

Working
to Make
Ontario
Municipalities
Stronger

Table of Contents

3	President's Report
5	Secretary-Treasurer's Report
7	Executive Director's Report
8	AMO Board of Directors
9	Memorandum of Understanding
10	Taskforces
21	Appointments
29	The AMO Team
30	AMO Members and Supporters
36	Financial Statements
37	Independent Auditor's Report
39	Statement of Financial Position
40	Statement of Operations
42	Statement of Changes in Net Assets
43	Statement of Cash Flow
44	Notes to the Financial Statements

President's Report

At the "4Front"- this is the role that municipal governments play in the everyday lives of its residents, its work force and those passing through our communities on business or as tourists. Members of council and municipal staff are the backbone of our communities. Municipal governments are either the enablers of change or have had change imposed by the province and/or federal governments. In either case, municipal governments provide a steady and dependable hand to their communities.

2013 was a busy year for your Association. I want to thank the Board and staff for their solid counsel as we worked on municipal policy development and advocacy as well as some organizational matters. The Board set out its ambitious strategic objectives for 2013/14 and given the minority situation at Queen's Park, advocacy became more complex and in the end, advancement of our agenda was slower than we had hoped.

The Board undertook an election readiness planning process, given that at some point the minority situation would precipitate an election call. We looked at our 2011 experience when AMO put forward its election platform interests as "AMO's 12 Asks". The sector took up that approach, working to have local party candidates not only aware, but commenting on the key elements of a broad based municipal agenda. Last fall, the Board developed an approach to talk about things that would be good for municipal governments and things that would not be good. We saw evidence again during the recent election period of municipal officials reaching out to local candidates as AMO reached out to the provincial leaders in a parallel process. Thank you to everyone who read and reinforced the key messages. Some of the most successful advocacy occurs when there is broad based and consistent messaging. It would be ever so easy for the various sub-municipal groups to take different tacks and through the confusion of messaging set the sector up for a divide and conquer at Queen's Park. I'd like to thank the leadership of the various groups – NOMA, FONOM, MARCO, LUMCO, OSUM, ROMA, the Wardens' Groups and others for not letting this happen...it is a testament to how we all work together.

There is no lack of policy objectives – some very localized to sub-regional issues and then province-wide ones. The Board's desire to help on every issue has to be evaluated against the reality of our budget, our staffing and the time at our disposal. Between the Board, the Executive and staff, there was not a day without meetings and advocacy. Upon reflection, I think we underestimated the amount of time it can take to move forward on an idea with the decision-makers at the provincial and federal government. And when governments change or there are ministerial changes, advocacy often has to start from scratch.

We are hopeful that this isn't the case for the next session of the provincial legislature – that we will see the re-introduction and quick passage of legislation to give us better tools to collect unpaid Provincial Offences fines; that the proposed capping approach for joint and several liability will be tabled; that we can get the budget promises for infrastructure, both federal and provincial completed and available soonest; that we can sit down with the Premier on the re-introduced Accountability Act; that we can make further progress on integrating human social services and programs without the loss of one provincial funding dollar and the integrated approach makes sense for the different communities across the province; that we can achieve better approaches to housing people with different needs without further taxing the burdened municipal property tax base; that we can get a re-balance along with accountability and transparency for the interest arbitration process so that collective agreements truly reflect one municipal government's capacity to pay versus another's.

Everyone in our sector is aware of the deficit mountain that the province must climb to meet its promise of a balanced budget in 2018. We know all too well that this means provincial discretionary spending is one of the first areas to go accompanied



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



by heightened work on effectiveness and efficiency changes. The 2014 provincial budget that was recently passed has anchored itself in these approaches. We cannot kid ourselves that municipal governments will be exempt. For municipal governments, it will be difficult. It will be incredibly difficult for some of our rural and northern communities that have a small tax base that is not growing. This is why we have called on the province to undertake a cumulative impact analysis of its budget's key hits for them – OMPF and Power Dam Special Payment and then on top of these, whatever the province decides about the OPP Billing methodology to meet the recommendations of the Provincial Auditor General. If the province worries about its tax rating, it needs to also be cognizant of the fiscal health of municipal governments too. For urban Ontario, the pressure is on growing transit needs and moving goods so that the economic engine can grow. As population grows, we face new and different housing demands.

We remember the tragedy at Lac-Mégantic. It reminded us about both the frailty and the strength of the human capacity. It alone has increased our knowledge of rail and hazardous materials and how to better plan and respond for incidents. These and other situations, such as the wide-spread flooding in Ontario and elsewhere, demonstrate the wisdom of continuous improvement of emergency response. As importantly, it is reshaping how we design and build our infrastructure for mitigation purposes.

Like many others, AMO has implemented the federal law relating to e-commerce spamming. We have our consent system completed. Without informed and timely information from AMO, there would be a significant void. We are also gearing up for this October's municipal election results and will be working with your returning officers with the goal of having results in our database within hours, not days. This is easily achievable in this IT world. It will permit us to answer the media questions in a timelier manner.

2013 saw the launch of AMO's first on-line training module. It is geared to people who are contemplating running in the municipal elections. Its goal is to bring a practical lens to serving on a council – not just what Conflict of Interest means, or the scope of legislated roles and responsibilities, but also what it means for time management and impacts on family. Currently, over 350 people have gone on-line to learn. Soon we will also be launching an on-line course related to the basics of Land Use Planning. In addition, AMO is gearing up for its 2015 new council/councillor programs in regional locations across the province. We can do in-house sessions as well.

As this is my last President's column in the Association's Annual Report, I want to thank my Mayor and Council colleagues from the City of Hamilton, the city staff and especially my EA in Dundas, Arlene for helping me to find and manage the time that being President of AMO demands. I also want to thank the many municipal governments for welcoming me into your communities as I travelled the province. It is this interaction that is so important to our collective work. Thank you for serving your communities, too often without appropriate positive acknowledgement.

In closing, my one request of all is that it's essential that you take the time to read AMO's frequent communications – they will give you the best sense of progress and challenges for success...you need to stay informed. Together we must run a never-ending marathon with the goal of achieving the framework and tools that give each municipal government the best chance for year over year community success.

Secretary-Treasurer's Report

I am pleased to provide you with my report on the administrative and financial activities of the Association during the second 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 418 municipalities representing 94% of all municipalities. Our membership is further strengthened by 25 associate, 3 district, and 6 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 2013 AMO launched an on-line municipal education program. The first course offered "*So You Want To Run For Council*" provides a cultural overview of what individuals should know before deciding to run for municipal office. It contains quotes from Councillors, links to relevant sites, materials, and participatory elements such as quizzes and a learning journal. Participants can either read and work through the various pages or listen to an audio version. To date it has been well received with over 300 participants.

As part of the association's ongoing customer service, the WatchFile, AMO's e-newsletter containing information on regulations, advocacy, events, etc., was sent out weekly to approximately 7,500 individuals. And AMO also produced a video, funded out of reserves, to help explain and strengthen AMO's position on interest arbitration.

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. In 2013 staff conducted a strategic education and training review which covered training goals, method of delivery, and course content. The training that will be offered in the 2014-2018 elected officials term will reflect the results of that review.

Last year's annual AMO AGM/Conference in Ottawa was extremely 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 2014 AGM/Conference being held in the City of London.

In 2013 the Counties, Regions and Single Tier Symposium was held in Oshawa, in the Region of Durham, and focused on a variety of issues including housing, immigration, emergency management, waste management, social service delivery, youth and civic engagement, and sporting event capital/ social legacies. The 2014 symposium will be taking a hiatus due to the conflict with the October municipal election.

In April 2014, the highly successful Urban Symposium was held in the City of Waterloo. The program topics included creative cities, active transportation, local food, waste diversion in multi-residential buildings, provincial growth



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



and prosperity, green construction, youth programming and child care. We continue to have a core of attendees, both members and non-members, who look forward to this very informative symposium on urban issues.

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, 2013. In 2013 there was a deficiency of revenue over expenses in the amount of \$246,755, due to two reasons. The Board approved a drawdown of \$200,200 from the unrestricted reserves for the Interest Arbitration Special Project. Accounting standards do not allow for a transfer of funds from the unrestricted reserves to offset the expenditure; instead in accordance with the Canadian accounting standards for not-for-profit organizations these expenditures have to be reflected as a deficiency at year-end. AMO would also like to thank ROMA and the Regional and Single Tier Caucus who provided financial assistance related to the interest arbitration expenditures.

The second reason for the deficiency was that the AMO AGM/Conference profit realized was lower than budgeted. This shortfall of \$251,130 was due to a number of factors including lower attendance and increased supplier costs. As a result in the second half of 2013, staff instituted a number of cost containment measures both within the conference planning and across the organization to manage the projected deficit. As a result there was a \$46,555 deficit at year-end after the deduction of the Board approved interest arbitration draw down. Your Association continues to be in good financial shape. As part of the oversight of the Association's audit process, the Audit Committee held three meetings during 2013 to review AMO's financial policies, the audit strategy and results, and the Gas Tax Fund compliance audit results.

As I complete my term as AMO's Secretary-Treasurer, 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.

Executive Director's Message


Pat Vanini
Executive Director



2014 will be a year of democratic action with a provincial election, federal by-elections and the October municipal election. As the dusk of Canada Day 2014 fades, I am reminded that we are so fortunate to be able to be involved in the governance of a country, a province and the communities we call home. I recall the Canada Day trip to Ottawa with my son and his best friend some years ago. I think that every Canadian should experience this at least once in his or her life... that is going to Ottawa for Canada Day, not hanging out with my son, although that is another kind of experience!

As we approach the municipal elections, for those not running again – job well done and our sincere thank you! For those re-entering or new to the democratic process, best wishes. AMO will be waiting on the other side of October 27 to serve its membership.

Being a member of a municipal council is a tremendous responsibility and commitment. It is more than meetings and reading reports and motions. It is about working with others, building consensus and maintaining relationships especially when consensus does not occur. Remember, it is a four year term and there are many matters to deal with, so relationships will be core to doing council business.

Problem solving can be an effective team activity. At AMO, our Task Forces and Board do just that. I want to thank all the municipal elected and staff volunteers who contributed to our policy development work. The Board has provided strong direction, staying focused on its strategic objectives and its budget. We focused on some fairly significant, tough policy issues that affect every municipal government. We've enjoyed the assistance of a number of municipal staff associations along the way and they are to be thanked as well. I particularly want to thank all those that worked long and hard on trying to revise interest arbitration legislation – to see local circumstances and local union settlements be the framework for an arbitrator rather than what happened down the highway in another jurisdiction. We are hopeful that a solution to joint and several liability will also be achieved.

This Annual Report highlights accomplishments for 2013 – not as many as we like. We continue to face the state of the economy and the province's treasury. During periods of constraint there is often a greater openness for new ideas, new approaches and doing things differently where there is no reliance on new funding. It certainly requires working together. As the Association representing a multi-interest sector, we wish we could land every policy need, but there are other public and private sector groups that also have an influence on the province. Being prepared and with a strong voice helps. Your Board is motivated by this.

As President Russ comes to the end of his two-year term, I want to thank him for his leadership and support along with all the extra hours at Queen's Park, often with little notice. As a result, he knows the GO schedule from Hamilton to Toronto by heart! Then there was travelling across the province, meeting with members and building memories of the various corners of Ontario. To the membership, Directors of our Board, and the Association's staff – thank you too!

AMO Board of Directors

* indicates Member of the Executive Committee

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

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

Large Urban

- Diane Freeman, 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
- David Neumann, Councillor, City of Brantford
- Lou Turco, Councillor, City of Sault Ste. Marie

Northern Caucus

- Ron Nelson, Caucus Chair (N.W.) Mayor, Township of O'Connor & President, NOMA*
- Alan Spacek, Caucus Chair (N.E.) Mayor, Town of Kapuskasing & President, FONOM*
- Mac Bain, Councillor, City of North Bay (N.E.)
- Michael J.J. Doody, Councillor, City of Timmins (N.E.)
- Ron Nelson, Mayor, Township of O'Connor
- Phil Vinet, Mayor, Municipality of Red Lake (N.W.)

Regional and Single Tier Caucus

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

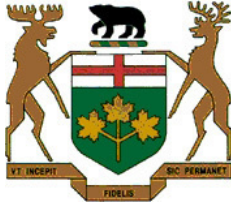
Rural Caucus

- Ron Eddy, Mayor, County of Brant & Chair, ROMA*
- Bill Vrebosch, Mayor, Municipality of East Ferris*
- Roy Hardy, CAO, Municipality of South Huron
- Ronald Holman, Mayor, Township of Rideau Lakes
- Eleanor Renaud, Councillor, Township of Elizabethtown-Kitley
- Chris White, Warden, County of Wellington

Small Urban Caucus

- Jim Collard, Caucus Chair Councillor, Town of Niagara-on-the-Lake & Chair, OSUM*
- Lynn Dollin, Councillor, Town of Innisfil
- Paul Grenier, Councillor, City of Welland
- Bob Kilger, Mayor, City of Cornwall
- Larry McCabe, Clerk/CAO, Town of Goderich
- 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 2013, 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** – infrastructure funding programs, asset management, waste diversion, land use planning
- **Economic Environment** – OMPF Review, Interet Arbitration, OPP Billing Model, Fiscal Sustainability, Special Purpose Business Property Assessment review
- **Human Services** – Social Assistance transformation, child care, housing and homelessness, immigration
- **Justice** – Provincial Offences Fines; joint and several liability

Want to learn more about the MOU Protocol itself or review the joint annual reports that we make publicly available? Visit the AMO site for more details <http://amo.on.ca/About/Memorandum-of-Understanding.aspx>

Taskforces

Taskforce 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.

Unless otherwise indicated the duration of a taskforce is ongoing.

AMO Aggregates Task Force

Chair: Marolyn A. Morrison, Mayor, Town of Caledon

Members:

- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario
- Christine Drimmie, Research and Policy Advisor, Regional Municipality of Durham
- Kevin Eby, Director, Community Planning, Region of Waterloo
- Ron Glenn, Director of Planning & Chief Planning Official, Region of Halton
- Bev Hendry, CAO, Township of Scugog
- Rick Reitmeier, Senior Planner, Region of Halton
- Aldo Salis, Senior Planner, County of Wellington
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Anne Vanhoucke, Councillor Ward 1, Township of South-West Oxford
- David Weldon, CAO, Township of South-West Oxford

Purpose: 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 2013.
- The Committee provided feedback to MNR on the Standing Committee report in 2013.
- Membership and mandate was reviewed in 2013.

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario

AMO Barrier-Free Access Working Group

Chair: Sandra Hames, Councillor Wards 7, 8 (Regional), City of Brampton

Members:

- Robin Armistead, Policy Analyst, City of London
- Fran Coleman, District & Town Councillor, Town of Huntsville
- Lisa Gonsalves, Managing Director, Community and Health Services, Regional Municipality of York
- Joy Hulton, Regional Solicitor, Regional Municipality of York
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- Gayle Jones, Manager, Service Delivery Review, City of Windsor
- Vanessa Lopak, Social Service Planning Associate, Region of Waterloo
- Joseph W. Tiernay, Executive Director, Ontario Good Roads Association
- Walter Visser, Councillor Ward 5, Township of Centre Wellington

Purpose: To strategically analyze emerging issues related to accessibility in Ontario. This includes analysis of legislation and regulations and the impact thereof on municipalities and their citizens.

Achievements:

- AMO has ensured that the municipal perspective and input is provided in the provincial standard development process. AMO Resource Teams have been created to support the development of standards under the AODA, 2005.

Taskforces

- AMO representatives participating in the standard development process are supported by municipal staff from across the Province who assists in analyzing and responding to recommended standards.
- AMO, the City of Toronto, and the Province engaged in policy development discussions through the Tripartite Standard Development Working Group.

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

AMO Audit Committee

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

Members:

- Sandra Hames, Councillor Wards 7, 8 (Regional), City of Brampton
- Roy Hardy, CAO, Municipality of South Huron
- Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London
- Gary McNamara, Mayor, Town of Tecumseh
- Nancy Plumridge, Director of Administration and Business Development, Association of Municipalities of Ontario
- Heather Seaton, Accounting Manager, Association of Municipalities of Ontario
- Pat Vanini, Executive Director, Association of Municipalities of Ontario
- Dale R. Varney, Partner, Grant Thornton LLP
- Donna Villemaire, Councillor Ward 8, City of Kawartha Lakes

Purpose: To assist the Board of Directors in fulfilling its oversight responsibilities related to the quality and integrity of the Association's financial reporting. The Committee assures fair presentation of the financial position and results of AMO's operations in accordance with the Accounting Standards for Not-For-Profit Organizations, and oversees AMO's compliance with all applicable laws and regulatory requirements relating to financial reporting and disclosure.

Contact: Nancy Plumridge, Director of Administration and Business Development, Association of Municipalities of Ontario

AMO Brownfields Task Force

Members:

- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario
- Brock Criger, Manager, Development Planning Services, Region of Peel
- Lesley MacDonald, Director of Legal Services & City Solicitor, City of Kitchener
- Brian Morris, Business Development Consultant, City of Hamilton
- Warren Munro, Community Improvement and Housing Coordinator, City of Oshawa
- Rick Reitmeier, Senior Planner, Region of Halton
- Lynn Robichaud, Senior Sustainability Coordinator, City of Burlington
- Grant Whittington, CAO, Township of Wilmot

Purpose: To monitor and advise AMO on brownfield policy matters.

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario

AMO Economic Development Task Force

Chair: Marolyn A. Morrison, Mayor, Town of Caledon

Members:

- Susan Amring, Director, Economic Development, City of Mississauga
- Milena Avramovic, CAO, Township of Leeds and the Thousand Islands
- Debbie Bath, Deputy Mayor / Councillor (Regional), Township of Brock
- Carl Cannon, CAO, Municipality of Port Hope
- Joyce Gravelle, Economic Development Officer, United Counties of Stormont, Dundas & Glengarry
- Brian Gregg, CAO, County of Essex
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario
- Rebecca Johnson, Councillor At Large, City of Thunder Bay

Taskforces

- Larry McCabe, Clerk-Administrator, Town of Goderich
- David E. Neumann, Councillor Ward 5, City of Brantford
- Doug Reycraft, Mayor, Municipality of Southwest Middlesex
- Tara Roy-DiClemente, Councillor, Town of East Gwillimbury
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Sandy White, Councillor Ward 14, City of London
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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

Achievements:

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

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

AMO Elliot Lake Inquiry Reference Group

Chair: Monika Turner, Director of Policy, Association of Municipalities of Ontario

Members:

- Andrew Allison, City Solicitor, City of Pickering
- Alan Barber, Associate City Solicitor, City of Peterborough
- Mary Ellen Bench, City Solicitor, City of Mississauga
- Stuart J. Huxley, Senior Legal Counsel, City of Ottawa
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario
- Hal Linscott, Director, Legal Services, City of Kingston

- Rick O'Connor, City Solicitor / City Clerk, City of Ottawa

Purpose: To develop a municipal sector analysis and response to the Elliot Lake Inquiry Policy Roundtable Part I (Building Code issues).

Achievements:

- Part I submission was developed and submitted in October 2013. Part II submission submitted in November
- AMO participated in the Policy Roundtables for both Part 1 and Part II in the fall of 2013.

Contact: Monika Turner, Senior Advisor, Association of Municipalities of Ontario

AMO Energy Task Force

Chair: Gary McNamara, Mayor, Town of Tecumseh

Members:

- Ahmed Azhari, Coordinator, Project Management - Energy, City of Burlington
- Peter Bacalso, Program Manager, Energy Procurement & Planning, Region of Peel
- Todd Boyd, Strategic Energy Initiatives Coordinator, Regional Municipality of York
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario
- Dennis Brown, Mayor, Town of Atikokan
- Alex Chapman, Program Manager, Corporate Energy, City of Guelph
- David Chernushenko, Councillor Ward 17, City of Ottawa
- Vanessa DeGiacomo-Zwadesh, Energy Analyst - Facilities, Fleet & Transit, City of Thunder Bay
- Bernie Edwards, Manager, Energy, Financial & Administrative Services, City of Thunder Bay
- Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London
- Gabrielle Kalapos, Director - Outreach Programs, Clean Air Partnership
- Robert Kerr, Corporate Manager, Community Energy, City of Guelph
- Michael Lithgow, Manager, Corporate Energy Services, Regional Municipality of York

Taskforces

- Geoff Lupton, Director of Energy, Fleet & Traffic, City of Hamilton
- Suzanne Madder, Research Policy Analyst, Environmental Policy, Town of Oakville
- Larry McCabe, Clerk-Administrator, Town of Goderich
- Katelyn McFadyen, Energy and Environment Officer, Town of Caledon
- Shahid Naeem, Coordinator-Project Management-Energy, City of Burlington
- Jay Paleja, Policy Advisor-Federal Gas Tax, Association of Municipalities of Ontario
- Nancy Plumridge, Director of Administration and Business Development, Association of Municipalities of Ontario
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario
- Jeremy Schembri, Project Manager, Energy & Environment Management, Region of Peel
- Graham Seaman, Senior Manager, Sustainability, City of Markham
- George Shaparew, President, Innisfil Hydro Distribution Systems Ltd.
- Alan Spacek, Mayor, Town of Kapuskasing
- Scott Tousaw, Director, Planning & Development, County of Huron
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Sundeeep Viridi, Research Policy Analyst, Environmental Policy, Town of Oakville
- Scott Vokey, Manager - Energy Services , Association of Municipalities of Ontario

Purpose: To develop AMO's 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:

- Provided advice on the Long Term Energy Plan and siting large energy generation.
- Guided the development of the Ministry of Energy program to fund municipal energy plans.
- Advocated for changes to the Feed-in Tariff (FIT) program rules.

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario

AMO Long Term Care and Community Services Working Group

Chair: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

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
- Connie Lacy, Director, Services for Seniors, Region of Halton
- 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, Regional Municipality of York
- Elizabeth Savill, CAO, County of Frontenac
- Vicki Woodcox, Senior Administrator, Macassa Lodge, City of Hamilton

Purpose: To provide 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-

Taskforces

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 and sustainability of 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 Municipal Liability Reform Working Group

Chair: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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
- Tina Gardiner, Manager, Insurance and Risk Policy, Risk and Treasury Branch, Regional Municipality of York
- Steve Matheson, Commissioner of Legislative Services/City Solicitor, City of Cambridge
- Rick O'Connor, City Solicitor / City Clerk, City of Ottawa

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

Achievements:

- Ongoing reference group for liability reform.

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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
- Onorio Colucci, Chief Financial Officer and City Treasurer, City of Windsor
- Patrick W. Giles, Clerk-Treasurer, Township of 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/Treasurer, 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 Corporate Services/Treasurer, County of Perth
- 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
- Linda Widdifield, Director of Finance & Administrative Services / Treasurer, Municipality of Brighton
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario
- Gerry Wolting, General Manger, Corporate Services, Municipality of Chatham-Kent

Taskforces

Purpose: 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.

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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

Purpose: To provide advice to the Ministry regarding the OMPF.

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

AMO Planning Task Force

Chair: Roger Anderson, Regional Chair, Region of Durham

Members:

- Debra Arnold, Director, Legal Services & Regional Solicitor, Region of Waterloo
- Karen Beauchamp, Director of Community Growth & Planning, City of Temiskaming Shores
- Murray Beckel, Director of Planning & Development Services/CBO, Loyalist Township
- Audrey Bennett, Director, Provincial Policy Planning, Ministry of Municipal Affairs & Housing

- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario
- Gary Cousins, Director of Planning, County of Wellington
- Maureen Couture, Councillor At Large, Municipality of Kincardine
- Kevin Curtis, Manager, Strategic Policy Development, Community Planning, Region of Waterloo
- Christine Drimmie, Research and Policy Advisor, Regional Municipality of Durham
- Ron Glenn, Director of Planning & Chief Planning Official, Region of Halton
- John Henricks, Director of Community & Development Services, Town of Niagara-on-the-Lake
- Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London
- Amanda Kutler, Manager, Reurbanization, Region of Waterloo
- Brian McComb, Director of Planning and Development, County of Hastings
- Maria Pearson, Councillor Ward 10, City of Hamilton
- Jeff Port, Director of Planning & Development, Township of Sioux Narrows-Nestor Falls
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario
- Randy Scherzer, Director of Planning & Development, County of Grey
- Ian Sugden, Director of Planning and Development, City of Orillia
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Chris White, Mayor, Township of Guelph/Eramosa
- John Yeh, Principal Planner, Integrated Planning Division, Region of Peel
- Kelly G. Yerxa, Deputy City Solicitor, City of Mississauga

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

Taskforces

Achievements:

- The Task Force provided feedback on the Provincial Policy Statement.
- Provided advice on Planning Act and Appeals Reform consultation.

Contact: Cathie Brown, Senior Advisor, Association of Municipalities of Ontario

AMO Provincial Offences Act (POA) Fines Working Group

Chair: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

Members:

- Diane Chase, Supervisor, POA Collections, Region of Niagara
- Ken Hughes, Auditor General, 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.
- Discussions with the Province to implement changes are ongoing.

Contact: Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

AMO Public Health Task Force

Chair: Doug Reycraft, Mayor, Municipality of Southwest Middlesex

Members:

- Lorne Coe, Councillor, Town of Whitby
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- Patti Moore, General Manager, Health and Social Services, Norfolk County
- Ken Seiling, Regional Chair, Region of Waterloo
- Linda Stewart, Executive Director, Association of Local Public Health Agencies (alPHa)
- Monika Turner, Director of Policy, Association of Municipalities of Ontario

Purpose: To ensure that during the ongoing public health transformation, municipal issues are represented and communicated to the Ministry of Health and Long-Term Care when requested.

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

Taskforces

AMO Rail Safety Task Force

Chair: Russ Powers, Councillor Ward 13, City of Hamilton

Members:

- Angelo Bazzoni, Mayor, Township of White River
- Gary Burroughs, Regional Chair, Region of Niagara
- Raymond Callery, CAO, Town of Greater Napanee
- Todd Case, Warden, County of Lambton
- Adrian Foster, Councillor, Regional Municipality of Durham
- Rick Goldring, Mayor, City of Burlington
- Kate Graham, Policy Specialist, City of London
- Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London
- Bob Kilger, Mayor, City of Cornwall
- Grant Love, Fire Chief, City of North Bay
- Jamie McGarvey, Mayor, Town of Parry Sound
- Cindy Mercanti, Special Projects Officer, City of Burlington
- Cal Patterson, Warden, County of Simcoe
- Rick Phillips, Warden, County of Hastings
- Martin Powell, Commissioner of Transportation & Works, City of Mississauga
- Craig Reid, Senior Advisor, Association of Municipalities of Ontario
- Andy Taylor, CAO, City of Markham

Purpose: The purpose of this task force is to advise the Board of Directors of the Association of Municipalities of Ontario on strategic issues, preferred policy outcomes and advocacy possibilities related to safety and preventative measures with regards to railways within communities.

Achievements:

- The Task Force provided AMO staff with advice on policy issues affecting municipalities and communities with regard to AMO safety. AMO was able to engage other associations such as FCM and the provincial and federal government with this input.

Contact: Craig Reid, Senior Advisor, Association of Municipalities of Ontario

AMO Social Policy Task Force

Chair: Ken Seiling, Regional Chair, Region of Waterloo

Members:

- Cordelia Abankwa-Harris, General Manager, Social Services Branch, Regional Municipality of York
- Stephen Arbuckle, Manager, Social Housing & Shelter Management, City of Ottawa
- Keith Bell, CAO, Algoma District Services Administration Board
- Aaron Burry, General Manager, Community & Social Services, City of Ottawa
- Fran Coleman, District & Town Councillor, Town of Huntsville
- Mark Darroch, Director, Community & Social Services, County of Northumberland
- Leo DeLoyde, CAO, Nipissing District Social Services Administration Board
- Sherri Hanley, Special Advisor External Relations, City of London
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Janet Menard, Commissioner, Human Services, Region of Peel
- Joe-Anne Priel, General Manager, Community Services, City of Hamilton
- Margaret Roushorne, General Manager, Social Services, County of Lambton
- Terry Sanderson, Director, Social Services & Housing, County of Bruce
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Purpose: To provide 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 and sustainability

Taskforces

of vibrant, healthy, socially cohesive, and inclusive communities.

Achievements:

- Members of the AMO Social Policy Task Force assisted in the development of the AMO response to the Social Assistance Review including participation in meetings with the Social Assistance Review Commissioners.

Contact: Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

AMO Subcommittee on Infrastructure Funding

Chair: Pat Vanini, Executive Director, Association of Municipalities of Ontario

Members:

- Roger Anderson, Regional Chair and CEO, Regional Municipality of Durham
- Mac Bain, Board Member, Nipissing District Social Services Administration Board
- Mel Campbell, Councillor, United Counties of Leeds & Grenville
- David S. Canfield, Mayor, City of Kenora
- Jim Collard, Councillor, Town of Niagara-on-the-Lake
- Lynn Dollin, Councillor Ward 7, Town of Innisfil
- Ron Eddy, Mayor, County of Brant
- Diane Freeman, Councillor Ward 4, City of Waterloo
- Peter Hume, Councillor Ward 18, City of Ottawa
- Ron Nelson, Mayor, Township of O'Connor
- Jay Paleja, Policy Advisor - Federal Gas Tax, Association of Municipalities of Ontario
- Craig Reid, Senior Advisor, Association of Municipalities of Ontario
- Doug Reycraft, Councillor, County of Middlesex
- Alan Spacek, Mayor, Town of Kapuskasing
- Lou Turco, Councillor Ward 4, City of Sault Ste. Marie
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Bill Vrebosch, Mayor, Municipality of East Ferris

Purpose: This sub-committee of the Board of Directors developed recommendations to the Board and province on how to meet the needs of small and rural municipalities in northern and southern Ontario including design matters and preferred policy outcomes related to the Small, Rural and Northern Municipal Infrastructure Fund.

Achievements:

- Recommended Board position on provincial Small, Rural and Northern Municipal Infrastructure Funding and related policies.

Duration: May-August 2013

Contact: Craig Reid, Senior Advisor, Association of Municipalities of Ontario

AMO Waste Management Task Force

Chair: Peter Hume, Councillor Ward 18, City of Ottawa

Members:

- Katie Alward Simpson, Waste Reduction Coordinator, City of Stratford
- 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
- Ken Brothers, Commissioner of Public Works, Region of Niagara
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario
- Karen Brown, CAO, City of Kenora
- Diane Freeman, Councillor Ward 4, City of Waterloo
- Dave Gordon, Manager, Sustainable Waste Management, Regional Municipality of York
- Catherine Habermehl, Acting Director, Waste Management Services, Region of Niagara
- Deborah Haswell, Mayor, City of Owen Sound
- Ronald Holman, Mayor, Township of Rideau Lakes
- Mirka Januszkiewicz, Director, Waste Management, Regional Municipality of Durham

Taskforces

- Shirley McLean, Supervisor of Solid Waste Planning, Region of Halton
- Ray Millar, Mayor, Township of Tiny
- Malcolm Morris, CAO, Tay Valley Township
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario
- Jay Stanford, Director of Environmental Programs and Solid Waste, City of London
- Monika Turner, Director of Policy, Association of Municipalities of Ontario

Purpose: 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.

Achievements:

- Provided strategic review and considerations regarding Bill 91, the Waste Reduction Act.
- Provided direction for discussions with Stewardship and WDO on Independent Stewardship Plans.

Contact: Monika Turner, Director of Policy, Association of Municipalities of Ontario

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

Co-Chairs:

- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario and
- Shirley McLean, Supervisor of Solid Waste Planning, Region of Halton

Members:

- Brad Adams, Manager, Roads Division, City of Thunder Bay
- Lisamaria Akeson, Solid Waste Analyst, Town of Whitby
- Karl Allen, Manager of Material Recovery Facility, County of Northumberland
- Trevor Barton, Supervisor, Program Planning, Waste Management Division, Region of Peel

- Ben Bennett, Executive Director, Municipal Waste Association
- Mike Birett, Managing Director, Continuous Improvement Fund (CIF), Association of Municipalities of Ontario
- Dylinna Brock, Environmental & Safety Services Manager, Township of Wollaston
- 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, County of Dufferin
- Rosanne Fritzsche, Waste Reduction Coordinator, Town of Richmond Hill
- Dave Gordon, Manager, Sustainable Waste Management, Regional Municipality of York
- Andrew Grice, Manager, Policy and Programs, Corporate Assets and Strategic Planning, City of Hamilton
- Catherine Habermehl, Acting Director, Waste Management Services, Region of Niagara
- Marilyn Journeaux, Manager, Solid Waste Operations, City of Ottawa
- Ryan Kent, Waste Management Coordinator, Town of Richmond Hill
- Sue McCrae, General Manager, Ottawa Valley Waste Recovery Centre
- Emil Prpic, Supervisor of Waste Processing, City of Hamilton
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario
- Alec Scott, MIPC Municipal Blue Box Program Coordinator, Association of Municipalities of Ontario
- Amy Tilley, Landfill Administrator, Township of Armour
- Al Tomek, Waste Management Co-ordinator, City of North Bay
- Francis Veilleux, President, Bluewater Recycling Association
- Laurie Westaway, Manager of Environmental Services, County of Peterborough
- Susan White, Manager, Waste Collection & Diversion, Region of Waterloo
- Brad Whitelaw, Program Manager, Waste Management Services Division, Region of Niagara

Taskforces

- Chris Wood, Solid Waste Officer , City of Brockville
- Cameron Wright, Manager, Waste Diversion, Essex-Windsor Solid Waste Authority
- Dean Wyman, General Manager, Solid Waste Resources, City of Guelph
- Mirjana Zubac, Program Manager, Solid Waste & Diversion, Environmental Protection & Promotion, Regional Municipality of York

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

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

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

Chair: Michael G. Scott, CEO, Waste Diversion Ontario

Members:

- Craig Bartlett, Manager of Waste Management, Regional Municipality of Durham
- Dave Gordon, Manager, Sustainable Waste Management, Regional Municipality of York
- Ilija Maodus, General Manager, Essex-Windsor Solid Waste Authority
- Nicholas Ruder, Policy Advisor, Association of Municipalities of Ontario
- Alec Scott, MIPC Municipal Blue Box Program Coordinator, Association of Municipalities of Ontario
- Monika Turner, Director of Policy , Association of Municipalities of Ontario
- Chris Wray, CAO/Clerk/Treasurer, 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 2013, MIPC was unable to successfully negotiate the 2014 Steward Obligation to the Blue Box program.
- The 2014 Steward Obligation dispute was sent to arbitration by WDO.

Contact: Monika Turner, Director of Policy, Association of Municipalities of Ontario

OFM Fire Safety in Occupancies Housing Vulnerable Ontarians

Chair: Monika Turner, Director of Policy, Association of Municipalities of Ontario

Members:

- Mary Ellen Bench, City Solicitor, City of Mississauga
- Cathy Hoffman, Director, Human Resources & Organizational Development, Municipality of Chatham-Kent
- Joy Jackson, Risk Manager, City of London
- Sumeeta Kapur, Policy Advisor, Association of Municipalities of Ontario
- Mike Seiling, CBO, City of Kitchener

Purpose: The purpose of this committee is to undertake a technical review to examine long-term fire safety provisions for residences housing vulnerable Ontarians.

Contact: Monika Turner, Director of Policy, Association of Municipalities of Ontario

Appointments

Building Code Energy Advisory Group (BCEAG)

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

Canada-Ontario-AMO-Municipal Immigration Committee

- Mary Ellen Bernard, Manager of Social Policy and Planning, City of Windsor
- Brenda Camirand, Community Development Consultant, Timmins Economic Development Corporation
- Jean-Mathieu Chenier, Business Development Officer, City of Greater Sudbury
- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell
- Cathy Ellis, Director of Community Economic Development, Timmins Economic Development Corporation
- Clara Freire, Manager, Client Service Strategies, City of Ottawa
- Lisa Gonsalves, Managing Director, Community and Health Services, Regional Municipality of York
- Sherri Hanley, Special Advisor External Relations, City of London
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- Janet Menard, Commissioner, Human Services, Region of Peel
- Sarah Pennisi, Director, Social Assistance & Employment Opportunities, Region of Niagara
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Elisabeth White, Manager, Employment and Strategic Initiatives, City of London
- Ted Zatylny, Project Leader, New Resident Attraction & Retention, Sarnia-Lambton Economic Partnership

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

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

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

- Paul Drca, Manager, Environmental Support Services, City of Windsor
- Vic Lim, Works & Emergency Services, City of Toronto
- Mark Schiller, Director of Water Services, Region of Peel

FireStart Communities

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

Hydro One Customer Advisory Board (CAN)

- Doug Reycraft, Mayor, Municipality of Southwest Middlesex

Ministry of Agriculture and Food - Provincial Nutrient Management Advisory Committee

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

Ministry of Children and Youth Services - Ontario Poverty Reduction Strategy Technical Advisory Group

- Lynn Randall, Director, Social Planning, Policy & Program Administration, Social Services, Region of Waterloo

Appointments

Ministry of Citizenship and Immigration - Expert Roundtable on Immigration

- Steve Arnold, Councillor, County of Lambton

Ministry of Community and Social Services - Minister McMeekin's General Advisory Council on Social Assistance Reform

- Joe-Anne Priel, General Manager, Community Services, City of Hamilton

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

- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- 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

Ministry of Community and Social Services - Ontario Works Outcomes Measures Working Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

Ministry of Community and Social Services - Social Assistance and Employment Committee

- Cordelia Abankwa-Harris, General Manager, Social Services Branch, Regional Municipality of York
- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell
- Leo DeLoyde, CAO, Nipissing District Social Services Administration Board
- Fern Dominelli, CAO, Manitoulin-Sudbury District Services Board
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Janet Menard, Commissioner, Human Services, Region of Peel
- Patti Moore, General Manager, Health and Social Services, Norfolk County
- Margaret Roushorne, General Manager, Social Services, County of Lambton
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Ministry of Community and Social Services - Social Assistance and Employment Municipal Technical Working Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

Appointments

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
- Janet Menard, Commissioner, Human Services, Region of Peel

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

- Gary McNamara, Mayor, Town of Tecumseh
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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

- Mark McDonald, CAO, County of Elgin

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

- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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

- Linda Reed, CAO, Township of Havelock-Belmont-Matheson
- Steph Palmateer, City Clerk, City of Timmins
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

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

Ministry of Education - Child Care Funding Formula Working Group

- Luisa Artuso-Della Croce, Director, Child Care Services, County of Wellington
- Cec Barks, Manager, Children's Services, District of Parry Sound Social Services Administration Board
- Greg Bishop, Director, Children and Community Services, County of Simcoe
- Anne Comtois Lalonde, Administrator, Social Services, United Counties of Prescott & Russell
- Cathy Elliott, Child Care Manager, Regional Municipality of York
- Ian Gibb, Manager, Children's Services, Neighbourhood & 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
- Roxanne Lambert, Director of Children's Services, Regional Municipality of Durham
- Linda O'Connell, Director of Finance, District of Cochrane Social Services Administration Board
- Brenda Wilton, Manager, Children's Services, County of Bruce
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Appointments

Ministry of Education - Child Care Funding Legislation Working Group

- Luisa Artuso-Della Croce, Director, Child Care Services, County of Wellington
- Tyler Campbell, Manager of Children's Services, City of Greater Sudbury
- Fern Dominelli, CAO, Manitoulin-Sudbury District Services Board
- Ian Gibb, Manager, Children's Services, Neighbourhood & Children's Services, City of London
- Dani Grenier-Ducharme, Children's Services Manager, District of Timiskaming Social Services Administration Board
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- Mary Beth Jonz, Director, Children's Services, Region of Halton
- Roxanne Lambert, Director of Children's Services, Regional Municipality of Durham
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Ministry of Education - Early Learning and Child Care Advisory Group

- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario

Ministry of Education - Northern, Rural and Remote Reference Group

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

Ministry of Education - Provincial-Municipal Child Care Partnership Table

- Aaron Burry, General Manager, Community & Social Services, City of Ottawa
- Fern Dominelli, CAO, Manitoulin-Sudbury District Services Board
- Hugh Drouin, Commissioner of Social Services, Regional Municipality of Durham
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- Grace Mater, Director, Social Development and Early Childhood Services Division, City of Hamilton
- Janet Menard, Commissioner, Human Services, Region of Peel
- Terry Talon, General Manager of Social Services, County of Simcoe
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Ministry of Health and Long-Term Care - Enhancing Emergency Services in Ontario Steering Committee

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

Ministry of Health and Long-Term Care - Enhancing Emergency Services in Ontario Working Group

- Janette Smith, Commissioner of Health Services, Region of Peel
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

Appointments

Ministry of Health and Long-Term Care - Local Health and Integration Network - Service Manager Collaboration Advisory Group

- David Landers, CAO, District of Cochrane Social Services Administration Board
- Mary Menzies, Director of Housing Services, Regional Municipality of Durham
- Sylvia Patterson, General Manager, Housing and Long Term Care, Regional Municipality of York

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

- Elizabeth Savill, CAO, County of Northumberland

Ministry of Health and Long-Term Care - Long Term Care Service Accountability Agreement (L-SAA) Health Indicator Work Group

- Elizabeth Savill, CAO, County of Northumberland

Ministry of Health and Long-Term Care - Long Term Care Service Accountability Agreement (L-SAA) Health System Indicator Initiative All-Sector Strategic Consultation Team

- Monika Turner, Director of Policy, Association of Municipalities of Ontario

Ministry of Health and Long-Term Care - Long Term Care Service Accountability Agreement (L-SAA) Steering Committee

- Elizabeth Savill, CAO, County of Northumberland
- Monika Turner, Director of Policy, Association of Municipalities of Ontario

Ministry of Health and Long-Term Care - Provincial Transfer Payment Accountability Directive Committee - Land Ambulance Services Grant

- Janette Smith, Commissioner of Health Services, Region of Peel
- Jim G. Wilson, CAO, County Clerk, County of Haliburton
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

Ministry of Labour - Section 21 Advisory Committee for Fire Services

- Cathy Hoffman, Director, Human Resources & Organizational Development, Municipality of Chatham-Kent
- Mark Pankhurst, Fire Chief, City of Kawartha Lakes

Ministry of Municipal Affairs and Housing - Brownfields Stakeholder Group

- Chad Collins, Councillor Ward 5, City of Hamilton
- Monika Turner, Director of Policy, Association of Municipalities of Ontario

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

- Roy Hardy, CAO, Municipality of South Huron

Appointments

Ministry of Municipal Affairs and Housing - Community Homelessness Prevention Initiative Technical Advisory Group (CHPI- TAG)

- Cordelia Abankwa-Harris, General Manager, Social Services Branch, Regional Municipality of York
- Janice Burelle, Manager, Housing, Community & Social Services Dept., City of Ottawa
- Debora M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- 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 & Fire Services, City of London
- Marie Morrison, Manager, Social Planning, Region of Waterloo
- Lynn Randall, Director, Social Planning, Policy & Program Administration, Social Services, Region of Waterloo
- Jan Richardson, Manager, Homelessness - Neighbourhood, Children & Fire Services, City of London
- Sue Ritchie, Manager of the Community Programs Unit, Social Services Department, Region of Peel
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

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

- Stephen Arbuckle, Manager, Social Housing & Shelter Management, City of Ottawa
- Debora M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Kerry Hobbs, Manager of Housing Programs, Regional Municipality of York
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- Brian Marks, Director of Housing Services, District of Cochrane Social Services Administration Board
- Sue Ritchie, Manager of the Community Programs Unit, Social Services Department, Region of Peel
- Elizabeth Sebestyen, Social Housing Administrator, City of St. Thomas

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
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

Ministry of Municipal Affairs and Housing/ AMO/City of Toronto - Provincial- Municipal Housing Partnership Table

- Stephen Arbuckle, Manager, Social Housing & Shelter Management, City of Ottawa
- Debora M. Daigle, Manager, Social & Housing Services, City of Cornwall
- Leo DeLoyde, CAO, Nipissing District Social Services Administration Board
- Gillian Hendry, Director of Housing Service Division, City of Hamilton
- Michael Jacek, Senior Advisor, Association of Municipalities of Ontario
- David Landers, CAO, District of Cochrane Social Services Administration Board
- Janet Menard, Commissioner, Human Services, Region of Peel

Appointments

- Mary Menzies, Director of Housing Services, Regional Municipality of Durham
- Sylvia Patterson, General Manager, Housing and Long Term Care, Regional Municipality of York
- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Ministry of Municipal Affairs and Housing/ Ontario Municipal Social Services Association Housing and Homelessness Resource Centre Working Group

- Kerry Hobbs, Manager of Housing Programs, Regional Municipality of York
- Brian Marks, Director of Housing Services, District of Cochrane Social Services Administration Board

Ministry of Natural Resources - Fire Services Agreements Review Task Force

- Richard Adams, Mayor, Town of Parry Sound
- Doug Nadorozny, CAO, City of Greater Sudbury
- 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

Ministry of Natural Resources Aggregate Technical Committee

- Monika Turner, Director of Policy, Association of Municipalities of Ontario

Ministry of Revenue - Ontario Business Advisory Council

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

Ministry of the Attorney General - Provincial Offences Act Working Group

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

Ministry of the Environment - Advisory Panel on Source Water Protection Funding

- Ken Seiling, Regional Chair, Region of Waterloo

Ministry of Training, Colleges and Universities - Common Assessment Working Group

- Laura Brown, Manager, Community and Social Support Centre, City of Ottawa
- Ted Burley, Manager, Ontario Works Employment Services, Regional Municipality of York
- Karen Casselton-Bower, Supervisor (Acting), Haldimand Norfolk Social Services, Norfolk County
- Jane Dalziel, Manager, Ontario Works, County of Lambton
- Nancy Ferraro, Manager, Employment Programs, District of Cochrane Social Services Administration Board
- Ken Harvey, Employment & Settlement Services Manager, County of Wellington
- Helen Lebert, Employment Services Supervisor, City of Windsor
- Lori Nicholls-Kerec, Manager, Human Services Business Review, Region of Peel
- Gilles Plouffe, Ontario Works Program Supervisor, Manitoulin-Sudbury District Services Board
- Lori Watson, Director, Social Assistance and Employment Opportunities, Region of Niagara
- Petra Wolfbeiss, Director of Policy & Public Affairs, Ontario Municipal Social Services Association

Appointments

Municipal Health and Safety Association Board (MHSA)

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

Municipal Property Assessment Corporation (MPAC) - Liaison Group

- Monika Turner, Director of Policy, Association of Municipalities of Ontario
- Matthew Wilson, Senior Advisor, Association of Municipalities of Ontario

Oak Ridges Moraine Foundation Board

- Marolyn A. Morrison, Mayor, Town of Caledon
- Marilyn Pearce, Mayor, Township of Scugog

Ontario 9-1-1 Advisory Board

- Bryan Baxter, CAO, Town of Cobourg
- 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 Power Authority Stakeholder Advisory Committee

- Geoff Lupton, Director of Energy, Fleet & Traffic, City of Hamilton

Waste Diversion Ontario - Continuous Improvement Fund (CIF) Board

- Ken Brothers, Commissioner of Public Works, Region of Niagara
- Monika Turner, Director of Policy, Association of Municipalities of Ontario

Waste Diversion Ontario - Continuous Improvement Fund (CIF) Projects Sub-Committee

- Mike Birett, Managing Director, Continuous Improvement Fund (CIF), Association of Municipalities of Ontario
- Linda S. Churchill, Senior Environmental Engineer, Region of Waterloo
- Erwin Pascual, Supervisor - Public Works, Region of Peel
- Alec Scott, MIPC Municipal Blue Box Program Coordinator, Association of Municipalities of Ontario

Waste Diversion Ontario - Public Affairs Committee (PAC)

- Monika Turner, Director of Policy, Association of Municipalities of Ontario

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 analysis and 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
- Renatta Austin, Policy Intern
- Cathie Brown, Senior Advisor,
- Evelyn Armogan, Administrative Assistant
- Michael Jacek, Senior 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
- Joyce Dizon, IT Manager
- Cathrina Gomes, Accounts Payable Clerk
- Nasrin Hasham, Senior Accounting Clerk
- Heather Seaton, Accounting Manager
- Julia Shiu, Information Analyst/Researcher
- Anita Surujdeo, Accounts Receivable/Special Events Clerk
- Zenobia Tavares, Receptionist/Administrative Assistant
- 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, LED Streetlight Program, 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,
- Jeffrey Barten, Energy Efficiency Service Provider, Central Ontario West
- Corey Brown, Team Lead – Energy Billing & Settlement
- Taun Brown, Database/IT Specialist
- 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
- Angus Liu, Energy Systems Operator
- Cheryl Maki, Energy Efficiency Service Provider, Northern Ontario
- Anthony Marshall, Energy Efficiency Service Provider, Technical Resource
- Sunny Nayyar, Energy Billing & Settlement Clerk
- Graham Proudley, Client Relations Specialist
- Ashley Remeikis, Energy Efficiency Service Provider, Greater Golden Horseshoe
- Ian Scott, Energy Efficiency Service Provider, Eastern Ontario
- Scott Vokey, Manager of Energy Services
- Susan Weiss, Administrative Assistant

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 Alnwick/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 Assiginack
- 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 and 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
- 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
- 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
- City of Orillia
- Township of Oro-Medonte

AMO Members

- 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
- Municipality 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
- Township of Tehkummah
- Municipality of Temagami

AMO Members

- City of Temiskaming Shores
- Township of Terrace Bay
- Municipality of Thames Centre
- Township of The Archipelago
- Town of The Blue Mountains
- The District Municipality of Muskoka
- 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
- Conservation Ontario
- Credit Valley Conservation
- District of Cochrane Social Services Administration Board
- District of Parry Sound Social Services Administration Board
- District of Timiskaming Social Services Administration Board
- Housing Services Corporation (HSC)
- Kenora District Services Board
- Mamaweswen The North Shore Tribal Council
- Manitoulin-Sudbury District Services 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

- Rainy River District Social Services Administration Board
- South Nation Conservation Authority
- Thunder Bay District 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

37	Independent Auditor's Report
39	Statement of Financial Position
40	Statement of Operations
42	Statement of Changes in Net Assets
43	Statement of Cash Flow
44	Notes to the Financial Statements

Ontario
Municipalities
Stronger

Independent auditor's report

Grant Thornton LLP
Suite 200
15 Allstate Parkway
Markham, ON
L3R 5B4
T +1 416 366 0100
F +1 905 475 8906
www.GrantThornton.ca

To the Members of Association of Municipalities of Ontario

We have audited the accompanying financial statements of Association of Municipalities of Ontario, which comprise the statement of financial position as at December 31, 2013 and the statements of operations, changes in net assets and cash flows for the year then ended, 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.

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, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Grant Thornton LLP

Toronto, Canada
June 20, 2014

Chartered Accountants
Licensed Public Accountants

Association of Municipalities of Ontario

Statement of Financial Position

As at December 31

2013

2012

Assets

Current

Cash	\$ 1,813,365	\$ 1,419,242
Accounts receivable (Note 3)	484,487	696,026
Investments (Note 5)	21,487,846	19,784,956
Prepaid expenses	318,746	270,831
	<u>24,104,444</u>	<u>22,171,055</u>

Investment in LAS (Note 6)	100	100
Property and equipment (Note 7)	<u>219,724</u>	<u>68,812</u>
	<u>\$ 24,324,268</u>	<u>\$ 22,239,967</u>

Liabilities

Current

Accounts payable and accrued Liabilities (Note 8)	\$ 1,049,270	\$ 637,546
Deferred revenue (Note 9)	111,678	49,300
Deferred contributions – project reserves (Note 10)	704,602	806,355
Deferred contributions - other (Note 11)	8,235	23,235
	<u>1,873,785</u>	<u>1,516,436</u>

Net Assets (Note 12)

Restricted fund		
Federal gas tax program (Note 13)	20,692,041	18,718,334
General funds		
Restricted	(31,639)	(31,639)
Unrestricted		
Investment in LAS	100	100
Other	<u>1,789,981</u>	<u>2,036,736</u>
	<u>22,450,483</u>	<u>20,723,531</u>
	<u>\$ 24,324,268</u>	<u>\$ 22,239,967</u>

Commitments (Note 15)

On behalf of the Board

_____ Director

_____ Director

See accompanying notes to the financial statements.

Association of Municipalities of Ontario

Statement of Operations

Year ended December 31

	Restricted fund	General funds		2013	2012
	Federal gas tax program	Restricted	Unrestricted	Total	Total
Revenue					
Membership fees	\$ -	\$ -	\$ 1,741,478	\$ 1,741,478	\$ 1,702,417
Conferences and seminars	-	-	1,783,201	1,783,201	1,718,808
Investment income	-	-	28,141	28,141	58,992
Administration fees	-	-	2,352,513	2,352,513	2,278,466
Other income	-	-	108,223	108,223	110,847
Funds received					
Federal gas tax	590,551,345	-	-	590,551,345	590,509,432
Municipal Industry Policy Committee (MIPC)	-	109,107	-	109,107	174,567
Ontario Municipal Knowledge Network (OMKN)	-	127,838	-	127,838	177,475
Continuous Improvement Fund Project (CIF)	-	418,117	-	418,117	436,246
Interest earned on funds received	107,984	-	-	107,984	153,677
	<u>590,659,329</u>	<u>655,062</u>	<u>6,013,556</u>	<u>597,327,947</u>	<u>597,320,927</u>
Expenses					
General					
Administration	-	-	934,094	934,094	1,023,514
Policy					
Administration	1,335,444	-	1,967,194	3,302,638	3,117,431
Corporate services					
Administration	-	-	2,592,048	2,592,048	2,694,912
Conference and seminars	-	-	846,975	846,975	870,674
	<u>1,335,444</u>	<u>-</u>	<u>6,340,311</u>	<u>7,675,755</u>	<u>7,706,531</u>
Programs					
Funds distributed					
Federal gas tax	587,350,178	-	-	587,350,178	587,350,178
Municipal Industry Policy Committee (MIPC)	-	109,107	-	109,107	174,567
Ontario Municipal Knowledge Network (OMKN)	-	127,838	-	127,838	177,475
Continuous Improvement Fund Project (CIF)	-	418,117	-	418,117	436,246
	<u>587,350,178</u>	<u>655,062</u>	<u>-</u>	<u>588,005,240</u>	<u>588,138,466</u>
	<u>588,685,622</u>	<u>655,062</u>	<u>6,340,311</u>	<u>595,680,995</u>	<u>595,844,997</u>
Excess (deficiency) of revenue over expenses before the undernoted	1,973,707	-	(326,755)	1,646,952	1,475,930
Dividend from LAS (Note 6)	-	-	80,000	80,000	80,000
Excess (deficiency) of revenue over expenses	<u>\$ 1,973,707</u>	<u>\$ -</u>	<u>\$ (246,755)</u>	<u>\$ 1,726,952</u>	<u>\$ 1,555,930</u>

Association of Municipalities of Ontario

Statement of Changes in Net Assets

Year ended December 31

	Restricted fund	General funds		2013 Total	2012 Total
	Federal gas tax program	Restricted	Unrestricted		
Net assets, beginning of year	\$ 18,718,334	\$ (31,639)	\$ 2,036,836	\$ 20,723,531	\$ 19,167,601
Excess (deficiency) of revenue over expenses	1,973,707	-	(246,755)	1,726,952	1,555,930
Net assets, end of year	\$ 20,692,041	\$ (31,639)	\$ 1,790,081	\$ 22,450,483	\$ 20,723,531

General funds – Unrestricted comprise:

Investment in LAS	\$ 100
Other	1,789,981
	<u>\$ 1,790,081</u>

Association of Municipalities of Ontario

Statement of Cash Flows

Year ended December 31

2013

2012

Increase (decrease) in cash

Operating		
Excess of revenue over expenses	\$ 1,726,952	\$ 1,555,930
Items not involving cash		
Amortization	<u>118,774</u>	<u>64,817</u>
	<u>1,845,726</u>	<u>1,620,747</u>
Net change in non-cash working capital		
Accounts receivable	211,539	324,240
Prepaid expenses	(47,915)	(128,176)
Accounts payable and accrued liabilities	411,724	(4,262,614)
Deferred revenue	62,378	11,075
Deferred contributions - project reserves	(101,753)	(642,582)
Deferred contributions - other	<u>(15,000)</u>	<u>-</u>
	<u>2,366,699</u>	<u>(3,077,310)</u>
Investing		
Investments	(1,702,890)	(1,379,014)
Additions to property and equipment	<u>(269,686)</u>	<u>(51,260)</u>
	<u>(1,972,576)</u>	<u>(1,430,274)</u>
Net change in cash	394,123	(4,507,584)
Cash, beginning of year	<u>1,419,242</u>	<u>5,926,826</u>
Cash, end of year	<u>\$ 1,813,365</u>	<u>\$ 1,419,242</u>

See accompanying notes to the financial statements.

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

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. Summary of significant accounting policies

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

AMO follows fund accounting whereby the accounts of the organization are segregated and presented by fund.

The Restricted fund represents the Federal gas tax program which includes 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 fund.

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 revenue 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.

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

2. Summary of significant accounting policies (continued)

Revenue recognition

AMO follows the restricted fund method for all externally restricted contributions. Under the restricted fund method, externally restricted contributions of the Restricted fund are recognized as revenue in the year of receipt. 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.

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

Local Authority Services ("LAS") is a wholly owned subsidiary of AMO. The investment in LAS is stated at cost. A financial summary of LAS is presented and disclosed in Note 6.

Municipal Employer Pension Centre of Ontario ("MEPCO") is controlled by AMO. The investment in MEPCO is presented and disclosed in Note 6.

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

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

3. Accounts receivable

	<u>2013</u>	<u>2012</u>
Trade	\$ 121,003	\$ 106,274
Due from related parties (Note 4)	<u>363,484</u>	<u>589,752</u>
	<u>\$ 484,487</u>	<u>\$ 696,026</u>

4. Related party transactions

	<u>2013</u>	<u>2012</u>
Amounts due from related parties are as follows:		
LAS	\$ 361,888	\$ 526,619
MEPCO	1,596	63,133

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

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

	<u>2013</u>	<u>2012</u>
LAS	\$ 271,402	\$ 241,320
MEPCO	238,008	222,306

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

5. Investments

Investments comprise guaranteed investment certificates that bear interest at rates ranging from 1.15% to 1.3% (2012 - 1.20% to 1.60%) per annum and that mature at dates ranging from March to December 2014.

6. 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.

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

6. Subsidiaries (continued)

LAS (continued)

LAS has not been consolidated in AMO's financial statements. Financial statements of LAS are available on request. A financial summary of LAS as at December 31, 2013 and for the year then ended is as follows:

	<u>2013</u>	<u>2012</u>
Financial position		
Total assets	\$ 25,251,615	\$ 5,047,957
Total liabilities	<u>20,027,523</u>	<u>2,011,645</u>
Fund balances	<u>\$ 5,224,092</u>	<u>\$ 3,036,312</u>
Fund balances comprise:		
Share capital	\$ 100	\$ 100
General funds (unrestricted)		
Natural gas procurement program	4,785,126	2,510,517
Electricity program	276,403	347,029
Operating	<u>162,463</u>	<u>178,666</u>
	<u>\$ 5,224,092</u>	<u>\$ 3,036,312</u>
	<u>2013</u>	<u>2012</u>
Results of operations		
Total revenue	\$ 6,765,426	\$ 3,388,655
Total expenses	<u>4,497,646</u>	<u>3,315,979</u>
Excess of revenue over expenses	<u>\$ 2,267,780</u>	<u>\$ 72,676</u>
Natural gas procurement program rebates paid	<u>\$ -</u>	<u>\$ 1,000,000</u>
Dividend declared	<u>\$ 80,000</u>	<u>\$ 80,000</u>
Cash provided by (used in)		
Operating activities	\$ 20,967,690	\$ 222,539
Financing activities	(80,000)	(1,080,000)
Investing activities	<u>(1,244,900)</u>	<u>(549,404)</u>
Net change in cash	<u>\$ 19,642,790</u>	<u>\$ (1,406,865)</u>

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

6. 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 MEPCO are available on request. A financial summary of MEPCO as at December 31, 2013 and for the year then ended is as follows:

	<u>2013</u>	<u>2012</u>
Financial position		
Total assets	\$ 1,164,073	\$ 1,196,918
Total liabilities	<u>40,869</u>	<u>96,453</u>
Net assets	<u>\$ 1,123,204</u>	<u>\$ 1,100,465</u>
Net assets comprised of:		
Restricted	\$ 817,441	\$ 875,904
Unrestricted	<u>305,763</u>	<u>224,561</u>
	<u>\$ 1,123,204</u>	<u>\$ 1,100,465</u>
	<u>2013</u>	<u>2012</u>
Results of operations		
Total revenue	\$ 622,164	\$ 624,773
Total expenses	<u>599,425</u>	<u>558,708</u>
Excess of revenue over expenses	<u>\$ 22,739</u>	<u>\$ 66,065</u>
Cash provided by (used in)		
Operating activities	\$ (38,326)	\$ 92,580
Investing activities	<u>(38,996)</u>	<u>(191,395)</u>
Net change in cash	<u>\$ (77,322)</u>	<u>\$ (98,815)</u>

7. Property and equipment

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2013 Net Book Value</u>	<u>2012 Net Book Value</u>
Furniture and fixtures	\$ 39,358	\$ 30,595	\$ 8,763	\$ 1,999
Computer hardware	<u>856,434</u>	<u>645,473</u>	<u>210,961</u>	<u>66,813</u>
	<u>\$ 895,792</u>	<u>\$ 676,068</u>	<u>\$ 219,724</u>	<u>\$ 68,812</u>

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

8. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances of \$22,740 (2012 - \$19,001).

9. Deferred revenue

	<u>2013</u>	<u>2012</u>
Membership fees received in advance	\$ 96,678	\$ -
Seminar fees received in advance	<u>15,000</u>	<u>49,300</u>
	<u>\$ 111,678</u>	<u>\$ 49,300</u>

10. 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>2013</u>				
Bill 210	\$ 10,655	\$ -	\$ 10,655	\$ -
Continuous Improvement Fund Project (CIF)	59,004	501,450	418,117	142,337
e-guide book	20,109	-	20,109	-
Municipal Disaster Recovery	2,059	6,952	3,000	6,011
Municipal Industry Policy Committee (MIPC)	556,439	-	109,107	447,332
Ontario Municipal Knowledge Network (OMKN)	72,020	150,000	127,838	94,182
Training and development	64,750	-	50,010	14,740
Walkerton inquiry	<u>21,319</u>	<u>-</u>	<u>21,319</u>	<u>-</u>
	<u>\$ 806,355</u>	<u>\$ 658,402</u>	<u>\$ 760,155</u>	<u>\$ 704,602</u>
<u>2012</u>	<u>\$ 1,448,937</u>	<u>\$ 155,206</u>	<u>\$ 797,788</u>	<u>\$ 806,355</u>

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

11. Deferred contributions - other

Deferred contributions - other represent unspent resources externally restricted for specific projects which must be approved by the Regional & Single Tier Caucus Executive. 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>2013</u>	<u>\$ 23,235</u>	<u>\$ -</u>	<u>\$ 15,000</u>	<u>\$ 8,235</u>
<u>2012</u>	<u>\$ 23,235</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 23,235</u>

12. Capital disclosures

The capital structure of AMO consists of fund balances comprised of restricted and unrestricted amounts. 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 Restricted fund included in the General funds. These funds are invested and administered according to these requirements.

13. 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 (2012 – 0.5%) to administer the fund. AMO has entered into negotiations with Canada to renew the agreement beyond its current term which ends on December 31, 2014.

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

14. 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 2013, AMO contributed \$469,734 (2012 - \$352,352) to OMERS. Of the amount contributed, \$143,718 (2012 - \$81,393) related to employees who worked for AMO's subsidiary, Local Authority Services Limited.

15. 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 as follows:

2014	\$	481,000
2015		482,000
2016		480,000
2017		480,000
2018		467,000
Thereafter		<u>1,289,000</u>
	\$	<u>3,679,000</u>

16. 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:

	<u>Allocated to</u>			
	<u>Federal gas tax program</u>	<u>MIPC</u>	<u>OMKN</u>	<u>CIF</u>
<u>2013</u>				
Salaries and benefits	\$ 639,608	\$ 84,517	\$ 64,350	\$ 351,226
Administration expenses	<u>171,821</u>	<u>-</u>	<u>19,500</u>	<u>-</u>
	<u>\$ 811,429</u>	<u>\$ 84,517</u>	<u>\$ 83,850</u>	<u>\$ 351,226</u>
<u>2012</u>				
Salaries and benefits	\$ 604,091	\$ 134,055	\$ 65,099	\$ 354,939
Administration expenses	<u>171,571</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>

Association of Municipalities of Ontario

Notes to the Financial Statements

Year ended December 31, 2013

17. 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.

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 and deferred contributions.

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

18. Comparative figures

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



200 University Avenue, Suite 801, Toronto, ON., M5H 3C6
P: 416.971.9856 F: 416.971.6191 E: amo@amo.on.ca
www.amo.on.ca