



BOARD OF DIRECTORS MEETING

**The Fairmont Château Laurier
Ottawa, Ontario**

**Friday, November 25, 2016
8:00 a.m. – 12:00 p.m.**

ON-SITE AGENDA PACKAGE

1. Words of Welcome.....	Oral
2. Approval of the Agenda.....	Oral
3. Adoption of Minutes	
a. September 2016 Meeting of the Board of Directors.....	Board Book/ Board of Directors
b. Business Arising	
4. President’s Report.....	Oral
5. Executive Committee	
a. Report of the Chief Executive Officer	Oral
6. Finances	
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7. Human Resources (Past President)	Oral
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- a. Atlantic
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14. Other Business

15. Adjournment

**REPORT OF THE MEETING OF THE FINANCE AND AUDIT COMMITTEE
BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES**

**Fairmont Château Laurier
Ottawa, Ontario
Monday, November 21, 2016**

REPORT ON CHILD MINDING SERVICES AT CONFERENCES

Staff is proposing that child minding services be available for the first time at FCM's Annual Conference and Trade Show in 2017. This builds on suggestions and feedback from delegates, and is supported by both the Standing Committee on Conference Planning and the Standing Committee on Increasing Women's Participation in Municipal Government.

If approved, this will see FCM work with a local service provider who has the necessary experience, license and qualified personnel to take on this assignment.

The child minding hours would match those of the main conference program during the day:

- Friday, from 8 a.m. to 6 p.m.,
- Saturday, from 8 a.m. to 6 p.m.
- Sunday, from 8 a.m. to 4 p.m.

It is proposed that child minding services be available for infants (younger than 18 months), toddlers (18-30 months), preschool (2.5-6 years), and kindergarten (3.5-7 years). FCM will consider requests for children in the primary/junior school age category (5.5-13 years) upon request. No activities will take place off site. Child minding services in the evening will be left to parents who can make arrangements directly with the service provider or hotel providers.

To secure child minding services, delegates will be asked to register for this service as part of the conference registration process. A reasonable fee will be charged.

Following the conference, an assessment of the child minding service will be undertaken. The assessment will include:

- Level of satisfaction with the service
- Number of children registered for the service
- Responsiveness and quality of service provider
- Overall appreciation for the service
- Financial implications
- Potential role of host-cities in providing/supporting this service

As well, as legislation may vary from province to province, FCM will need to investigate requirements in every province/territory where the conference is held.

Financial Implications

Based on preliminary budget estimates, it is anticipated that the cost of child minding services will be approximately \$10,000 for approximately 20 children, with a cost-recovery of approximately \$1,500, for a net cost of \$8,500. This expense will be included in the conference budget.

Staff proposes child minding fees which are commensurate with child care costs in several locations. Proposed fees: \$75 per child for the 3-day conference or \$30 per child per day. No hourly rate will be offered. Based on an estimated 20 children registered for the 3-day conference, FCM will generate approximately \$1,500 in revenue.

Approximate cost of providing child minding services	
Child Care Professionals (ratio 10:1) – 97 hrs (ratio will be adjusted age of children)	\$4,500
Service Coordination Fee	\$500
On Site Supervision Fee	\$1,500
Rental and delivery of materials and supplies	\$1,500
Furnishings, fridge, microwave, tables, chairs, linens, etc.	\$1,000
Food and beverages	\$1,000
Cost Recovery	(\$1,500)
Total Estimates	\$8,500

COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. FCM initiate a child minding service for the 2017 Annual conference (at an estimated cost of \$8,500); and
2. An assessment be conducted of this service following the Ottawa conference in order to inform the planning of future FCM annual conferences.

The Committee recommends this report be approved.

REPORT OF THE MEETING OF THE FINANCE AND AUDIT COMMITTEE
BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
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FCM BUILDING RENOVATIONS – PROJECT FINANCING

Issue:

In March 2016, as part of the annual budget process, the board approved the 24 Clarence building renovation project. The board also approved the first renovation phase (one of three) to be completed in 2016-17.

To fund the building renovation project, the board agreed to use the accumulated building renovation funds of \$1,000,000 and a mortgage.

As per FCM's bylaws, FCM is looking to obtain formal board approval on the building renovation mortgage amount for this renovation project.

By law 10.01 **Borrowing Powers.** The Board may from time to time:

- (a) borrow money upon the credit of the Federation;
- (b) issue, reissue, sell or pledge debt obligations of the Federation; and
- (c) mortgage, hypothecate, charge, pledge or otherwise create security interest in all or any real and personal, moveable and immovable property of the Federation owned or subsequently acquired, to secure any debt obligations of the Federation.

Background:

In order to renovate the 24 Clarence building, build an open space office concept with 34 additional workspaces, as well as ensure FCM complies with the most updated Ottawa building code and the Accessibility for Ontarians with Disabilities Act (AODA), it is estimated that the total project cost could add up to approximately \$3.8M.

To limit the impact on FCM's operations, the renovations will occur over a 3 year period, starting in 2016-17:

Year	Renovation Phase	Estimated Costs
2016-17	3 rd floor	\$1,400,000
2017-18	2 nd floor	\$1,350,000
2018-19	Ground floor and basement	\$850,000
	Contingency	\$200,000
	TOTAL	\$3,800,000

Note: as per the approved 2016-17 budget, the 3rd floor renovations are underway and should be completed by December 2016.

Funding strategy

Total Funding sources	Amount
FCMs accumulated building project reserve	\$1,000,000
Mortgage	\$2,800,000
TOTAL	\$3,800,000

To limit the impact on its fund balance, it is recommended to draw down on FCM's building reserve over a period of 2 years.

Year	Renovation Phase	Total	Reserve	Lending
2016-17	3 rd floor	\$1,400,000	\$400,000	\$1,000,000
2017-18	2 nd floor	\$1,350,000	\$600,000	\$750,000
2018-19	Ground floor and basement	\$850,000	0	\$850,000
	Contingency (if required)	\$200,000		\$200,000
	TOTAL	\$3,800,000	\$1,000,000	\$2,800,000

Analysis:

FCM staff reviewed 3 proposals received from lending institutions (CIBC, BMO and RBC) in order to select the best terms and conditions for a building mortgage.

The lenders are offering 2 banking facilities to FCM:

1. **Demand loan with a variable rate option:** this facility is used during construction and can be converted to a fixed term at the end of each renovation phase or when the building renovations are complete in 3 years. FCM will be required to pay interest only for this facility, until such time it is converted into a fixed term loan.
2. **Fixed term loan with a fixed rate option:** this facility is used to repay the loan amount over a longer period of time (20-25 year amortization). Terms can range between 1-10 years. FCM will be required to pay interest and principal for the term of this facility.

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The following table provides a comparison of the features of the lending facilities offered by each lending institution..

	RBC	BMO	CIBC
Facility #1: Demand loan-variable rate			
Indicative variable interest rates	Prime minus 0.75%	Prime minus 0.75%	Prime minus 0.75%
Prepayment privileges	Yes	Yes	Yes
Repayment	Interest only	Interest only	Interest only
Note: All the lenders had the same rates and privileges for the demand loan facility with a variable rate of 1.95%			
	RBC	BMO	CIBC
Facility #2: Fixed Rate term loan			
Indicative fixed interest rates	These will only be applicable when we convert from the demand facility to a fixed term loan. The fixed rates below are indicative of today's current rates and do not reflect rates that will be used in the future.		
1 Year	1.56%	1.91%	N/A
2 Year	1.77%	1.91%	N/A
3 Year	1.91%	2.06%	N/A
4 Year	2.01%	2.09%	N/A
5 Year	2.01%	2.24%	2.79%
Prepayment privileges	Up to 10% of principal balance without penalty	greater of 3 months interest penalty or payment of Interest Rate Differential	Available under swap option (Details not specified)
Note: RBC had the lowest indicative fixed rates at the present time. As well, they were the only institution to allow prepayments on the fixed term loan without penalty.			
Other Items			
Legal Costs: (Estimated between \$5K - \$7K + disbursements/taxes)	Bank to cover up to \$5K in legal and other costs	At FCM's expense	At FCM's expense
Fees	Nil	Nil	Nil
Conditions Precedent to Advance	Letter of Reliance supporting appraisal report (cost \$100) Environmental phase 1 report, Project budget	Project budget Environmental questionnaire	Satisfactory Appraisal report , Environmental phase 1 report, Building conditions report, , project budget
Security	General Security Agreement Collateral 1st mortgage in the amount of total borrowings , assignment of fire insurance on the building	General Security Agreement Collateral 1st mortgage in the amount of total borrowings , Environmental review certificate, assignment of fire insurance on the building	General Security Agreement Fixed Charge debenture of \$3.5M in favour of CIBC, assignment of fire insurance on the building
Amortization period	25 years	25 years	20 years
Note: RBC was the only institution to provide funds to cover our legal/Letter of Reliance fees.			

Based on staff's analysis, it is recommended that the RBC be selected as the lending institution for the following reasons:

1. Comparable & Competitive rate for construction facility
2. Lowest indicative rates for fixed rate terms at present. Minimal reporting requirements
3. Flexibility to lock rates at each phase
4. Coverage of legal costs up to \$5K
5. Existing cordial banking relationship

FCM would proceed with the demand loan during the construction period. Throughout this time, FCM will monitor the interest rate environment and convert the demand loan into a fix rate term loan when FCM will take most advantage of the low interest rate environment.

COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. FCM proceed with a lending agreement with the RBC;
2. The maximum lending amount provided by the RBC be \$2.8M over a period of 3 years starting in 2016-17
3. The fixed rate term loan be for 5 years
4. That the amortization period of the fixed rate term loan be 25 years (to minimize the impact on FCM's operational costs)

The Committee recommends that this report be received.



Coralia Bulhoes, CPA, CA
Senior Director, Operations and CFO



Claire Laliberte, CPA, CA
Finance Director

**REPORT OF THE MEETING OF THE FINANCE AND AUDIT COMMITTEE
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NOT FOR PROFIT – TAX IMPACT

As previously reported, as part of a broader audit of the not-for-profit sector, the Canadian Revenue Agency (the CRA) conducted an audit related to the charitable status and operations of FCM for the period April 1, 2010 to March 31, 2012.

CRA's audit results concluded that FCM's charitable status should be annulled and FCM should be registered as a Not for Profit organization (NPO).

In January 2016, following an in-depth analysis of the audit file, the Executive Committee agreed to accept CRA's position. Since, staff has been working with CRA, legal counsel and external tax experts to proceed with the charitable status annulment and make the required tax treatment and operational changes for a NPO.

The most recent discussions with CRA indicate that FCM's Charitable Status annulment will be done as of January 1st, 2017.

FCM Tax treatment

Since the revenues of an organization with a charitable status are not taxable, FCM has not charged tax on any of its revenue sources.

Some revenue sources of a NPO are taxable and others may be exempt based on specific criteria and rules.

FCM has worked with CRA to obtain direction on the tax treatment for each FCM revenue source.

Also, FCM has obtained direction on the impact of taxable revenues on its allowable input tax credits (ITC).

FCM revenue sources (other than membership dues)

Figure 2: Summary - tax treatment for FCM revenue sources (except membership dues)

FCM revenues - (except for membership dues)		
Revenues - FCM	Taxable	Notes
Event registrations	yes	taxable based on location of event
Sponsorship	yes	
Exhibit spaces	yes	taxable based on location of event
investment revenues	no	
GVT Program contributions	no	
Overhead compensation received from GMF	yes	
Expenses - FCM	ITC	
event expenditure	100%	
sponsorship and advertising related expenses	100%	
Trade show (exhibit) expenses	100%	
Program delivery expenses	69.70%	
overhead expenses charged to GMF	100%	

Impact analysis:

Event registrations:

- Delegate registration fees would be taxable based on the tax rate applicable in the Province or Territory where the event is held
- Each municipality that pays the registration fee will be entitled to claim the applicable input tax credit (ITC)

Sponsorship/Exhibits:

- Sponsorship and Exhibit invoices will be taxable, Sponsors and Exhibitors will claim the applicable ITC

FCM expenses:

- FCM will be entitled to an increased ITC (100% vs 69.7%) on expenditures related to taxable revenue sources.
- The additional annual ITC revenue is estimated at approximately \$27K for FCM

Membership Dues – Tax treatment

An in depth analysis of the tax treatment applicable to FCM's membership dues has been done in conjunction with FCM's legal counsel and CRA. The following options are available to FCM:

Option 1 – Membership Dues are non-taxable

A NPO may elect to not tax its membership dues under certain circumstances.

No member discounts or benefits

A NPO may not offer a discount or a benefit of any sort to its members when its membership dues are not taxable.

FCM currently offers a discount (benefit) to its members that register for the FCM Annual Conference (AC) and/or the Sustainable Communities Conference (SCC).

Figure 1: Examples of registration fee discounts

Registration category	Members	Non-members	Member discount (benefit)
AC - Early bird	\$830	\$980	\$150
AC - Regular	\$980	\$1,160	\$180
SCC - Early bird	\$715	\$855	\$140
SCC - Regular	\$870	\$995	\$125

Note: these discounts are one of FCM's most important benefits promoted for member recruitment.

Impact analysis – option 1:

- Maintains FCM's current membership dues invoicing – (no tax)
- Event registration fee structure would change to eliminate the current benefit to members (would also be taxable);
- FCM would continue to claim the same ITCs (at 69.7%) on expenditures related to membership revenue; no additional ITC revenue.
- This option would result in important additional administration processes and resources. It would require 2 different tax mechanisms (one for membership and one for events and sponsorship), 2 systems for expense claims, coding of invoices, etc.

Option 2 – Membership Dues are taxable

A NPO must tax its membership dues under certain circumstances.

Member discounts or benefits

A NPO may offer discounts or benefits to its members, when its membership dues are taxable.

FCM could continue to offer a member discount on its event registration fees.

Impact analysis – option 2:

- Membership dues would be taxable based on the tax rate applicable in the Province or Territory of the member.
- Each member would be entitled to claim the applicable input tax credit (ITC)
- Most Provincial and Territorial Associations (PTA) membership dues are taxable (see Appendix A)
- FCM will be entitled to an increased ITC (100% vs 69.7%) on expenditures related to membership revenue
- The additional annual ITCs is estimated at approximately \$220K for FCM

- Event registration fees would remain (same structure) allowing for a member benefit (although taxable)
- FCM's administration processes would remain at the same level (no additional resources required)

Figure 3: Option 2 – Tax impact for members per Province and Territory

Province	Total Invoice	Membership Total \$	FCM - Taxes Collected			Municipal Member Tax
			GST	Provincial Tax	Total Taxes Collected	Net Tax expense for Municipalities
Newfoundland	74,871	74,673	3,734	7,467	11,201	3,200
New Brunswick	90,883	90,883	4,544	9,088	13,632	3,895
Nova Scotia	145,757	145,757	7,288	14,576	21,863	6,247
PEI	17,213	17,213	861	1,721	2,582	1,721
Quebec	903,246	903,246	45,162	90,099	135,261	45,049
Ontario	1,791,610	1,791,610	89,581	143,329	232,909	31,532
Manitoba	193,004	193,004	9,650	-	9,650	-
Saskatchewan	195,050	158,467	7,923	-	7,923	-
Alberta	565,422	565,422	28,271	-	28,271	
BC	740,178	664,635	33,232	-	33,232	
NT	8,279	8,279	414	-	414	
Yukon	6,748	6,748	337	-	337	
Nunavut	5,976	5,976	299	-	299	
	4,738,237	4,625,913	231,296	266,280	497,576	91,646

- Option 2 would cost a total of \$91.6K to members
- This option would allow FCM to claim approximately \$220K in additional ITCs, which translates into reduced expenses for FCM

Membership dues tax treatment – other considerations

- The current FCM financial model demonstrates that membership services are being subsidized by externally funded program revenues. This financial situation must be addressed.
- While FCM has been working diligently to increase other revenues, and also reducing costs through various initiatives; these efforts are not sufficient on their own to address the short fall in the membership revenue.
- FCM has increased its member and stakeholder engagement and advocacy work with success; resources and investments are required to meet our objectives.

Conclusion:

Based on our analysis, "option 2" is most financially beneficial to FCM with limited impact on the membership, conference delegates and FCM administrative resources. It is also the tax treatment that is mostly used by PTAs and therefore already known by FCM members.

The Green Municipal Fund (GMF)

CRA's audit concluded that the GMF is a trust, and therefore a separate person for HST purposes.

As a trust, GMF will not be allowed any input tax credits (ITC), which will increase the fund's annual operating expenses by approximately \$420K to a total amount of \$10.1M. This is a significant increase, knowing that the GMF's funding agreement provides for a maximum amount of annual operating expenses of \$10.5M.

In order to address the tax impact on GMF, FCM could register the GMF trust as a Charity. This registration process would allow FCM and GMF to maintain the same legal and governance structure as well as the same financial structure and reporting.

With the Charitable status, GMF would enjoy the current ITCs (at 69.7%) therefore not incur the additional \$420K of operating costs.

Conclusion:

Subject to CRA approval, it would be most beneficial to register the GMF as a Charity.

COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. FCM tax its membership dues, starting with the 2017-18 membership dues
2. FCM attach a letter to each 2017-18 membership invoice, explaining the tax addition
3. FCM proceed with the charitable status registration of the Green Municipal Fund, subject to CRA approval.

The Committee recommends this report be received.



Coralia Bulhoes
Senior Director, Operations and Chief
Financial Officer

Appendix A

PTA	Province	Taxable
Alberta Association of Municipal Districts and Counties	AB	Y
Alberta Urban Municipalities Association	AB	Y
Union of British Columbia Municipalities	BC	Y
Association of Manitoba Municipalities	MB	Y
Cities of New Brunswick Association	NB	Y
Union of Nova Scotia Municipalities	NS	Y
Northwest Territories Association of Communities	NT	Y
Nunavut Association of Municipalities	NU	Y
Association of Municipalities of Ontario	ON	Y
Federation of Prince Edward Island Municipalities	PE	Y
Fédération Québécoise des Municipalités	QC	Y
Union des Municipalités du Québec	QC	Y
Saskatchewan Urban Municipalities Association	SK	Y
Saskatchewan Association of Rural Municipalities	SK	Y
Association des municipalités bilingues du Manitoba	MB	N
Association francophone des municipalités du Nouveau-Brunswick	NB	N
Union of Municipalities of New Brunswick	NB	N
Municipalities Newfoundland and Labrador	NL	N
Association of Yukon Communities	YT	N

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LEGAL DEFENSE FUND

The Issue

For over a decade FCM has acted as an intervener alongside municipalities in legal cases before the Supreme Court of Canada, or the CRTC, in the case of Rights of Way issues. Attachment 1 provides brief illustrations of the kinds of cases in which FCM has intervened. It was decided that the membership fee alone could not sustain the associated legal costs, resulting in establishing a Legal Defence Fund (LDF) capitalized through special fund-raising initiatives above and beyond the normal membership fee. The LDF has now been depleted. In September 2016, the Finance and Audit Committee recommended, and Board of Directors approved the need to recapitalize the Fund and approved a revised mandate for the Fund including broadening the scope of funded activities beyond Rights of Way issues. The Board also requested a proposed approach to recapitalize the Fund be presented at the November Board meeting. The issue now before the Committee and the Board is the approach to be taken to recapitalize the Fund, with the intention of seeking a final decision to proceed.

Background

In the late 1990s the initial Fund capitalization was achieved through a call for voluntary contributions of 3 cents per capita for major cities, 2 cents per capita for smaller municipalities and 1 cent per capita for regional governments. The initial call raised \$287,000.

In 2001, FCM sought a 3-year voluntary commitment with a maximum voluntary contribution of 5.9 cents per capita/yr. In 2001, 138 members contributed, representing 65% of the Canadian population. The per capita contribution was reduced to 5 cents per capita in 2002 and 2003 due to the success of the initial call. In 2007 the Fund balance was \$595,000.

Revised Mandate of the Fund and scope of expenses

In addition to the direction to recapitalize the Fund, the Board agreed that in future the Fund should have the following mandate:

- To enable FCM to defend municipal interests in ROW management, while developing and disseminating best practices for the broader membership;
- To enable FCM to intervene in a broad range of national legal issues of concern to local governments that are being heard at the higher courts, including but not limited to ROW. Examples beyond the ROW issues could include legal cases related to PILTs (see Attachment 2 for examples);
- To expand FCM's capacity to respond proactively to emerging policy issues of a legal nature that are not necessarily being contested through litigation. Examples could

include implementation of the Canada-EU Comprehensive and Economic Trade Agreement (CETA) and marijuana legalisation and regulation;

Supporting this mandate staff provided an estimate of the amount needed per year to fulfil this mandate. Estimates are based on our experience to date which shows that intervener status in ROW-related cases of national importance equal approximately \$65,000/yr. Attachment 3 is the estimated costs outlined as part of the Board's September 2016 approval.

Proposed approach to recapitalization:

In September the Board approved the general approach of recapitalizing the Fund through special dedicated voluntary fund-raising effort as opposed to a mandatory member fee supplement. The following is the proposed approach:

Step 1 - January/February 2017:

- Launch a special voluntary fund raising campaign supported by communications tools and a clear presentation of the value proposition;
- Requested donation from all members;
- Target = \$200,000.

Steps 2 - Fall 2017

- Assess success of special fund-raising campaign;
- Subject to refinements based on assessment, include voluntary contribution with regular FCM member fee invoices.

Step 3 – April/ May 2017

- Report on progress to Executive Committee.

Step 4 – Fall 2017

- Subject to evaluation of special fund-raising campaign, include a LDF voluntary contribution option with the member fee invoice for 2017 and subsequent years.

COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. The Board approve the approach to recapitalize the Fund through special fund-raising initiatives that begin with an initial call in January/February 2017. The requested voluntary contribution will be 2.3 cents per capita.
2. subsequent fund raising efforts be an annual optional contribution attached to the annual membership fee increase; and that

The committee recommends this report be received.



Brock Carlton
CEO

**ATTACHMENT #1
EXAMPLES OF CASES TO DATE**

City of Hamilton v. Bell Canada (CRTC):

Issue: Bell rejected Hamilton's proposed access agreement and sought to re-open issues previously settled in past CRTC decisions.

Decision: Victory for Hamilton and FCM. CRTC rejected Bell's attempts to revisit past CRTC decisions and narrow its obligations to municipalities.

Implications: Reaffirmed key principles for negotiating ROW access agreements including cost-neutrality for municipalities.

City of Windsor v. Canadian Transit Company (Supreme Court of Canada)

Issue: Does the Federal Court of Appeal have jurisdiction over adjudicating land use matters? Federal Court of Appeal is attempting to carve out this power for itself.

Decision: A decision is pending.

Implications: Precedent setting if federal entities can choose where to bring appeals related to land use issues.

In the past two years, the LDF also supported FCM intervener status in *Canada Post v. City of Hamilton* (Ontario Court of Appeal) and *Rogers v. Ville de Chateauguay* (Supreme Court of Canada). FCM's ability to obtain intervener status in cases of national significance to the municipal sector reflects our standing with the courts especially given the recent trend towards restricting the number of interveners in cases before the Supreme Court.

The LDF also supported a major update to the Rights-of-Way Handbook which assists members in their dealings with telecommunications companies active in the ROW.

ATTACHMENT #2
EXAMPLES OF NON-ROW ISSUES REQUIRING LEGAL INTERVENTIONS

PAYMENTS IN LIEU OF TAXES (PILT)

The federal government is constitutionally exempt from paying property taxes, but, as a result of FCM's advocacy, has provided payments in lieu of taxes on federal properties for the past 50 years. The *Payments in Lieu of Taxes Act*, introduced in 2001, was a substantial advance, but municipalities still have some concerns. The Minister of Public Works and Government Services Canada (PWGSC) decides whether PILT applies when federal tenants default on their tax obligations. Recently, PWGSC has been refusing to make these payments.

The Montréal PILT Decisions

In 2007, a Federal Court released three ground-breaking decisions favouring the City of Montréal in PILT disputes with the federal government and two of its Crown corporations. The cases involved the federally owned P.E. Trudeau International Airport, the Canadian Broadcasting Corporation (CBC), and the Montréal Port Authority. FCM subsequently called on the Government of Canada and its Crown corporations to withdraw their appeals of the Federal Court decisions and make their payments in lieu of taxes.

The federal government opted not to appeal the case involving Montréal-Trudeau Airport. While this demonstrated an increased acceptance by the government of its responsibility to make full and fair PILT payments for its properties, CBC and the Montréal Port Authority appealed their cases to the Federal Court of Appeal (FCA). The Court reversed the previous rulings and found in favour of the Crown corporations. In its ruling, the Court gave Crown corporations broad powers to determine their own tax rates. The Court's only condition was that the federal property owners choose a rate that is "reasonable," a highly unpredictable guideline.

The City of Montréal appealed the FCA decision to the Supreme Court of Canada (SCC), where FCM appeared as an intervener. The SCC's decision for the City of Montréal clearly and unequivocally stated that the federal government and its Crown corporations must pay municipalities for the services they receive in the same way private property owners pay. This decision will help municipalities across the country collect funds they are fairly owed from Crown corporations. This decision has reinforced the principle of fairness set out in the *Payments in Lieu of Taxes Act* and will contribute to a more equitable PILT system.

The Halifax PILT Decisions

On June 21, 2010, the Federal Court of Appeal overturned a ruling with respect to the valuation of the Halifax Citadel for the purposes of PILT calculations. This case stems from the inability of Halifax Regional Municipality (HRM) and PWGSC to arrive at a mutually acceptable value for the Citadel site.

The FCA upheld the ministerial decision to set the value of most of the Citadel property (the glacia) at the nominal value of \$10.00. HRM contends that the valuation of the Citadel property should be considerably higher. If left to stand, the ministerial decision could fundamentally undermine the purpose of the *Payments in Lieu of Taxes Act*. The Montréal case illustrated the court's belief that the principle of fairness should guide the decision of PWGSC and its Crown corporations when devising requisite PILT remittances. If local governments are to be treated equitably, this same principle must apply to both the valuation and the rate side of the equation.

In June 2012, the Supreme Court of Canada (SCC) handed down its ruling regarding the Halifax PILT case. The Court allowed the municipality's appeal and ordered that the matter of the valuation of the land at the Halifax Citadel site be remitted to the Minister for redetermination. In other words, the decision of the Minister to value the glacia at a nominal value was found in error.

The decision confirms that the Minister must follow the lead of the municipality and the valuation of land must be based on the tax system that actually exists at the place where the property in question is located. The tax rate should be calculated as if the federal property were taxable property belonging to a private owner. In January 2015, a redetermination was provided to the Minister valuing the Citadel lands at approximately \$42 million.

In September 2016, the federal government agreed to pay a total of \$24 million in back taxes for the Citadel Hill site for the years 1997 to 2015. Public Services and Procurement Minister Judy Foote has said that she is pleased an agreement has been reached, and the municipality agrees that the payment fair and reasonable.

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Président

Gerbas, Jenny, Deputy Mayor, City of Winnipeg, MB

Vice-Chair / Vice-Président

Karsten, Bill, Councillor, Halifax Regional Municipality, NS

FCM Second Vice-President / Deuxième vice-président(e)

Goneau, Sylvie, Conseillère, Ville de Gatineau, QC

Board Member / Membre du conseil d'administration

Coleman, Christopher, Councillor, City of Victoria, BC

Morin-Doyle, Michelle, Maire Suppléant, Ville de Québec, QC

Oldford, Karen, President, Municipalities Newfoundland and Labrador, NL

Olsvik, Lorne, Councillor, Lac Ste. Anne County, AB

Tierney, Tim, Councillor, City of Ottawa, ON

STAFF / PERSONNEL

Coralie Bulhoes, Operations

Brock Carlton, CEO

Tim Kehoe, Deputy CEO

Claire Laliberte, Director, Finance

REPORT OF THE MEETING OF THE MEMBER RELATIONS COMMITTEE

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Monday, November 21, 2016

SUMMARY OF DISCUSSION

Committee Chair Sylvie Goneau welcomed all in attendance and secured approval of the September 2016 meeting notes.

Membership Status for 2016-17

The Committee received a presentation by Gabrielle Massicotte, Member Relations Advisor, on the final membership count for the 2016-17 year. In her presentation, Ms. Massicotte highlighted that membership now totals 1,975 members with the most significant gains achieved in Quebec. The addition of 3 new MRCs generated a total of 38 new members from Quebec. While 94 new members joined FCM, it was noted that 77 members did not renew membership in 2016-17. Importantly, 10 of the top 82 non-member municipalities that were targeted for recruitment have joined FCM.

In summary, the Committee noted the following:

- There are now 1,975 FCM members (including 19 provincial/territorial associations and affiliates) representing a total of 91.06% of the municipal population in Canada.
- 94 new members joined FCM for 2016-17, while 77 municipal members did not renew their membership.
- The total membership revenue for 2016/17 now stands at \$4,520,000.

2017-2018 Membership Campaign Update

The Committee received an update on the development of promotional products in support of the campaign, as well as the revised timeline. It was acknowledged that in light of FCM's revised CRA status, the renewal and recruitment campaign will be executed in mid-December.

In keeping with the strategy approved by the Committee in September, the Caucus Chairs will again this year engage their respective caucus in reaching out to the top 20 non-members. Tailored recruitment kits will be available and FCM staff will coordinate this targeted outreach.

The Committee applauded the support provided by the Association of Yukon Communities, who authored and mailed a letter to 12 hamlets in Nunavut about the value they received from their FCM membership. As well, the information table set up at UBCM by Caucus Chair Chris Coleman was highlighted as another successful engagement strategy.

Engagement of Regional Caucus in the 2017-18 Membership Campaign

It was agreed that Caucus Chairs would actively seek out board members to conduct targeted outreach to the top 20 non-members, and to MRCs in Quebec and Regional Counties in Ontario. Staff will support this outreach by providing tailored recruitment kits and the necessary contact information.

Canada 150 Community Leaders Network

The Committee noted the role of FCM in establishing the Community Leaders network to amplify the municipal voice throughout the 150th anniversary year. Recognizing that this network will amplify the voice of communities in the celebrations, it was also acknowledged that several non-members were engaged in this network. This will prove beneficial in elevating the visibility of FCM and fostering engagement for the future.

STANDING COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. Receive the 2016/17 membership update.
2. Receive the 2017/2018 membership campaign update.
3. Receive the Canada 150 Community Leaders Network update.

The Standing Committee recommends this report be received.

Councillor Sylvie Goneau
Chair, Member Relations Committee

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Présidente

Sylvie Goneau, FCM 2nd Vice-President, Councillor, Ville de Gatineau, QC

Board Members / Membres du conseil d'administration

Chris Coleman, Councillor, City of Victoria, BC

Karen Oldford, President, Municipalities Newfoundland and Labrador, NL

Tim Tierney, Councillor, City of Ottawa, ON

Michelle Morin-Doyle, Maire suppléante, Ville de Québec

STAFF / PERSONNEL

Luce Lavoie, Senior Director, Communications & Membership

Gabrielle Massicotte, Member Relations Advisor, Communications & Membership

Patrick Costignan, Outreach and Engagement Advisor, Policy and Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE
ON CONFERENCE PLANNING**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Monday, November 21, 2016

SUMMARY OF DISCUSSION

Committee Chair Bill Karsten welcomed returning and new committee members and sought approval of the agenda, with one additional item on hotel reservations for FCM conferences. Having secured approval for the revised agenda, the Committee approved the meeting notes from the September meeting in Oakville.

Report on the 2017 Annual Conference and Trade Show in Ottawa

The Chair invited Councillor Tim Tierney to provide a verbal update on the state of planning for the 2017 conference. Councillor Tierney highlighted some of the planning that is underway, including several study tours, companions' tours, and a social program which will include the mayor's welcome reception and closing gala dinner.

It was noted that the City of Gatineau and the City of Ottawa are working together to showcase the ongoing collaboration between the two cities. Councillor Tierney also indicated that study tours will feature rural content, which was a welcomed addition to the rural stream which was introduced in 2016. It was confirmed that a working group of the Rural Forum will be struck to inform rural content for workshops and the plenary session. Committee members recommended that the rural content be clearly outlined in all promotional AC products, and that several members could support this promotion in their respective regions.

With registration for AC 2017 scheduled for launch in mid-January, the Committee noted that the option to purchase carbon offsets will be automatically applied to delegate registration, with a clear option to opt out should delegates not wish to participate in this program.

The Committee was satisfied that planning for the 2017 Annual Conference and Trade Show is progressing well.

Report on Child Minding Services at the 2017 Annual Conference

Building on the decision of the Finance and Audit Committee, the Committee was very pleased to be informed that delegates will have child minding services available in 2017. This new feature of the conference will be extensively promoted to ensure that delegates are aware and are able to benefit from this value-added service.

Report on the Host City Selection for the 2022 Annual Conference

Following a site visit, staff confirmed that the City of Regina meets all of the mandatory criteria to host the Annual Conference and Trade Show. The Committee reviewed the updated criteria scoring table and following discussion, it approved that the City of Regina be awarded the 2022 Annual Conference and Trade Show.

Report on the Host City Criteria for Hosting Board Meetings

Building on the feedback provided by the Committee, staff initiated a review of the host-city selection criteria to ensure that all meeting requirements continue to reflect and accommodate the evolving board meetings.

Leveraging the existing criteria, the Committee noted the emphasis being placed on accessibility, flight availability, and other key logistical requirements. Following discussion, the Committee approved the revised host-city criteria and noted that a request for submission would be issued to members in early December to host the Board meetings in 2019.

Staff was asked to explore how to mitigate some of the land transportation costs incurred by Board members when meetings are held at a substantive distance from major airports.

Report on the Host City Criteria for Hosting the Sustainable Communities Conference

The Committee reviewed the host city selection criteria for the 2020 Sustainable Communities Conference and beyond. While the next SCC will be held in February 2018 in Ottawa, it was recognized that future conferences will be held in the fall starting in 2020.

The Committee noted that the RFP for the 2020 SCC will include 2 potential dates, either from October 19-22 (option 1) or September 28-October 2 (option 2) to broaden the pool of communities who may be interested in hosting the conference. In reviewing the criteria, the emphasis on sustainable leadership was recognized and seen as an essential element for SCC.

The Committee will be asked to select the host-city for SCC 2020 when it meets in March 2017.

Other Business

It was noted that the hotel reservation process can be challenging as the demand for rooms in Ottawa in 2017 is very high. Staff will continue to explore how to optimize the reservation process for board members and for conference delegates.

STANDING COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. That the Board receives the Report on the planning of the 2017 Annual Conference and Trade Show, as presented.

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2. That the Board approves the City of Regina as host of the 2022 Annual Conference.
3. That the Board approves the revised Host Municipality Selection Criteria for the 2019 Board Meetings and beyond.
4. That the Board approves the revised Host Municipality selection for the 2020 Sustainable Communities Conference and beyond.

The Standing Committee recommends this report be received.

Bill Karsten, Chair
Standing Committee on Conference Planning

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair/Président(e)

Bill Karsten, FCM 3rd Vice-President, Councillor, Halifax Regional Municipality, NS

Vice-Chair/Vice-Président(e)

Joanne Vanderheyden, Councillor, County of Middlesex, ON

Board Member/Membre du conseil d'administration

Chris Coleman, Councillor, City of Victoria, BC

Irene Dawson, Councillor, Town of Cornwall, PE

Garth Frizzell, Councillor, City of Prince George, BC

Randy Goulden, Councillor, City of Yorkton, SK

Al Kemmere, President, Alberta Association of Municipal Districts and Counties, AB

Leah Main, Director, Regional District of Central Kootenay, BC

Paul Pirri, Councillor, Town of Aurora, ON

David Price, Councillor, Ville de Sherbrooke, QC

Linda Rydholm, Councillor, City of Thunder Bay, ON

Tom Taggart, Councillor, Municipality of the County of Colchester, NS

Tim Tierney, Councillor, City of Ottawa, ON

Russell Walker, Councillor, Halifax Regional Municipality, NS

Kathy Jeffery, Councillor, Town of Collingwood, ON

Michelle Morin-Doyle, Maire suppléant, Ville de Québec, QC

Non-Board Members / n'est pas membres du Conseil d'administration

Ben Henderson, Councillor, City of Edmonton, AB

Harold Usher, Councillor, City of London, ON

OBSERVER / OBSERVATEUR

Jay Paleja, Senior Corporate Management and Policy Consultant, City of Toronto, ON

STAFF / PERSONNEL

Luce Lavoie, Senior Director, Communications and Membership

Carole Brault, Manager, Member Relations & Events, Communications and Membership

Coralia Bulhoes, Senior Director, Operations & Chief Financial Officer

Matt Leblanc, Events Officer, Communications and Membership

Marie Klobucar, Coordinator, Sponsorship and Trade Show Sales, Operations

REPORT OF THE GOVERNANCE WORKING GROUP

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Chateau Laurier
Ottawa, Ontario
Monday, November 21, 2016

SUMMARY OF DISCUSSION

Councillor Kathy Jeffery, the chair of the Governance Working Group (GWG) welcomed members to the meeting in Ottawa.

The thrust of the discussion centered on the following five issues: the new Board portal; standing committees; task forces and working groups; terms of board members; and governance self-assessment.

New Board Portal

A quick overview of the new Board portal was provided, including the main features of the new system, its benefits to members, and how it will serve to give Board members ready access to Board documents and other information relevant to serving on the Board and committees. The new FCM Membership Management System will go live in mid-January 2017. Directors and committee members will receive an email inviting them to join the Board Portal.

Standing Committees

GWG reviewed data on the growth in the size of standing committees, working groups and forums in recent years, as well as the related impact on meeting costs. A preliminary discussion was held on the question of guidelines and criteria to guide the size and composition of Standing Committees, including the appropriate balance of Board and non-Board members. The objective is to support in-depth committee discussions and reflect the governance role and responsibilities of Board members while providing meaningful engagement of non-Board members.

Task Forces and Working Groups

There is currently no formal process or guidelines related to the creation, duration and reporting of Working Groups and Task Forces at FCM, and no consistent rules around reimbursement of eligible costs to members of those groups. The group discussed some preliminary ideas on these matters which will inform the drafting of guidelines to be reviewed at its next meeting.

Terms of Board Members

The question of the length of Board members' terms was reviewed, specifically regarding the possibility of increasing Directors' term on the Board from one year to two years. The varying practice across the provinces and territories was discussed as well as the pros and cons of each option, including the administrative burden and costs for candidates running for the Board as well as the impact on staff workload. This matter will be brought forward to the next GWG meeting.

Governance Self-Assessment

The members confirmed the importance of undertaking a government self-assessment in March 2017. All Board and committee members will be strongly encouraged to complete the assessment survey.

WORKING GROUP RECOMMENDATION:

The Working Group recommends this report be received.

Councillor Kathy Jeffery
Chair, Governance Working Group

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Présidente

Kathy Jeffery, Councillor, Town of Collingwood, ON

Vice-Chair / Vice-president(e)

Garth Frizzell, Councillor, City of Prince George, BC

Board Members / Membres du conseil d'administration

Raymond Louie, Acting Mayorr, City of Vancouver, BC

Brian Pincott, Councillor, City of Calgary, AB

Pauline Quinlan, Mairesse, Ville de Bromont, QC

Russell Walker, Councillor, Halifax Regional Municipality, NS

STAFF / PERSONNEL

Brock Carlton, Chief Executive Officer

Coralia Bulhoes, Senior Director and Chief Financial Officer

Tim Kehoe, Deputy CEO

Daniel Rubinstein, Senior Manager, Policy and Research

Sylvie Delaquis, Corporate Secretary

Bill Shields, Consultant

**REPORT OF THE MEETING OF THE ELECTION READINESS WORKING GROUP
BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES**

**Fairmont Château Laurier
Ottawa, Ontario
Monday, November 21, 2016**

SUMMARY OF DISCUSSION

Vice-Chair Sheryl Spence chaired the meeting at the opening as Chairperson Sylvie Goneau was away for the beginning. Mayor Spence welcomed the group and introduced the agenda

1. Ad Days advocacy/messaging
2. Future advocacy plans
3. Annual conference advocacy initiatives

Ad Days advocacy/messaging

ERWG discussed the core advocacy strategy for the block of meetings with MPs and Senators. A good discussion was had on the messaging and the group left the meeting with a strong knowledge of the messages.

Future advocacy plans

Whenever possible ERWG will be asked to provide input for future campaigns. It was necessary at this time to discuss future plans around the 2017 federal budget, the ongoing leadership campaigns of the CPC and NDP, and the 2017 annual conference.

The discussion about how we should go about engaging with the leadership races was substantial. There was consensus that this was an opportunity to share our messaging with the various leadership contenders, to make sure that if they win they will have heard from the municipal sector from the get-go. There was some concern that engaging in the leadership contests could create a sense that we are engaging in partisan work. A number of specific ideas were generated, including sending a questionnaire to all the candidates, asking them to go on the record with their views on the municipal sector. Another idea was to submit questions for the leadership candidates to respond to in their respective debates.

The discussion on the 2017 federal budget was succinct. There was consensus that the advocacy approach to the budget follow a similar track to what was done in the past 2 years.

Annual Conference Advocacy Initiatives

There was a wide open conversation about how we can maximize the impact of political advocacy at next year's annual conference. It was noted that delegates to the annual conference often don't engage with our political work onsite not out of a lack of interest but because there is so much happening at our conferences. It was fully agreed upon that the annual conference was a key moment for us every year to be doing engagement work. There were a number of ideas that were brought forth, including an idea to set up stations where delegates could come and create custom tools for on the ground advocacy in their

constituencies. There was clear emphasis that whatever we do we need to make it interesting enough for our Board members to notice.

The meeting concluded with a commitment to continue work on our advocacy plans and continue the discussion at the March ERWG meeting.

WORKING GROUP RECOMMENDATION

The working group recommends this report be received.

Councillor Sylvie Goneau
Chair,
Election Readiness Working Group

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Président

Sylvie Goneau, Conseillère, Ville de Gatineau, QC

Vice-Chair / Vice-Président

Sheryl Spence, Mayor, City of Warman, SK

Board Member / Membre du conseil d'administration

Christopher Coleman, Councillor, City of Victoria, BC

Randy Goulden, Councillor, City of Yorkton, SK

Al Kemmere, President, Alberta Association of Municipal Districts and Counties, AB

Raymond Louie, FCM Past President, Acting Mayor, City of Vancouver, BC

Karen Oldford, President, Municipalities Newfoundland and Labrador, NL

Diana Rogerson, President, Association of Yukon Communities, YT

Non-board member / Non membre du Conseil d'administration

Yolaine Kirlew, Councilor, Municipality of Sioux Lookout, ON

OBSERVER / OBSERVATEUR

Marie-Pierre Rouette, Ville de Montréal, QC

Jay Paleja, Senior Corporate Management and Policy Consultant, City of Toronto, ON

STAFF / PERSONNEL

Isaac Cockburn, Policy & Government Relations

Leanne Holt, Policy & Government Relations

Eric Scharf, Policy & Government Relations

Patrick Costigan, Policy and Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE
ON ENVIRONMENTAL ISSUES AND SUSTAINABLE DEVELOPMENT**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Wednesday, November 23, 2016

SUMMARY OF DISCUSSION

Committee Chair Pauline Quinlan opened the meeting by welcoming the committee to Ottawa, and introducing Vice-Chairs Paul Pirri and Edgar Rouleau. Roundtable introductions of committee members followed.

Following the approval of the agenda and the report of the September 2016 meeting, staff provided an update on Phase 2 of the Government of Canada's infrastructure plan, including the increased investment in Phase 2 unveiled in the fall economic update. Relevant to the Committee priorities, staff noted that the net increase for Phase 2 Green Infrastructure resulting from the fall economic update is \$7 billion over 11 years.

Chair Quinlan then facilitated a roundtable discussion where Committee members shared what was discussed at the Advocacy Day meetings with Senators and Members of Parliament in which they had participated.

Staff then provided an update on both the policy priorities and government relations activities relevant to the Committee. This included brief updates on the federal legislative reviews of the Fisheries and Navigation Protection Acts; climate change; carbon pricing; and the federal government's recently unveiled Transportation 2030 plan.

Following, an update on the work of the National Zero Waste Council was provided by staff and Councillor Bob Long, who is also a member of the National Zero Waste Council Board. Committee members learned of an opportunity to sit on the Management Board of the National Zero Waste Council, as a position reserved for FCM was recently vacated. Councillor Brian Pincott was unanimously nominated to fill this position on behalf of the Committee.

Next, Vice-Chair Rouleau shared with the Committee that FCM had provided a submission to the Minister of Environment and Climate Change on the Pan-Canadian Framework on Clean Growth and Climate Change, on the basis of the submission components recommended by the Committee at its September 2016 meeting. A substantive discussion then followed on the carbon pricing considerations included in the submission.

Following, Councillor Ben Henderson, who is also the Council Chair of the Green Municipal Fund (GMF), provided an update on the status of negotiations with the federal government on the \$125M top up to GMF, as well recent developments on the new FCM climate change program, now titled the Municipal Climate Innovation Program.

The Committee then discussed the federal review of the Navigation Protection Act. They subsequently recommended four principles which will provide the basis of FCM's written submission to the Navigation Protection Act review process being led by the House of Commons Standing Committee on Transport, Infrastructure and Communities.

Vice-Chair Pirri then let the Committee know that the federal government has revised the timeline and scope of its review of the National Energy Board (NEB), noting in particular that the review now has a deadline of February 17, 2017 for stakeholder input. Accordingly, the Committee recommended that FCM use the extended timeline to develop a comprehensive submission to the Minister of Natural Resources, who is responsible for the review, which will outline how the NEB consultation process can be reformed to give local government a greater voice, and how municipal interests can be adequately considered in the construction, operation and decommissioning of federally-regulated pipelines. The Committee will review a draft submission by conference call in January 2017, on the basis of receiving the draft report at least one week before the conference call in order to ensure adequate time for review.

Staff then outlined the status of the federal government's review of the Fisheries Act. Further, staff outlined four recommendations for the Committee's consideration, which were proposed as the basis of a written submission from FCM pursuant to the review. The recommendations were supported by the Committee, along with two additional recommendations, and a request to deliver the submission in a face-to-face presentation. The Committee also directed staff to engage in the second phase of the Fisheries Act consultation process and respond to any legislative options proposed by the government prior to the tabling of new legislation, which is anticipated as part of the second phase.

STANDING COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. Recommend Councillor Brian Pincott to participate on the Management Board of the National Zero Waste Council;
2. Approve the following principles as the basis of FCM's submission to the Navigation Protection Act review process;
 - a. Full consideration of municipal impacts;
 - b. Improving the process to extend the application of the Act to additional bodies of water;
 - c. Support for local implementation and compliance; and
 - d. Full participation of municipal partners in the review process.
3. Building on the work of the final report of the National Municipal Energy Infrastructure Task Force, direct staff to develop a comprehensive submission to the Minister of Natural Resources regarding the review of the National Energy Board (NEB) focused on how the NEB consultation process can be reformed to give local government a greater voice, and how municipal interests can be adequately considered in the construction, operation and decommissioning of federally-regulated pipelines;
4. Direct staff to ensure appropriate time for the Standing Committee on Environmental Issues and Sustainable Development to review and provide direction on the draft submission by organizing a conference call in January 2017, in order for them to

provide a recommendation to the FCM Executive Committee so that FCM input to the National Energy Board (NEB) review can be provided by the federal deadline of February 17, 2017;

5. Approve a submission to the House of Commons Standing Committee on Fisheries and Oceans regarding the 2012/2013 amendments to the Fisheries Act that contains the following recommended objectives for a legislative review;
 - a. Supports reforms to the Fisheries Act that reduce duplication, streamline the process for small, low-risk projects, remove unnecessary and costly administrative burdens on municipalities; and better equip authorities to enforce environmental protection;
 - b. ensures that the discretionary powers granted to the Minister of Fisheries and Oceans' to exempt application of the law do not undermine environmental considerations or other municipal concerns;
 - c. seeks greater clarity around the determination of "serious harm" caused to a fishery to ensure that the definition used, adequately protects fish habitats;
 - d. examines the issue of projects that individually may have a small environmental impact, but cumulatively may cause serious harm to fish;
 - e. clarifies how the federal government intends to evaluate the extent of the "serious harm" given the legislation provides that any person or entity referred to has the duty to take all reasonable measures to mitigate the "serious harm". The extent of what constitutes "reasonable measures" should also be clarified; and
 - f. improves coordination (one-window approach) between federal departments and provincial ministries to ensure coherence between environmental protection regulations.
6. Direct staff to engage in the second phase of the Fisheries Act consultation process and respond to any legislative options proposed by the government prior to the tabling of new legislation; and
7. Direct staff to use whatever means possible to ensure FCM provides a face-to-face presentation on the forthcoming Fisheries Act submission.

The Standing Committee recommends this report be received.

Pauline Quinlan, Mairesse, Ville de
Bromont
Chair, Standing Committee on
Environmental Issues and Sustainable
Development

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Présidente

Pauline Quinlan, Mairesse, Ville de Bromont, QC

Vice-Chair / Vice-président

Edgar Rouleau, Maire, Cité de Dorval, QC

FCM First Vice-President / Premier(ère) vice-président(e) :

Jenny Gerbasi, Deputy Mayor, City of Winnipeg, MB

Board Member / Membre du conseil d'administration

Richard Celzi, Councillor, Ville de Montréal, QC

Cecil.P Clarke, President, Union of Nova Scotia Municipalities, NS

Irene Dawson, Councillor, Town of Cornwall, PE

Lynn Dollin, President, Association of Municipalities of Ontario, ON

Cynthia Downey, Councillor, Town of Stephenville Crossing, NL

Jeannie Ehaloak, President, Nunavut Association of Municipalities, NU

Wayne Emmerson, Chairman, Regional Municipality of York, ON

Chris Fonseca, Regional Councillor, Region of Peel, ON

Anne Marie Gillis, Councillor, County of Lambton, ON

Al Kemmere, President, Alberta Association of Municipal Districts and Counties, AB

Bob Long, Councillor, Township of Langley, BC

Leah Main, Director, Regional District of Central Kootenay, BC

Charles Pender, Mayor, City of Corner Brook, NL

Brian Pincott, Councillor, City of Calgary, AB

Non-board member / Non membre du Conseil d'administration

Wendy Booth, First Vice President of UBCM, Union of British Columbia Municipalities, BC

Jeff Coffman, Councillor, City of Lethbridge, AB

Ben Henderson, Councillor, City of Edmonton, AB

Mike Layton, Councillor, City of Toronto, ON

Mairin Loewen, Councillor, City of Saskatoon, SK

Giorgio Mammoliti, Councillor, City of Toronto, ON

Carmen Sterling, Vice President, Saskatchewan Association of Rural Municipalities, SK

Harold Usher, Councillor, City of London, ON

Berry Vrbanovic, Mayor, City of Kitchener, ON

Lorrie Williams, Councillor, City of New Westminster, BC

Sterling Willis, Councillor, Town of Paradise, NL

OBSERVER / OBSERVATEUR

Sara Brown, Chief Executive Officer, Northwest Territories Association of Communities, NT

Brian Fleming, Executive Director, Nunavut Association of Municipalities, NU

Jay Meyer, Executive Director, Saskatchewan Association of Rural Municipalities, SK

Marie-Pierre Rouette, City of Montreal, QC

Louis Tétrault, Executive Director, Association des municipalités bilingues du Manitoba, MB

Mabel Watt, Manager, Policy Integration, Halton Region, ON

STAFF / PERSONNEL

Dallas Alderson, Policy and Government Relations

Hardave Birk, Policy and Government Relations

Shannon Joseph, Federation of Canadian Municipalities

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Kristin Marinacci, Federation of Canadian Municipalities
Daniel Rubinstein, Federation of Canadian Municipalities
Tim Stiles, Policy and Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE ON
MUNICIPAL FINANCE AND INTERGOVERNMENTAL ARRANGEMENTS**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Wednesday, November 23, 2016

SUMMARY OF DISCUSSION

Committee Chair Sav Dhaliwal opened the meeting by welcoming committee members to Ottawa, introducing Vice-Chair Sandra Desmeules and bringing regrets from Vice-Chair Doug Dobrowolski.

Following approval of the agenda and the report of the September 2016 meeting, members were updated on Phase 2 of the Government of Canada's infrastructure plan. Staff presented an analysis of the federal government's 2016 Fall Economic Update and took questions from members. The committee discussed the potential benefits and impacts of an infrastructure bank on municipalities. FCM has been supportive of the infrastructure bank concept. FCM is working to ensure that the financing available through the bank not replace infrastructure funding, that using an infrastructure bank remain the choice of local governments, and that municipalities be a key part of the discussions on its design.

The committee then had a roundtable discussion on the Advocacy Days meetings held during the week. Members underlined that these meetings were a good opportunity to strengthen and build new relationships, as well as to reinforce FCM's key messages regarding Phase 2 Infrastructure design and delivery. The committee stressed the importance of sharing FCM's key message of long-term predictable funding for infrastructure project funding. The committee heard that in meetings with government MPs and Ministers, the federal government was encouraged by the positive partnership that FCM is creating with the government.

Staff then provided an update of the advocacy efforts of FCM leadership and staff since the last committee meeting. Staff outlined progress on key policy areas of interest to the Committee, including international trade and investment attraction, infrastructure financing, Canada Post and payments in lieu of taxes.

Committee members were then updated on FCM's participation in the Canada Post Review. FCM has continued to advocate for municipal consultation in changes to Canada Post services, as well as recommending that Canada Post consider integrating postal banking into their services in select under-served remote communities. The committee was also updated on the Ontario Court of Appeal's decision on rights-of-way management. FCM now awaits the decision of Hamilton City Council on a possible appeal to the Supreme Court of Canada.

Staff then provided an update on the Canada-EU Comprehensive Economic and Trade Agreement (CETA). The agreement has been signed and is now in the process of being ratified. Staff updated the committee on a request to explore the impact of CETA on social procurement from the September meeting. Additional information on the agreement and on social procurement will be shared with the committee as it becomes available.

STANDING COMMITTEE RECOMMENDATION

Recommendations for adoption:

The Standing Committee recommends that this report be received.

Sav Dhaliwal, Councillor
Chair, Standing Committee on Municipal
Finance and Intergovernmental Arrangements

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Président

Sav Dhaliwal, Councillor, City of Burnaby, BC

Vice-Chair / Vice-président

Sandra Desmeules, Conseillère, Ville de Laval, QC

Board Member / Membre du conseil d'administration

Michel Bissonnet, Maire de l'Arrondissement de Saint-Léonard, Ville de Montréal, QC

George Bridge, Warden, County of Wellington, ON

Jeff Browaty, Councillor, City of Winnipeg, MB

Godwin Chan, Councillor, Town of Richmond Hill, ON

Luc Desjardins, Président, Association francophone des municipalités du Nouveau-Brunswick, NB

Kathy Jeffery, Councillor, Town of Collingwood, ON

Michelle Morin-Doyle, Maire Suppléant, Ville de Québec, QC

Karen Oldford, President, Municipalities Newfoundland and Labrador, NL

Marvin Plett, Councillor, City of Winkler, MB

Jean-Yves Provencher, Conseiller, Ville de Saguenay, QC

Sheryl Spence, Mayor, City of Warman, SK

Joanne Vanderheyden, Councillor, County of Middlesex, ON

Non-board member / Non membre du Conseil d'administration

Tim Stevenson, Councillor, City of Vancouver, BC

Allan Vinni, Councillor, Regional Municipality of Wood Buffalo, AB

Bonita Zarrillo, Councillor, City of Coquitlam, BC

OBSERVER / OBSERVATEUR

Betty Macdonald, Executive Director, Union of Nova Scotia Municipalities, NS

Craig Pollett, Chief Executive Officer, Municipalities Newfoundland and Labrador, NL

Jay Paleja, Senior Corporate Management and Policy Consultant, City of Toronto, ON

Adam Thompson, Manager, Government and External Relations, City of Guelph, ON

STAFF / PERSONNEL

Alana Lavoie, Policy and Government Relations

Jean Lawson, Policy and Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE
ON COMMUNITY SAFETY AND CRIME PREVENTION**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Wednesday, November 23, 2016

SUMMARY OF DISCUSSION

Committee Chair Randy Goulden opened the meeting by welcoming the committee to Ottawa, and introducing Vice-Chairs Linda Rydholm and Marie-Eve Brunet.

Following approval of the agenda and the report of the September 2016 meeting, members were updated on Phase 2 of the Government of Canada's infrastructure plan. Staff presented an analysis of the federal government's 2016 Fall Economic Update.

The committee then had a roundtable discussion of the Advocacy Days meetings held during the week. These meetings were an opportunity to strengthen relationships and reinforce FCM's key messages regarding Phase 2 Infrastructure design and delivery. Members discussed the progress made on FCM's priorities and the additional engagement work that needs to be done to secure investments in municipal infrastructure and public safety and crime prevention measures as part of Phase 2.

Staff then provided an update on the advocacy efforts of FCM leadership and staff since the last committee meeting. Staff outlined progress on key policy areas of interest to the committee, including RCMP labour relations, rail safety and emergency management. Committee members discussed the importance of municipal consultation in the design and implementation of the marijuana legalization framework and requested additional information on FCM's engagement with the federal government on this issue.

Committee members were then updated on the National Municipal Rail Safety Working Group's engagement on possible funding options for first responder training and equipment. Members emphasized the importance of ensuring first responders, particularly volunteer firefighters, are adequately resourced to respond to dangerous goods incidents in their communities.

The committee heard a presentation by senior officials from Public Safety Canada on the department's Emergency Management Plan. The committee provided feedback on the emergency management issues that are critical to municipalities.

STANDING COMMITTEE RECOMMENDATION

The Standing Committee recommends this report be received.

Randy Goulden, Councillor
Standing Committee on Community
Safety and Crime Prevention

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Présidente

Randy Goulden, Councillor, City of Yorkton, SK

Vice-Chair / Vice-président (e)

Marie-Eve Brunet, Conseillère, Ville de Montréal, QC

Linda Rydholm, Councillor, City of Thunder Bay, ON

Board Member / Membre du conseil d'administration

Terry Dowdall, Deputy Warden, County of Simcoe, ON

Bev Esslinger, Councillor, City of Edmonton, AB

Darren Hill, Councillor, City of Saskatoon, SK

Rhona Martin, Chair, Columbia-Shuswap Regional District, BC

Lorne Olsvik, Councillor, Lac Ste. Anne County, AB

David Price, Conseiller, Ville de Sherbrooke, QC

Diana Rogerson, President, Association of Yukon Communities, YT

Barbara Steele, Councillor, City of Surrey, BC

Tom Taggart, Councillor, Municipality of the County of Colchester, NS

Russell Walker, Councillor, Halifax Regional Municipality, NS

Non-board member / Non membre du Conseil d'administration

Wayne Bokenfohr, Councillor, Sturgeon County, AB

Shelley Carroll, Councillor, City of Toronto, ON

Shawn Crossman, Councillor, City of Moncton, NB

Bruce J. Henley, Mayor, Rural Municipality of West St. Paul, MB

Lynda Hundleby, Councillor, Township of Esquimalt, BC

Yolaine Kirlaw, Councillor, Municipality of Sioux Lookout, ON

Steve Upham, Reeve, County of St. Paul No. 19, AB

OBSERVER / OBSERVATEUR

Bev Buckway, Executive Director, Association of Yukon Territories, YT

Laurent Mougeot, Chief Executive Officer, Saskatchewan Urban Municipalities Association, SK

Raymond Murphy, Executive Director, Union of Municipalities of New Brunswick, NB

Denis Roussel, Executive Director, Cities of New Brunswick Association, NB

STAFF / PERSONNEL

Marc Leblanc, Policy and Government Relations

Nicole Christy, Policy and Government Relations

REPORT OF THE MEETING OF THE RURAL FORUM

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Wednesday, November 23, 2016

SUMMARY OF DISCUSSION

Forum Chair Ray Orb opened the meeting by welcoming forum members to Ottawa, and introducing Vice-Chair Scott Pearce and Vice-Chair Al Kemmere.

Following approval of the agenda and the report of the September 2016 meeting, members were updated on Phase 2 of the Government of Canada's infrastructure plan. Staff presented an analysis of the federal government's 2016 Fall Economic Update and the proposed infrastructure fund for rural and northern communities. Members discussed how FCM can work with the federal government to ensure all components of Phase 2 can address rural-specific priorities.

The forum then had a roundtable discussion of the Advocacy Days meetings held during the week. This was an opportunity for members to share their experience and any feedback from their meetings with MPs. Members emphasized in their discussions with MPs that federal programs and policies should accommodate the needs and perspectives of rural communities.

Staff then provided an update of the advocacy efforts of FCM leadership and staff since the last forum meeting. Staff outlined progress on key policy areas of interest to the forum, including securing additional funding for municipal infrastructure and grade crossing upgrades. Members were invited to participate in the ad-hoc working group on rural-specific conference programming in preparation for the 2017 Annual Conference.

Staff provided an update to the Forum on FCM's participation in the Canada Post review and on the Court of Appeal for Ontario decision in the dispute between the City of Hamilton and Canada Post Corporation regarding right-of-way bylaws.

The forum then heard a presentation by Mike Bossio, MP, Chair of the National Rural Caucus. Mr. Bossio outlined his government's vision for infrastructure investments and gave the forum an opportunity to discuss how FCM can work with the federal government on the design and roll-out of Phase 2. The Forum discussed future opportunities for partnership, including the renewal of the federal government's Rural Secretariat and additional support for rural broadband. After the presentation, the Rural Forum passed a motion calling on FCM to support Mr. Bossio's efforts to develop a federal Rural Secretariat that supports decisionmakers in developing rural-specific policy and programs.

STANDING COMMITTEE RECOMMENDATION

Recommendations for adoption:

1. Work with the Chair of the National Rural Caucus to support their pursuit of creation of a Rural Secretariat.

The Forum recommends this report be received.

Ray Orb
Chair, Rural Forum

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Président

Ray Orb, President, Saskatchewan Association of Rural Municipalities, SK

Vice-Chairs / Vices-présidents

Al Kemmere, President, Alberta Association of Municipal Districts and Counties, AB

Board Member / Membre du conseil d'administration

Richard Allen, Councillor, City of Kingston, ON

George Bridge, Warden, County of Wellington, ON

Irene Dawson, Councillor, Town of Cornwall, PE

Lynn Dollin, President, Association of Municipalities of Ontario, ON

Terry Dowdall, Deputy Warden, County of Simcoe, ON

Jeannie Ehaloak, President, Nunavut Association of Municipalities, NL

Beverly Gaston, President, Union of Municipalities of New Brunswick, NB

Anne Marie Gillis, Councillor, County of Lambton, ON

Randy Goulden, Councillor, City of Yorkton, SK

Lisa Holmes, President, Alberta Urban Municipalities Association, AB

Bob Long, Councillor, Township of Langley, BC

Leah Main, Director, Regional District of Central Kootenay, BC

Rhona Martin, Chair, Columbia-Shuswap Regional District, BC

Karen Oldford, President, Municipalities Newfoundland and Labrador, NL

Lorne Olsvik, Councillor, Lac Ste. Anne County, AB

Charles Pender, Mayor, City of Corner Brook, NL

Marvin Plett, Councillor, City of Winkler, MB

Pauline Quinlan, Mairesse, Ville de Bromont, QC

Diana Rogerson, President, Association of Yukon Communities, YT

Linda Rydholm, Councillor, City of Thunder Bay, ON

Tom Taggart, Councillor, Municipality of the County of Colchester, NS

Steve Upham, Reeve, County of St. Paul No. 19, AB

Joanne Vanderheyden, Councillor, County of Middlesex, ON

Russell Walker, Councillor, Halifax Regional Municipality, NS

Non-board member / Non membre du Conseil d'administration

Wayne Bokenfohr, Councillor, Sturgeon County, AB

Wendy Booth, First Vice President of UBCM, Union of British Columbia Municipalities, BC

Jeff Coffman, Councillor, City of Lethbridge, AB

Bruce J. Henley, Mayor, Rural Municipality of West St. Paul, MB

Yolaine Kirlew, Councillor, Municipality of Sioux Lookout, ON

Marc Marion, Président, Association des municipalités bilingues du Manitoba, MB

Vicky May Hamm, Mairesse, Ville de Magong, QC

Carmen Sterling, Vice President, Saskatchewan Association of Rural Municipality, SK

Allan Vinni, Councillor, Regional Municipality of Wood Buffalo, AB

Willis Sterling, Councillor, Town of Paradise, NL

OBSERVER / OBSERVATEUR

Bev Buckway, Executive Director, Association of Yukon Communities, YT

Sara Brown, Chief Executive Officer, Northwest Territories Association of Communities, NT

Betty MacDonald, Executive Director, Union of Nova Scotia Municipalities, NS

Raymond Murphy, Executive Director, Union of Municipalities of New Brunswick, NB

Jay Meyer, Executive Director, Saskatchewan Association of Rural Municipalities, SK

- CONFIDENTIAL -

Craig Pollett, Chief Executive Officer, Municipalities Newfoundland and Labrador, NL
Gerald Rhodes, Executive Director, Alberta Association of Municipal Districts and Counties, AB
Louis Tétrault, Directeur general, Association des municipalités bilingues du Manitoba, MB
Adam Thompson, Manager, Government and External Relations, City of London, ON

STAFF / PERSONNEL

Marc Leblanc, Policy and Government Relations
Daniel Rubinstein, Policy and Government Relations
Jean Lawson, Policy and Government Relations
Hardave Birk, Policy and Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE
ON SOCIAL-ECONOMIC DEVELOPMENT**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Thursday, November 24, 2016

SUMMARY OF DISCUSSION

Committee Vice-Chair Tom Taggart opened the meeting by welcoming committee members to Ottawa and bringing regrets from both the Chair of the committee, Councillor Brian Pincott, as well as Vice-Chair Councillor Pam McConnell.

Following the approval of the agenda and the report of the September 2016 meeting, staff provided an update on Phase 2 of the Government of Canada's infrastructure plan, including the increased investment in Phase 2 unveiled in the fall economic update. Relevant to the Committee priorities, staff noted that the net increase for Phase 2 Social Infrastructure resulting from the fall economic update is \$5.3 billion over 11 years.

The Committee then held a roundtable discussion on the Advocacy Days meetings held during the week.

Staff then provided an update on both the policy priorities and government relations activities relevant to the Committee. This included brief updates on housing and homelessness; accessibility and persons with disabilities; urban indigenous policy and First Nation-Municipal government relations.

Vice-Chair Taggart then let the Committee know that FCM had provided a submission to the Minister of Indigenous and Northern Affairs on the federal Urban Aboriginal Strategy, based on the components of the submission approved by the Committee at its September 2016 meeting.

Staff then presented an update on FCM's submission on the National Housing Strategy currently being developed by the federal government. The committee also heard an update on FCM's engagement with Immigration, Refugees and Citizenship Canada regarding Syrian refugees.

Dallas Alderson presented an overview of the federal government's plans to consult on, and develop, a Poverty Reduction Strategy. The Committee recommended staff engage in the consultation process pursuant to the strategy in order to ensure municipal considerations are appropriately reflected in the eventual strategy, as well as to develop a more comprehensive set of recommendations.

Following, the Committee heard about the federal government's consideration of accessibility legislation from Tim Stiles. The Committee then recommended staff to engage in the accessibility consultation being led by the Minister of Sport and Persons with Disabilities.

Lastly, the Committee learned about an opportunity for a Committee member to participate as a Governance Representative on FCM's Municipal Community Infrastructure Partnership Program (CIPP) and the Community Economic Development Initiative (CEDI). More information on this opportunity will be forthcoming to Committee members in the coming weeks by email.

STANDING COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. Direct staff to engage in the Poverty Reduction Strategy consultation process being led by Minister Duclos in order to ensure municipal considerations are appropriately reflected in the eventual strategy;
2. Direct staff to develop a more comprehensive set of recommendations that advance the municipal perspective with regard to the planned Poverty Reduction Strategy.
3. Direct staff to engage in the accessibility consultation being led by Minister Qualtrough in order to ensure municipal considerations are appropriately reflected in the development of federal accessibility legislation.

The Standing Committee recommends this report be received.

Tom Taggart, Councillor,
Municipality of the County of Colchester, NS
Vice-Chair, Standing Committee on
Social-Economic Development

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Vice-Chair / Vice-Président et vice-présidente

Tom Taggart, Councillor, Municipality of the County of Colchester, NS

Board Member / Membre du conseil d'administration

Marie-Eve Brunet, Conseillère, Ville de Montréal, QC

Luc Desjardins, Président, Association francophone des municipalités du Nouveau-Brunswick, NB

Wayne Emmerson, Chairman, Regional Municipality of York, ON

Randy Goulden, Councillor, City of Yorkton, SK

Murry Krause, President, Union of British Columbia Municipalities, BC

Leah Main, Director, Regional District of Central Kootenay, BC

Rhona Martin, Chair, Columbia-Shuswap Regional District, BC

Charles Pender, Mayor, City of Corner Brook, NL

Diana Rogerson, President, Association of Yukon Communities, YT

Linda Rydholm, Councillor, City of Thunder Bay, ON

Sheryl Spence, Mayor, City of Warman, SK

Non-board member / Non membre du Conseil d'administration

Ben Henderson, Councillor, City of Edmonton, AB

Vicky-May Hamm, Mairesse, Ville de Magog, QC

Yolaine Kirlew, Councillor, Municipality of Sioux Lookout, ON

Carmen Sterling, Vice President, Saskatchewan Association of Rural Municipalities, SK

Steve Upham, Reeve, County of St. Paul No. 19, AB

OBSERVER / OBSERVATEUR

Lynne Simons, Director, Policy Integration and Communications, Regional Municipality of Halton, ON

STAFF / PERSONNEL

Dallas Alderson, Policy & Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE ON
MUNICIPAL INFRASTRUCTURE AND TRANSPORTATION POLICY**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Thursday, November 24, 2016

SUMMARY OF DISCUSSION

Committee Chair Bob Long opened the meeting by welcoming committee members to Ottawa, and introducing Vice-Chair Anne Marie Gillis and Vice-Chair David Price.

Following approval of the agenda and the report of the September 2016 meeting, members were updated on Phase 2 of the Government of Canada's infrastructure plan. Staff presented an analysis of the federal government's 2016 Fall Economic Statement and the federal government's commitment to additional investments in public transit, trade and transportation, social and green infrastructure.

The committee then had a roundtable discussion of the Advocacy Days meetings held during the week. This was an opportunity for members to share their experience and any feedback from their meetings with MPs. Members discussed how municipal leaders can better engage Parliamentarians on FCM's rural-specific priorities.

Staff then provided an update on the advocacy efforts of FCM leadership and staff since the last committee meeting. Staff outlined progress on key policy areas of interest to the Committee, including infrastructure, public transit, asset management and transportation issues. Members discussed the progress made on securing additional investments for municipal infrastructure and the National Municipal Rail Safety Working Group's advocacy on improving the safe transportation of dangerous goods. In particular, members were updated on FCM's efforts to secure additional funding for grade crossing improvements. Staff also updated members on the design and roll-out of FCM's new Municipal Asset Management Program.

The committee heard a presentation by staff on the Federal Gas Tax Fund (GTF). Members discussed the benefits of this type of funding model and how FCM advocates for allocation-based transfer funding programs, modelled on the GTF.

Staff then provided an update on the Phase 2 Public Transit funding model. Members discussed how Phase 2 can help support improvements to existing transit systems and projects that grow ridership. The Committee also discussed how the Canadian Infrastructure Bank could possibly complement these investments in public transit infrastructure while respecting local discretion on the use of public-private partnerships and other procurement models.

STANDING COMMITTEE RECOMMENDATION

The Standing Committee recommends this report be received.

Bob Long, Councillor
Township of Langley, BC
Chair, Standing Committee on Municipal
Infrastructure and Transportation Policy

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Président

Bob Long, Councillor, Township of Langley, BC

Vice-Chair / Vice-Président

Anne Marie Gillis, Councillor, County of Lambton, ON

David Price, Councillor, Ville de Sherbrooke, QC

Board Member / Membre du conseil d'administration

Richard Allen, Councillor, City of Kingston, ON

Michel Bissonnet, Maire de l'Arrondissement de Saint-Léonard, Ville de Montréal, QC

Jeff Browaty, Councillor, City of Winnipeg, MB

Irene Dawson, Councillor, Town of Cornwall, PE

Sav Dhaliwal, Councillor, City of Burnaby, BC

Terry Dowdall, Deputy Warden, County of Simcoe, ON

Beverly Gaston, President, Union of Municipalities of New Brunswick, NB

Al Kemmere, President, Alberta Association of Municipal Districts and Counties, AB

Ray Orb, President, Saskatchewan Association of Rural Municipalities, SK

Jean-Yves Provencher, Conseiller, Ville de Saguenay, QC

Edgar Rouleau, Maire, Cité de Dorval, QC

Laurent Tétrault, Councillor, Rural Municipality of La Broquerie, MB

Non-board member / Non membre du Conseil d'administration

Wayne Bokenfohr, Councillor, Sturgeon County, AB

Jeff Coffman, Councillor, City of Lethbridge, AB

Shawn Crossman, Councillor, City of Moncton, NB

Paul Harris, Councillor, City of Red Deer, AB

Bruce J. Henley, Mayor, Rural Municipality of West St. Paul, MB

Lynda Hundleby, Councillor, Township of Esquimalt, BC

Mairin Loewen, Councillor, City of Saskatoon, SK

OBSERVER / OBSERVATEUR

Bev Buckway, Executive Director, Association of Yukon Communities, YT

Dominic Lapointe, Conseiller en relations gouvernementales, Ville de Montréal, QC

Betty MacDonald, Executive Director, Union of Nova Scotia Municipalities, NS

Jay Paleja, Senior Corporate Management and Policy Consultant, City of Toronto, ON

Adam Thompson, Manager, Government and External Relations, City of London, ON

Mabel Watt, Manager, Policy Integration, Regional Municipality of Halton, ON

STAFF / PERSONNEL

Alana Lavoie, Policy and Government Relations

Daniel Rubinstein, Policy and Government Relations

Marc Leblanc, Policy and Government Relations

REPORT OF THE MEETING OF THE NORTHERN AND REMOTE FORUM

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Thursday, November 24, 2016

SUMMARY OF DISCUSSION

Forum Chair Diana Rogerson opened the meeting by welcoming Forum members to Ottawa, and introducing Vice-Chair Jeannie Ehloak. The Chair brought the regrets of Vice-Chair Charles Furlong.

Following approval of the agenda and the report of the September 2016 meeting, members were updated on Phase 2 of the Government of Canada's infrastructure plan, including the enhanced and targeted infrastructure funding for Northern and rural communities committed as part of the fall economic statement.

The Forum then held a roundtable discussion further to the Advocacy Days meetings held during the week. This was an opportunity for Forum members to communicate feedback from the meetings with MPs and Senators in which they participated. Forum members emphasized the value of the meetings, although suggested that, in future, meetings are sought with Parliamentarians engaged in issues relevant to the Forum and those who are unfamiliar with FCM.

Staff outlined progress and updates on priority issues for the Forum, including the National Housing Strategy; the federal government's Transportation 2030 plan; climate change and the environment; and carbon pricing.

Staff then provided information to the Forum on Navigation Canada's proposed decommissioning of non-directional beacons, which is a particularly important issue in the North where access to airports is essential. At this time, it is understood that the decommissioning will only take place where replacement technology is available, and that the associated costs will be borne by the federal government.

Following, the Northern components of FCM's submission to the federal government pursuant to their development of a National Housing Strategy was highlighted. It was noted that the recently released federal "what we heard" report, which summarizes the input received as part of the federal consultation on the National Housing Strategy, included a specific section on Northern housing needs, including reference to the input provided to federal officials at the September 2016 meeting of the Forum.

Lastly, Forum members discussed considerations for the design of Phase 2 infrastructure programs, including the need to retain the federal cost-share portion at 75 per cent, at minimum. The Forum then directed staff to pursue further work in this area, in particular by working with the provincial and territorial municipal associations.

FORUM RECOMMENDATIONS

Recommendations for adoption:

1. Direct staff to engage northern and remote member municipalities on design considerations for Phase 2 infrastructure programs focused on:
 - a. Identification of common needs;
 - b. Support for northern capacity development and cost realities; and
 - c. Identification of emerging opportunities.

The Forum recommends this report be received.

Diana Rogerson, President, Association of
Yukon Communities

REPORT OF THE MEETING OF THE NORTHERN AND REMOTE FORUM

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Thursday, November 24, 2016

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair

Diana Rogerson, President, Association of Yukon Communities, YT

Board Member / Membre du conseil d'administration

Randy Goulden, Councillor, City of Yorkton, SK

Al Kemmere, President, Alberta Association of Municipal Districts and Counties, AB

Rhona Martin, Chair, Columbia-Shuswap Regional District, BC

Karen Oldford, President, Municipalities Newfoundland and Labrador, NL

Marvin Plett, Councillor, City of Winkler, MB

Non-board member / Non membre du Conseil d'administration

Wayne Bokenfohr, Councillor, Sturgeon County, AB

Carmen Sterling, Vice President, Saskatchewan Association of Rural Municipalities, SK

Allan Vinni, Councillor, Regional Municipality of Wood Buffalo, AB

OBSERVER / OBSERVATEUR

Sara Brown, Chief Executive Officer, Northwest Territories Association of Communities, NT

Bev Buckway, Executive Director, Association of Yukon Communities, YT

Brian Fleming, Executive Director, Nunavut Association of Municipalities, NU

Raymond Murphy, Executive Director, Union of Municipalities of New Brunswick, NB

Steve Upham, Reeve, County of St. Paul No. 19, AB

STAFF / PERSONNEL

Dallas Alderson, Policy and Government Relations

Tim Stiles, Policy and Government Relations

Daniel Rubinstein, Policy and Government Relations

**REPORT OF THE MEETING OF THE STANDING COMMITTEE ON INCREASING
WOMEN'S PARTICIPATION IN MUNICIPAL GOVERNMENT**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Thursday, November 24, 2016

SUMMARY OF DISCUSSION

The Committee Chair Chris Fonseca, Regional Councillor, Region of Peel, ON, introduced the Councillor Darren Hill and Councillor Irene Dawson as the Vice-Chairs and welcomed committee members and staff. The committee approved the agenda and the minutes from the September 2016 Board of Directors' meeting in Oakville.

The committee members shared information from their meetings on Parliament Hill related to the priorities of the committee. Councillor Tim Tierney had the opportunity to speak with MP Anita Vandenberg, a member of the Standing Committee on Status of Women, who would welcome the opportunity to speak to the committee during FCM's Annual Conference in June 2017. Councillor Bev Esslinger talked about her meeting with MP Karina Gould during which Councillor Esslinger talked about the work being done to engage 56 women in Edmonton to prepare for the municipal election next year. The committee also discussed the United Nations' International Day for the Elimination of Violence Against Women and requested FCM prepare a statement to show its support for this day as it supports eliminating barriers against women in Canada and around the world.

Vice-Chair Darren Hill presented some of the election results from the recent Saskatchewan municipal election. He explained that for the first time ever, the City of Saskatoon's council is made up of more women than men. He also congratulated Board of Directors members from Saskatchewan who were successful in being re-elected and noted the loss of former Weyburn mayor, Debra Button. The committee asked that staff prepare a letter thanking Ms. Button for her time on the committee and involvement in FCM's international work. Following the discussion on the elections, Vice-Chairs Hill and Dawson updated the committee on the priority areas of the committee. At the direction of the committee, FCM staff reviewed different ways to strengthen the communication in support of the Regional Champions program, and will make more effort to share stories from members on their work to increase women's participation as well as strengthen lines of communication on the Regional Champions and scholarships and awards. Committee members also received an update from FCM's 2nd Vice-President Sylvie Goneau her involvement in a session focused on local elected women during the World Congress of the United Cities and Local Governments in October.

Elena Pierce, Governance, Policy and Networks Advisor presented the committee with a memo on the implications of increasing the Committee's goal of 30 percent representation of women elected to local government to 50 percent by 2026. It has been recommended that it go back to staff for further analysis to better inform the discussion of the revision to the policy

statement in March. Committee members were welcomed to participate in a task group to review the policy statement prior to the next meeting.

FCM's Director, Program Development, Michael Wodzicki, provided committee members with an update on discussions with Status of Women on national gender programming. FCM will explore opportunities to lay the foundation for a strategic long-term program to support a municipal sector wide approach to increasing women's participation in municipal government. Committee members will receive more information at the meeting in March.

STANDING COMMITTEE RECOMMENDATIONS

Recommendations for adoption:

1. The United Nations has designated November 25th the International Day for the Elimination of Violence Against Women to raise awareness of the fact that women around the world are subject to physical and sexual violence. Direct staff to prepare a statement of support for the United Nations International Day for the Elimination of Violence Against Women outlining the work of FCM to promote gender equality.

Recommendations for referral to staff:

1. Direct staff to prepare a letter on behalf of the committee to thank former Weyburn mayor, Debra Button, for her involvement in FCM's Standing Committee on Increasing Women's Participation in Municipal Government and in its international programs.
2. Direct staff to further analyze the implications of increasing the 30% target in the policy statement to 50% by 2026 and report back in March.

Chris Fonseca, Councillor
Chair, Standing Committee on Increasing Women's
Participation in Municipal Government

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Chair / Présidente

Chris Fonseca, Regional Councillor, Region of Peel, ON

FCM Second Vice-President / Deuxième vice-présidente

Irene Dawson, Councillor, Town of Cornwall, PE

Darren Hill, Councillor, City of Saskatoon, SK

Board Member / Membre du conseil d'administration

Richard Allen, Councillor, City of Kingston, ON

Marie-Eve Brunet, Conseillère, Ville de Montréal, QC

Christopher Coleman, Councillor, City of Victoria, BC

Cynthia Downey, Councillor, Town of Stephenville Crossing, NL

Bev Esslinger, Councillor, City of Edmonton, AB

Beverly Gaston, President, Union of Municipalities of New Brunswick, NB

Lisa Holmes, President, Alberta Urban Municipalities Association, AB

Kathy Jeffery, Councillor, Town of Collingwood, ON

Leah Main, Director, Regional District of Central Kootenay, BC

Karen Olford, President, Municipalities Newfoundland and Labrador, NL

Paul Pirri, Councillor, Town of Aurora, ON

Linda Rydholm, Councillor, City of Thunder Bay, ON

Sheryl Spence, Mayor, City of Warman, SK

Barbara Steele, Councillor, City of Surrey, BC

Tim Tierney, Councillor, City of Ottawa, ON

Non-board member / Non membre du Conseil d'administration

Jeff Coffman, Councillor, City of Lethbridge, ON

Shawn Crossman, Councillor, City of Moncton, NB

Vicky-May Hamm, Mairesse, Ville de Magog, QC

Lynda Hundleby, Councillor, Township of Esquimalt, BC

Yolaine Kirlew, Councillor, Municipality of Sioux Lookout, ON

Mairin Loewen, Councillor, City of Saskatoon, SK

Tim Stevenson, Councillor, City of Vancouver, BC

Michael Thompson, Councillor, City of Toronto, ON

Harold Usher, Councillor, City of London, ON

Lorrie Williams, Councillor, City of New Westminster, BC

Sterling Willis, Councillor, Town of Paradise, NL

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Michael Wodzicky, FCM International

Nicole Christy, Policy and Government Relations

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**REPORT THE MEETING OF THE STANDING COMMITTEE
ON INTERNATIONAL RELATIONS**

BOARD OF DIRECTORS
FEDERATION OF CANADIAN MUNICIPALITIES

Fairmont Château Laurier
Ottawa, Ontario
Thursday, November 24, 2016

SUMMARY OF DISCUSSION

Councillor Garth Frizzell introduced Vice-Chair Councillor Bev Esslinger and welcomed committee members, FCM staff and partners from Burkina Faso, Mali, Côte d'Ivoire, Bolivia, Vietnam, Cambodia and Haiti. The committee approved the agenda and the minutes from the September 2016 Board of Directors' meeting in Oakville.

The Committee received an update by FCM Program's Senior Director, Sebastien Hamel on the work plan of FCM's International Relations Framework. He outlined the rationale for the merger of FCM's international and domestic programs under one department with the aim of creating more opportunities for collaboration and to strengthen FCM's engagement with members in its programs. In the coming months, FCM will continue to work to complete the planned activities, including preparing for FCM's 30th anniversary in 2017 with the aim of strengthening communication with members and Canadian stakeholders involved in international cooperation.

As part of Advocacy Days, FCM met with the Parliamentary Secretaries for Foreign Affairs, Trade and International Development and La Francophonie. In addition to FCM's key messages on the second phase of the government's infrastructure plan, FCM delegates conveyed the recommendations outlined in FCM's submission to the Government of Canada's International Assistance Review. FCM's submission recommended that Canada's international assistance should reflect the following: 1) that Canada pay particular attention to urbanisation and the high proportion of the poor who are living in urban areas; 2) that governance focus on decentralisation and capacity building support for local governments as a way to address these thematic priorities; and 3) include a goal of strengthening innovative strategic partnerships with key Canadian sectors, including with Canadian municipalities. The key messages were well received and FCM will further the conversations with Members of Parliament in the coming months.

FCM's Director, Program Development, Michael Wodzicki, presented information on the recently approved programs in Jordan and South Africa, which are both under contractual discussions with Global Affairs Canada. The South Africa program will aim to implement local economic development and asset management policies that reduce poverty for vulnerable groups and help mitigate and/or adapt to climate change within targeted municipalities in the Eastern Cape Province of South Africa. The goals of the Jordan program are to strengthen the leadership and administrative capacity of Jordanian municipalities and improve effectiveness of waste management services. Following the inception periods, FCM plans to engage approximately a dozen municipalities in the Jordan program and another 6 municipalities in South Africa. The committee will receive an update on these programs at the next meeting.

The committee received reports from the SCIR Governance Representatives on the progress of the current programs. Amongst the program updates, the committee welcomed the

participation of program staff from the FCM field office in Haiti, who described the effects of Hurricane Matthew in the Région des Palmes, where FCM is currently implementing the Haiti-Municipal Cooperation Program (MCP). In October, FCM launched an emergency fund to help support small scale programs in the Région des Palmes, which, to date, has reached over \$18,000. The members of FCM's Board of Directors are encouraged to promote their communities of the emergency fund. Further, the committee asked staff to undertake a mission to scope out the potential for a full-scale reconstruction program in the areas most affected by the hurricane.

FCM will celebrate its 30th anniversary of international cooperation programming in 2017. During the Government of Canada's International Development Week (February 5-11, 2017), FCM will launch its 30th anniversary celebrations. Throughout the year, FCM will focus the activities on building awareness amongst its membership. Activities will be organized from February to November during FCM meetings, including its annual conference, and at the municipal level. FCM will also explore opportunities to collaborate, particularly during International Development Week, with other organizations to showcase Canada's international cooperation efforts.

STANDING COMMITTEE RECOMMENDATION:

Recommendation for referral to staff:

1. Mandate staff to undertake a mission to affected areas in Haiti in order to evaluate the potential for a project to support local government officials better play their coordination role during this emergency phase and the reconstruction period that will start soon.

Recommendations for adoption:

1. That FCM continue to encourage Canadian municipalities to donate to the Fund established by FCM to help the Haitian communities deeply affected by Hurricane Matthew in October.
2. The Standing Committee recommends that this report be received

Councillor Garth Frizzell, City of Prince George
Vice-Chair, Standing Committee on International
Relations

LIST OF PARTICIPANTS / LISTE DES PARTICIPANTS

Present / Présences:

STANDING COMMITTEE MEMBERS / MEMBRES DU COMITÉ PERMANENT

Vice-Chair / Vice-Président et vice-présidente

Bev Esslinger, Councillor, City of Edmonton, AB
Garth Frizzell, Councillor, City of Prince George, BC

FCM Second Vice-President / Troisième vice-présidente

Sylvie Goneau, Conseillère, Ville de Gatineau, QC

Board Member / Membre du conseil d'administration

Richard Celzi, Councillor, Ville de Montréal, QC
Christopher Coleman, Councillor, City of Victoria, BC
Darren Hill, Councillor, City of Saskatoon, SK
Kathy Jeffery, Councillor, Town of Collingwood, ON
Lorne Olsvik, Councillor, Lac Ste. Anne County, AB
Paul Pirri, Councillor, Town of Aurora, ON
Marvin Plett, Councillor, City of Winkler, MB
Barbara Steele, Councillor, City of Surrey, BC
Tim Tierney, Councillor, City of Ottawa, ON
Joanne Vanderheyden, Councillor, County of Middlesex, ON
Russell Walker, Councillor, Halifax Regional Municipality, NS

Non-board member / Non membre du Conseil d'administration

Bruce J. Henley, Mayor, Rural Municipality of West St. Paul, MB
Marc Marion, Reeve, Rural Municipality of De Salaberry, MB
Tim Stevenson, Councillor, City of Vancouver, BC
Michael Thompson, Councillor, City of Toronto, ON
Harold Usher, Councillor, City of London, ON
Allan Vinni, Councillor, Regional Municipality of Wood Buffalo, AB
Berry Vrbanovic, Mayor, City of Kitchener, ON
Lorrie Williams, Councillor, City of New Westminster, BC
Bonita Zarrillo, Councillor, City of Coquitlam, BC

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Cyrielle Fleury, FCM International
Odette Gauthier, FCM International
Edith Gingras, FCM International
Renee Giroux, FCM International
Lidice Hidalgo, FCM International

Natalie Johnson, FCM International
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Cinthia Lambin FCM International
Pascal Lavoie, FCM International
Petronila Michael, FCM International
Maryana Nikoula, FCM International
Marjory Sévère, FCM International
Carilynn Siemens, FCM International
Michael Wodzicki FCM International

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Youssouf Diakité, Directeur exécutif AMM
Aglaré Gouba Da, Coordonatrice nationale de programme- Burkina Faso
Lassane Ouedraogo, Secrétaire exécutif-AMBF
Bertin Ouyi, Secrétaire général-AMBF
Ketcho Touré, Coordonateur national de programme-Côte d'Ivoire
Bazoumana Barro, Directeur général-UVICOCI
Blidia Ouattara, Secrétaire général adjoint-UVICOCI
Ngo Thi Tam, General Secretary-ACVN
Thao Nguyen Thi Phuong, National Program Coordinator -Vietnam
Vo Thi Hong Anh, Chairwoman- ACVN
Chhorvanchanny Om, National Program Coordinator-Cambodia
Sodundara Pok, Secretary General
Kosal Say, President NLC
Isaac Alvarez, National Program Coordinator-Bolivia
Manuel Rebollo, Deputy director - CEBEM
Zulema, Serrudo Arancibia, President -ACOBOL
Boniface Coulibaly, Regional Program Coordinator Africa
Rene Escoto, Regional Program Coordinator Latin America
Dung Ngyen, Regional Program Coordinator Asia
Erik Meier, Interpreter