices selected by AMO and applied in these financial statements.

Fund accounting

The Restricted Funds report externally restricted resources and the Federal Gas Tax Program. These funds include grants which have specific restrictions placed on their use by the funder.

The General Funds account for AMO's operations and reports unrestricted and externally restricted resources not included in the Restricted Funds.

AMO follows the restricted fund method for all externally restricted contributions. Under the restricted fund method, externally restricted contributions of the Restricted Funds are recognized as revenue in the year of receipt and externally restricted contributions of the General Funds are deferred until the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue when the amount is reasonably estimated and collection is reasonably assured.

Years ended December 31, 2012 and December 31, 2011

5. Summary of significant accounting policies (continued)

Use of estimates

Certain items in the preparation of these financial statements require management's best estimate. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action. These estimates are reviewed periodically and adjustments are made to the excess (deficiency) of revenues over expenses as appropriate in the year they become known. Management also reviews the carrying amounts of items in the financial statements at each statement of financial position date to assess the need for revision or any possibility of impairment.

Revenue recognition

Fees are recognized as revenue in the period to which the fees relate. Fees received in advance of the period to which they relate are recorded as deferred revenue in the statement of financial position.

Conferences and seminars revenue is recognized in the period in which the event occurs, or the service is provided.

Investment income is recognized as revenue in the period it is earned.

Financial instruments

AMO considers any contract creating a financial asset, liability or equity instrument as a financial instrument.

AMO's financial instruments comprise cash, accounts receivable, investments and accounts payable which are measured at amortized cost.

Investment in subsidiaries

The investment in Local Authority Services Limited ("LAS") is stated at cost. A financial summary of LAS is presented and disclosed in Note 9.

The investment in Municipal Employer Pension Centre of Ontario ("MEPCO") is presented and disclosed in Note 9.

Property and equipment

Property and equipment are recorded at cost and are amortized over their estimated useful lives as follows:

Furniture and fixtures	Straight-line	5 years
Computer hardware	Straight-line	3 years

Years ended December 31, 2012 and December 31, 2011

6. Accounts receivable

	December 31, 2012	December 31, 2011	January 1, 2011
Trade	\$ 106,274	\$ 684,653	\$ 267,023
Due from related parties (Note 7)	<u>589,752</u>	<u>335,613</u>	<u>253,568</u>
	<u>\$ 696,026</u>	<u>\$ 1,020,266</u>	<u>\$ 520,591</u>

7. Related party transactions

	December 31, 2012	December 31, 2011	January 1, 2011
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Amounts due from related parties are as follows:

LAS, subsidiary of AMO	\$ 526,619	\$ 307,850	\$ 239,878
MEPCO, subsidiary of AMO	63,133	27,763	13,690

These amounts are unsecured, repayable on demand and are non-interest bearing.

During the year, the Association charged administration and occupancy fees to:

LAS	\$ 241,320	\$ 222,461
MEPCO	222,306	187,874

These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related entities.

8. Investments

Investments comprise guaranteed investment certificates that bear interest at rates ranging from 1.20% to 1.60% (December 31, 2011 – 0.40% to 1.45%; January 1, 2011 – 0.45% to 2.45%) per annum and that mature at dates ranging from February to December 2013.

Years ended December 31, 2012 and December 31, 2011

9. Investment in subsidiaries

LAS

LAS is a wholly owned subsidiary of AMO. The mandate of LAS is to work with municipalities, their agencies, boards and commissions, as well as other organizations of Ontario's broader public sector to assist them in reducing their expenditures and to increase their levels of non-tax revenues through the principle of joint or cooperative procurement efforts.

LAS has not been consolidated in AMO's financial statements. Financial statements of this entity are available on request. A financial summary of LAS as at December 31, 2012, December 31, 2011 and January 1, 2011 and for the years ended December 31, 2012 and December 31, 2011 is as follows:

	December 31, 2012	December 31, 2011	January 1, 2011
Financial position			
Total assets	\$ 5,047,746	\$ 6,075,184	\$ 6,075,704
Total liabilities	<u>2,011,434</u>	<u>2,031,548</u>	<u>1,869,278</u>
Fund balances	<u>\$ 3,036,312</u>	<u>\$ 4,043,636</u>	<u>\$ 4,206,426</u>
Fund balances comprised of:			
Externally restricted	\$ 100	\$ 100	\$ 100
General funds (unrestricted)			
Natural Gas Procurement Program	2,514,130	3,158,209	3,243,096
Electricity Program	344,040	543,815	965,688
Operating	<u>178,042</u>	<u>341,512</u>	<u>(2,458)</u>
	<u>\$ 3,036,312</u>	<u>\$ 4,043,636</u>	<u>\$ 4,206,426</u>
Results of operations			
Total revenue	\$ 3,388,655	\$ 2,879,808	
Total expenses	<u>3,315,979</u>	<u>1,922,598</u>	
Excess of revenue over expenses	<u>\$ 72,676</u>	<u>\$ 957,210</u>	
Natural Gas Procurement Program rebates paid	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	
Dividend declared	<u>\$ 80,000</u>	<u>\$ 120,000</u>	
Cash provided by (used in)			
Operating activities	\$ 222,539	\$ 820,418	
Financing activities	(1,080,000)	(1,120,000)	
Investing activities	<u>(549,404)</u>	<u>(84,460)</u>	
Net change in cash	<u>\$ (1,406,865)</u>	<u>\$ (384,042)</u>	

Notes to the Financial Statements

Years ended December 31, 2012 and December 31, 2011

9. Investment in subsidiaries (continued)

MEPCO

AMO is the only member of MEPCO. The mandate of MEPCO is to fulfill the obligations of the Association and others under the Ontario Municipal Employees Retirement Systems Act, 2006.

MEPCO has not been consolidated in AMO's financial statements. Financial statements of this entity are available on request. A financial summary of MEPCO as at December 31, 2012, December 31, 2011 and January 1, 2011 and for the years ended December 31, 2012 and December 31, 2011 is as follows:

	<u>December 31,</u> <u>2012</u>	December 31, <u>2011</u>	January 1, <u>2011</u>
Financial position			
Total assets	\$ 1,196,918	\$ 1,098,111	\$ 1,027,921
Total liabilities	<u>96,453</u>	<u>63,711</u>	<u>108,203</u>
Net assets	<u>\$ 1,100,465</u>	<u>\$ 1,034,400</u>	<u>\$ 919,718</u>
Net assets comprised of:			
Restricted	\$ 875,904	\$ 875,904	\$ 795,381
Unrestricted	<u>224,561</u>	<u>158,496</u>	<u>124,337</u>
	<u>\$ 1,100,465</u>	<u>\$ 1,034,400</u>	<u>\$ 919,718</u>
Results of operations			
Total revenue	\$ 624,773	\$ 595,970	
Total expenses	<u>558,708</u>	<u>481,288</u>	
Excess of revenue over expenses	<u>\$ 66,065</u>	<u>\$ 114,682</u>	
Cash provided by (used in)			
Operating activities	\$ 92,580	\$ 121,416	
Investing activities	<u>(191,395)</u>	<u>(13,592)</u>	
Net change in cash	<u>\$ (98,815)</u>	<u>\$ 107,824</u>	

Notes to the Financial Statements

Years ended December 31, 2012 and December 31, 2011

10. Property, plant and equipment

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>
<u>December 31, 2012</u>			
Furniture and fixtures	\$ 29,222	\$ 27,223	\$ 1,999
Computer hardware	<u>596,883</u>	<u>530,070</u>	<u>66,813</u>
	<u>\$ 626,105</u>	<u>\$ 557,293</u>	<u>\$ 68,812</u>
 <u>December 31, 2011</u>			
Furniture and fixtures	\$ 29,222	\$ 25,878	\$ 3,344
Computer hardware	<u>545,624</u>	<u>466,599</u>	<u>79,025</u>
	<u>\$ 574,846</u>	<u>\$ 492,477</u>	<u>\$ 82,369</u>
 <u>January 1, 2011</u>			
Furniture and fixtures	\$ 29,222	\$ 23,779	\$ 5,443
Computer hardware	<u>459,138</u>	<u>385,100</u>	<u>74,038</u>
	<u>\$ 488,360</u>	<u>\$ 408,879</u>	<u>\$ 79,481</u>

11. Deferred revenue

	<u>December 31, 2012</u>	December 31, <u>2011</u>	January 1, <u>2011</u>
Seminar fees received in advance	\$ 49,300	\$ 38,225	\$ 256,369
Membership fees received in advance	<u>-</u>	<u>-</u>	<u>1,170</u>
	<u>\$ 49,300</u>	<u>\$ 38,225</u>	<u>\$ 257,539</u>

Notes to the Financial Statements

Years ended December 31, 2012 and December 31, 2011

12. Deferred contributions - project reserves

Deferred contributions - project reserves are amounts received from parties to carry out specific projects. Funds are recognized as revenue in the period in which the related expenses are incurred. If amounts are not expended, amounts may be refundable.

	Balance, beginning of year	Received in the year	Spent in the year	Balance, end of year
<u>2 0 1 2</u>				
Bill 210	\$ 10,655	\$ -	\$ -	\$ 10,655
Continuous Improvement Fund (CIF)	495,250	-	436,246	59,004
e-guide book	20,109	-	-	20,109
Municipal Disaster Recovery	4,853	5,206	8,000	2,059
Municipal Industry Policy Committee (MIPC)	731,006	-	174,567	556,439
Ontario Municipal Knowledge Network (OMKN)	99,495	150,000	177,475	72,020
Training and development	66,250	-	1,500	64,750
Walkerton inquiry	21,319	-	-	21,319
	<u>\$ 1,448,937</u>	<u>\$ 155,206</u>	<u>\$ 797,788</u>	<u>\$ 806,355</u>
<u>2 0 1 1</u>				
Bill 210	\$ 10,655	\$ -	\$ -	\$ 10,655
Continuous Improvement Fund (CIF)	-	944,304	449,054	495,250
e-guide book	20,109	-	-	20,109
Municipal Disaster Recovery	3,487	11,366	10,000	4,853
Municipal Industry Policy Committee (MIPC)	265,679	631,001	165,674	731,006
Ontario Municipal Knowledge Network (OMKN)	74,413	150,000	124,918	99,495
Training and development	56,250	10,000	-	66,250
Walkerton inquiry	21,319	-	-	21,319
	<u>\$ 451,912</u>	<u>\$ 1,746,671</u>	<u>\$ 749,646</u>	<u>\$ 1,448,937</u>

Years ended December 31, 2012 and December 31, 2011

13. Deferred contributions - other

Deferred contributions - other represent unspent resources externally restricted for specific projects which must be approved by the caucus' Executive Committee. Changes in the deferred contributions – other balance are as follows:

	Balance, Beginning of year	Received in the year	Spent in the year	Balance, end of year
<u>2 0 1 2</u>				
Regional Caucus	\$ <u>23,235</u>	\$ -	\$ -	\$ <u>23,235</u>
<u>2 0 1 1</u>				
Regional Caucus	\$ 23,235	\$ -	\$ -	\$ 23,235
Rural Caucus	<u>5,785</u>	-	<u>5,785</u>	-
	\$ <u>29,020</u>	\$ -	\$ <u>5,785</u>	\$ <u>23,235</u>

14. Capital disclosures

The capital structure of AMO consists of fund balances comprised of unrestricted and restricted fund balances. The unrestricted fund balance includes a provision for a six month allowance should it become necessary to wind up the Association. The Association manages its capital structure and makes adjustments to it in light of economic conditions and the risk characteristics of the underlying assets

AMO's main objective when managing capital is to safeguard its ability to continue as a going concern, so that it can continue to provide the appropriate level of services to the municipalities of Ontario. AMO is subject to externally imposed capital requirements for the Federal Gas Tax program and the funds are invested and administered according to these requirements.

15. Federal gas tax program

On June 17, 2005, the Government of Canada (Canada), the Province of Ontario (Ontario), AMO and the City of Toronto (Toronto) signed an agreement setting out new revenue sharing arrangements for federal gas tax revenues for investment in environmentally sustainable municipal infrastructure. AMO is administering the fund on behalf of the federal government for all municipalities except for Toronto. The agreement resulted in \$1.453 billion flowing to 444 Ontario municipalities over five years from 2005 to 2009. In 2009, the agreement was extended for the administering of \$2.361 billion flowing over the years 2010 to 2014. Pursuant to the agreement, AMO receives 0.5% of amounts received and distributed (2011 – 0.5%) to administer the fund.

Years ended December 31, 2012 and December 31, 2011

16. Federal public transit program

On March 30, 2006, the Government of Canada (Canada), the Province of Ontario (Ontario), AMO and the City of Toronto (Toronto) signed an agreement setting out new revenue sharing arrangements for federal public transit revenues for investment in public transit infrastructure. Pursuant to the agreement, AMO received 0.05% of amounts received and distributed and \$671,035 of accumulated interest to administer the fund. The agreement resulted in over \$56 million flowing to 78 Ontario municipalities for 2005-2006. AMO administered the fund on behalf of the federal government for all municipalities except for Toronto. The fund expired on March 31, 2010. AMO closed the administration of the fund and filed the final report with the federal government on the program in 2011. With the approval of Canada, the balance of the fund at December 31, 2011 was transferred to the Federal gas tax program to be used for the payment of its administration expenses.

17. Pension agreements

AMO makes contributions, on behalf of members of its staff, to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan. The plan is a defined benefit plan which specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay.

During 2012, AMO contributed \$352,352 (2011 - \$279,315) to OMERS. Of the amount contributed, \$81,393 (2011 - \$54,048) related to employees who worked for AMO's subsidiary, Local Authority Services Limited.

18. Commitments

AMO has entered into agreements to lease equipment and premises. Minimum lease payments, including operating costs and realty taxes for the next five years and thereafter are approximately as follows:

2013	\$	460,000
2014		460,000
2015		456,000
2016		454,000
2017		454,000
Thereafter		<u>1,632,000</u>
	\$	<u>3,916,000</u>

Years ended December 31, 2012 and December 31, 2011

19. Allocation of expenses

Expenses such as rent, information technology costs, salaries and benefits are allocated based on the percentage of the expense which is used to benefit the underlying program.

Expenses allocated from the unrestricted funds to the restricted funds were as follows:

	Allocated to			
	<u>Federal Gas Tax Program</u>	<u>MIPC</u>	<u>OMKN</u>	<u>CIF</u>
2 0 1 2				
Salaries and benefits	\$ 604,091	\$ 134,055	\$ 65,099	\$ 354,939
Administration expenses	<u>171,574</u>	<u>-</u>	<u>18,755</u>	<u>-</u>
	<u>\$ 775,665</u>	<u>\$ 134,055</u>	<u>\$ 83,854</u>	<u>\$ 354,939</u>
2 0 1 1				
Salaries and benefits	\$ 512,225	\$ 140,449	\$ 55,540	\$ 364,284
Administration expenses	<u>142,934</u>	<u>-</u>	<u>18,250</u>	<u>-</u>
	<u>\$ 655,159</u>	<u>\$ 140,449</u>	<u>\$ 73,790</u>	<u>\$ 364,284</u>

20. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below.

Interest rate risk

Interest rate risk is the risk that the fair value on or future cash flows from a financial instrument will fluctuate because of market changes in interest rates.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. AMO's foreign currency purchase and sale transactions and its assets and liabilities that are denominated in foreign currencies are minimal.

Years ended December 31, 2012 and December 31, 2011

21. Financial instruments (continued)

Liquidity risk

Liquidity risk is the risk that AMO will encounter difficulty in meeting the obligations associated with its financial liabilities. AMO is exposed to this risk mainly in respect of its accounts payable, including amount from related parties.

AMO reduces exposure to liquidity risk by ensuring that it maintains adequate cash reserves to pay trade creditors.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. AMO's main credit risks relate to its accounts receivable.

It is management's opinion that AMO is not exposed to significant interest rate, currency, liquidity or credit risk arising from its financial instruments.

22. Comparative figures

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted in the current year.



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