

For distribution to Council

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December 15, 2016

Dear Municipal Colleague:

I'm excited to share AMO's 2017-18 Strategic Objectives. It's an ambitious plan that will help us to promote municipal interests over the next 16 months, heading into the 2018 provincial election. This year the province introduced 12 pieces of legislation that affected us, along with many regulations. We expect 2017 to be even busier. There's been an incredible amount of provincial and federal consultation. Some of our members have remarked that if it weren't for AMO, they could not be 'in the know,' let alone have assurance that municipal views were being presented to government in a timely way.

Our work keeps municipal interests front and centre at Queens Park, by offering solutions, and by working hard to try to get the responses we need. We've had success in preventing some harmful policies from finding their way into legislation. We've also been successful in advancing particular needs – the most recent is seeing every municipal government receive formula based funding from the Can-On Phase 1 Clear Water and Waste Water Fund. This did not happen anywhere else in the country.

AMO has 43 Board members from municipal governments across the province and our work benefits from the wide input. The Directors you elect every two years come from communities of all sizes, from very small rural and northern to urban centres and upper tiers. Those Directors, along with the chairs of NOMA, FONOM, ROMA, OSUM, MARCO, LUMCO, and the two Wardens Group help pull the municipal community together, creating valuable linkages and depth.

Our shared success counts on your financial support and your voice. I hope that we can count on you for both. I also want to share information about two other AMO corporations that serve Ontario's municipal community.

First, Local Authority Services, or LAS, provides leading edge services that save you money and create opportunity. For example, it offers an LED streetlight program that cuts electricity consumption. The program has been used by many, reducing their energy consumption by 40 to 70%. It was recently recognized by the World Bank and it won the 2016 Lightsavers Canada Award. LAS followed up that success with a recreational facility LED lighting program. It pays to invest in LED.

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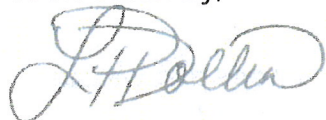
It also pays to invest in LAS's One Investment Program, which provides Ontario municipalities with stronger investment returns by combining municipal resources. Together, we are bigger, and stronger. The same approach creates a better high-interest savings account for Ontario's municipalities – and it offers you better pricing through pooled and hedged electricity, natural gas and fuel procurement programs. These are just a few of the LAS programs that stretch precious taxpayer dollars further for municipalities small and large. Check them out at <http://www.las.on.ca/About/What-is-LAS>.

If you are an OMERS employer, the Municipal Employers Pension Centre of Ontario, or MEPCO, unites 410 of the 1,000 or so employers within that pension plan. MEPCO was created in 2006 because individual municipal governments would have virtually no say in Plan design even though a small change in contribution rates can have a big impact on municipal budgets. Your ongoing support for MEPCO creates a much stronger position for us all. It enables us to tap pension and actuarial experts who help us as employer representative to advance ideas that make the Plan more sustainable and effective. In a joint employee/employer pension governance system, Plan design and benefit decisions are critical to municipal governments' bottom line, given other financial pressures in the delivery of municipal services. MEPCO's 2016 record and 2017 activities are also attached. It shows how your contribution to MEPCO is bringing municipal employer interests to the table.

The invoices for both AMO and MEPCO have been forwarded under separate cover to your finance department. I hope you agree that the work of AMO and MEPCO is valuable and that we can count on your membership in 2017. I also hope that you will learn about and take advantage of the LAS programs.

When we go to Queen's Park or to Parliament Hill, being able to say that we represent all municipal governments in Ontario is very important. Speaking with that common voice improves their listening! On behalf of the AMO Board, thank you for your support. Season's Greetings!

Yours sincerely,



Lynn Dollin
AMO President

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2017 Strategic Objectives

#1 Policy and Program Design Advocacy Work

Why? To achieve better outcomes that help municipal governments in their direct roles and responsibilities and other matters that shape and support strong communities.

How? AMO's actions include developing positions, working to influence governments' agendas and drafting of Bills and funding programs, reviewing Bills and promoting amendments as needed.

Priority Areas:

- Municipal Fiscal Future through AMO's "What's Next Ontario"
- *Aggregates Act*
- CAN-ON Phase Two Infrastructure Funds
- Changing Workforce Review
- Climate Change
- *Conservation Act*
- *Construction Lien Act*
- Debt/Investment/Prudent Regulation
- Double Hatter/Bill 109 Monitoring
- Expanding Medical Responses (OPPPA fire med proposal)
- FPPA Reveal/Fire Safety Table
- Housing Strategy
- Land Ambulance Dispatch Modernization
- Long Term Care/Seniors
- Marijuana Law and Implementation
- *Municipal Act* and Conflict of Interest
- OMB Reform
- *Police Services Act*/Modernization
- Public Health Panel
- *Waste Free Ontario Act*
- Water Taking

#2 Building Value for Members

Why? Helping members deal with the outcomes of policy and program changes so they are 'on top of things', incorporating change as efficiently as possible.

How? AMO will develop and provide different tools, knowledge and skills that are meaningful and supportive of municipal governments' responsibilities in a changing world.

Priority Areas:

- Open Data
- Digital Government
- Codes of Conduct for Elected Official and Staff
- NEW Training: Managing Conflicts, Codes of Conduct & More...from *Municipal Act/Conflict of Interest Act*
- e-Learning and In-Class Councillor Training Updates
- NEW Symposium: Changing Labour Force
- Human Services Symposium II
- Asset Management Symposium
- Energy Champions

#3 Reinforce Relations with Members and Others:

Why? An informed membership will strengthen overall advocacy, locally and regionally.

How? AMO will increase its 'field' presence and expand its membership involvement in activities.

Priority Areas:

- Bring new volunteers to AMO task forces
- Increase use of technology as an outreach and input tool
- Capacity building program for Asset Management
- Review membership communications approach

#4 Strengthen the Corporation Itself

Why? The best practice measure for not-for-profit financial health is a diversified membership revenue streams.

How? Develop long-term strategic partnerships between AMO and the municipal business community.

Priority Area:

- Develop a Business Partnership Plan and execute strategic complementary relationships

2016 Key Activity

Input to Ontario Ministry of Finance on the proposed Ontario Retirement Pension Plan (ORPP) initiative that led to exemption of the OMERS Plan from the ORPP;

Input to the OMERS Board on municipal employer perspectives and cost impacts on the inclusion of municipal non-full time employees in the OMERS Plan;

Monitored the Federal CPP enhancement initiative and promoted municipal employer considerations in integrating CPP changes with the OMERS Plan;

Continued regular MEPCO Board dialogue with the OMERS OAC Board Chair and OMERS President and CEO;

Provided advice to AMO OMERS representatives on changes to OMERS Plan assumptions, the performance of the OMERS Investment Strategy and the MEPCO focus on investment risk management;

Updated the MEPCO OMERS Primary Plan Pension Platform, which provides guidance to the MEPCO Board, and to AMO OMERS representatives on OMERS Plan design and operation;

Delivered MEPCO education session at the 2016 AMO Conference on the OMERS impacts of the proposed ORPP and CPP enhancement;

Provided regular updates to MEPCO members on OMERS and public sector pension legislative/regulatory developments.

2017 Priorities

Monitoring/assessing the performance of the OMERS Investment Strategy, changes to plan assumptions, implementation of the OMERS Funding Management Strategy, OMERS Plan design changes and the cumulative impacts of these matters on risk management and the ability to return to full funding of the OMERS Plan;

Advice to the OMERS SC Board on OMERS Plan cost and labour relations impacts of CPP integration with the OMERS Plan;

Monitor the development of legislation to create a new Ontario Financial Services Regulatory Authority and impacts on the OMERS Plan;

Assess the Federal Infrastructure Bank proposal and pension plan impacts;

Evaluation of MEPCO communications tools and development of the 2017 Communications Plan;

Continue regular MEPCO Board dialogue with the OMERS OAC Board Chair and OMERS President and CEO;

Develop a 2017 MEPCO education session;

Continue support for resolving MEPCO member concerns with OMERS as they arise;

Monitor OMERS governance and representation;

Provide regular updates to MEPCO members on OMERS and public sector pension legislative/regulatory developments.