



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

# FCM Orientation Guide 2016-2017





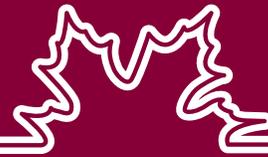
The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. With almost 2,000 members, FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 19 provincial and territorial municipal associations.

FCM Orientation Guide 2016-2017  
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Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario K1N 5P3  
[www.fcm.ca](http://www.fcm.ca)



# Welcome to FCM's Board of Directors!



Welcome to the Board. Our Board is very busy with meetings, committee work and other important activities. We look forward to your participation throughout the year.

This guide will help you better understand how FCM works, and your role and responsibilities as a member of our Board.

Wondering about our governance structure? Have a question about our bylaws? Looking for information on how to put forward a resolution? This guide covers all of this – and more.

Whether you're a new or returning member of our Board or its committees, we hope you'll find this guide to be an indispensable resource that will help you to fulfill your duties as a director and serve our member municipalities effectively.

We thank you for your commitment to FCM and our members, and we wish you much success in your Board and committee activities.

Warm regards,

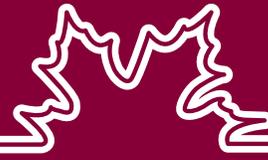


Clark Somerville  
President



Brock Carlton  
Chief Executive Officer

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# 1. Federation of Canadian Municipalities



## WHO WE ARE

From our largest cities to our most remote villages, communities matter: to our economy, our environment, our families and our future. As the national voice of municipal government since 1901, FCM is uniquely positioned to help build Canada's future. Because it is both inclusive and responsive to its membership in communities of every size, in different regions, and in Canada's two official languages, FCM gives the municipal movement a voice.

With the support of almost 2,000 member municipalities that speak for over 90 per cent of the Canadian population, FCM represents municipal interests on national issues and federal government policies and programs. Its membership is composed of big cities and smaller urban and rural communities, as well as 19 provincial and territorial municipal associations. FCM works collaboratively to shape the national agenda, drive local solutions and foster strong, effective local governments. We:

- a) Expand national understanding and support of the role local governments play in meeting national objectives;
- b) Shape the national agenda by influencing decision-makers and opinion-leaders to ensure that the interests of local governments are met or exceeded;
- c) Build capacity and knowledge, thereby encouraging initiative and innovation, which in turn helps local governments rise to the challenges they face; and
- d) Share knowledge and experience on the world stage so that others may improve the quality of life in their communities.

FCM members from every region of Canada meet annually to set FCM policy on major issues. As our Board of directors, you meet every three months

to discuss these issues, establish policy and set the direction of FCM's continuing advocacy on behalf of municipal governments.

We are devoted to building a strong Canada by ensuring that local governments are respected, well-resourced and empowered to create vibrant, sustainable communities.

## OUR HISTORY

In 1901, 68 municipal delegates representing 52 municipalities met in Toronto to form the union of Canadian Municipalities (uCM), a precursor of the Federation of Canadian Municipalities (FCM). At the time, the mandate of the uCM was to convince the federal government to create legislation that would give municipal governments more control over the actions of utility companies within their boundaries: municipal rights-of-way had to be negotiated.

The struggle that produced the uCM illustrates a basic fault line in Canada's constitutional division of powers: the disconnect between municipal and federal governments. Since then, municipal governments have maintained a strong advocacy role in persuading the federal government to include municipal concerns in policy development and national decision-making.

In 1937, the uCM and the dominion Conference of Mayors merged, creating the Canadian Federation of Mayors and Municipalities, which changed its name in 1976 to the Federation of Canadian Municipalities.

Today, FCM employs approximately 130 employees, working to promote municipal interests with the Government of Canada. Staff members work on policy development and research, communications, advocacy, administration, and international and national programs.

## 2. FCM's Governance



### FCM'S BOARD OF DIRECTORS

FCM's Board of directors is one of our greatest assets. This group, consisting of leaders in their respective communities, contributes its vision, commitment and energy to advance common interests for the good of all Canadian municipalities.

FCM's Board of directors is comprised of elected municipal officials from all regions and various-sized communities throughout Canada. It forms a broad base of support and carries the municipal message to the Government of Canada.

The Board of directors sets policy priorities and program directions that reflect the concerns and interests of municipal governments and affiliate members. It meets quarterly to develop policy positions on key national municipal issues and set program directions for domestic and international programs.

The Board is made up of 68 elected directors from all provinces and territories, four Table Officers, a representative of the Big City Mayors' Caucus, and an elected official from the municipality hosting the year's annual general meeting (as long as no other member of that municipal council sits as a director of the Board at that time), for a total of either 73 or 74 Board members. The President is Chair of the Board but not a director.

The Board is organized into five regional caucuses, as follows:

#### Atlantic

3 from Newfoundland and Labrador  
4 from Nova Scotia  
2 from Prince Edward island  
3 from New Brunswick

#### Quebec

12 from Quebec

#### Ontario

16 from Ontario

#### The Prairies and Territories

5 from Manitoba  
5 from Saskatchewan  
7 from Alberta  
1 from the Northwest Territories  
1 from Yukon  
1 from Nunavut

#### British Columbia

8 from British Columbia

#### Guiding Principles:

**1. Engage all members.** This principle enables perspectives from all regions, and from municipalities and communities of all sizes, to count in FCM's discussions. As well, this principle ensures the organization's policy development and advocacy truly represent the interests of municipal governments throughout the country. Moreover, this principle harnesses members' energy and ensures their networks and relationships are focused on municipal needs.

**2. Serve the collective interest.** Members' active participation must serve the collective interest of Canadians. This principle calls for implementing mechanisms to foster debate, discussion and adoption of areas of agreement, as required, to advance a common cause.

**3. Advocate for municipal interest at the national level.** Our members are national leaders who represent their local communities and bring those perspectives to FCM's discussions. Our concerns are national, and our actions address issues that affect all Canadians and their municipalities.

## BOARD MEMBERS' ROLE

The Board of directors sets FCM's directions and adopts its policies and priorities. The Board ensures adherence to legal requirements, as set out in the Articles of Continuance, FCM's Bylaws, and in federal and provincial law. you are also an important ambassador for FCM, supporting our advocacy, media relations, membership, programs, and social media activities. Consistent with good association governance, the Board delegates the management of the organization to the Chief Executive Officer and a team of professionals. The Chief Executive Officer is responsible for supporting the Board's strategic orientations and policies, as well as for the organization's financial and overall management.

**Advocacy role:** you support FCM's advocacy efforts by contributing to discussions on policy and strategic directions, and by actively participating in FCM campaigns, 'Advocacy days', meetings with MP's, and ongoing government relations activities.

**Media relations and social media role:** As a respected public official in our community, you are well-positioned to amplify FCM's message to media outlets in your area, including newspapers, radio and Tv stations, and web-based news and current affairs sites. We encourage you to join FCM's growing online community, support our social media work on Twitter and Facebook, and help us mobilize other members and lead the municipal movement.

**Membership role:** Every year, FCM carries out a national campaign to retain existing members and attract new ones, and you will be called upon to support this campaign in your region.

For its part, FCM staff, under the direction of the CEO, serve the Board of directors and various committees. Through regular meetings of the Board of directors and FCM's Executive Committee, employees receive their priorities for action.

The following serves as a guide for members of FCM's Board of directors in its deliberations:

- Base your decisions on FCM's national vision and mission.
- Match your actions to the priorities in FCM's Strategic Plan.
- understand that the commitment to participate on FCM's Board of directors requires a substantial amount of time.
- Abide by the organization's priorities and policies.
- Know the governance responsibilities of the Board of directors.
- Apply your knowledge of your community to the national issues facing all municipalities and represent, to the best of your ability, the national interests of municipal government in Canada.
- Follow Robert's Rules of Order as the guide to meeting decorum and process (see Annex 1 for a summary of key points).

## FCM'S GOVERNANCE STRUCTURE

FCM's governance structure, which is defined in our Bylaws, is comprised of its Board of directors, an Executive Committee and the Officers. The Board of directors includes Standing Committees, Regional Caucuses and Forums.

### OFFICERS

FCM's Officers are the 3 vice-Presidents, the President, the Past-President, and the Chief Executive Officer (CEO). With the exception of the CEO, only elected municipal officials are eligible to be the officers of the Federation.

The collective role of the Table Officers is to:

- Advise the President on matters related to the governance of the organization (e.g. Board management, appointments to committees and task forces, etc.);
- Fulfil the responsibilities of the Human Resources Committee;
- Accompany the President in selected high-level political meetings with the Government of Canada;
- Provide the CEO with direction on political strategy and messaging between Board meetings, when timelines are too tight to consult the Executive Committee;

- Serve as a sounding board for the CEO on emerging issues arising within the membership, the media, and the broader political context, particularly with regard to preparing discussions of such issues by the Executive Committee and/or the Board of directors; and
- Play an ambassador role for FCM in each Table Officer's respective region, at times representing the President at PTA meetings and other events (e.g. domestic announcements, international representation), and media opportunities.

Their respective roles are:

#### **President**

- Represents and leads the FCM membership;
- Leads the organization's governance, selecting committee members, committee chairs and vice chairs, chairs the meetings of the Board and Executive Committee, and is Ex Officio on all Standing Committees;
- Engages members through various means to communicate the activities of the organization and to understand their needs and challenges;
- Acts as the lead spokesperson for the organization in the media and in political venues;
- Builds and maintains relations with senior federal and provincial/territorial elected officials, key stakeholders where appropriate and the media.

#### **First Vice-President**

- Replaces the president in his or her absence.
- Chairs the Finance and Audit Committee and sits on the Human Resources Committee;
- Has oversight of FCM's Strategic Planning process.

#### **Second Vice-President**

- Replaces the first vice-President in his or her absence;
- Chairs the Membership Relations Committee and sits on the Human Resources Committee;
- Has oversight of the Governance Working Group.

#### **Third Vice-President**

- Replaces the second vice-President in his or her absence; and

- Chairs the Conference Planning Committee and the Resolutions Session at the Board meetings, and sits on the Human Resources Committee and Finance and Audit Committee.

#### **Immediate Past President**

- Ensures continuity on the Board and on the Executive Committee;
- Advises the Chair and the Executive Committee; and
- Chairs the Human Resources Committee and the Elections Committee.

#### **Chief Executive Officer**

- Leads all aspects of the staff team and organization's administration in implementing the Board's direction, providing services to all members and managing the fees and other revenues in the most effective and efficient means for achieving the organization's purpose;
- Builds relations and sustains a national and international network of stakeholders that support FCM in its work;
- Liaises with members to ensure staff understands their challenges and priorities, and represents the members in certain circumstances;
- Builds and maintains relations with government officials at the federal and provincial-territorial levels in support of the organization's political and program objectives;
- Serves as Secretary and Treasurer of FCM.

The Table Officers for 2016-2017 are:

#### **Clark Somerville, FCM President**

Councillor, Regional municipality of Halton

#### **Jenny Gerbasi, First Vice-President**

Councillor, City of Winnipeg

#### **Sylvie Goneau, Second Vice-President**

Councillor, City of Gatineau

#### **Bill Karsten, Third Vice-President**

Councillor, Halifax Regional Council

#### **Raymond Louie, FCM Past-President**

Acting Mayor, City of Vancouver

#### **Brock Carlton, Chief Executive Officer**

## EXECUTIVE COMMITTEE

The Executive Committee makes decisions on behalf of the Board of directors in-between Board meetings. The Committee also makes decisions on Green Municipal Fund (GMF) matters recommended by the GMF Council.

Chaired by the FCM President, the Executive Committee is comprised of fourteen (14) members: five Table Officers, five regional caucus chairs, the Chair of the Northern and Remote Forum, the Chair of the Rural Forum, a representative of the Affiliate Members, and a representative of the Big City Mayors' Caucus.

**[View the full list of FCM's Executive Committee for 2016-2017.](#)**

## REGIONAL CAUCUSES

The five FCM regional caucuses meet during each Board meeting. The caucus meetings provide an opportunity for discussion on policy issues so that regional concerns can be brought to committee discussions and be reflected in national decision-making by the Board of directors. The caucuses are also a venue for discussion on regional issues.

The caucuses provide input into governance issues and are involved in the corporate plan and budget process.

The five regional caucuses are:

- [Atlantic Regional Caucus](#)
- [British Columbia Regional Caucus](#)
- [Ontario Regional Caucus](#)
- [Prairies and Territories Regional Caucus](#)
- [Quebec Regional Caucus](#)

## NON-BOARD COMMITTEE MEMBERS

Each year, municipal councillors who are not Board members are invited to apply for non-board committee member positions. From this pool, the FCM President nominates a small number of individuals. This feature of our governance enables broader membership participation in our committee deliberations and brings expertise that strengthens the debate and helps create the most informed recommendations to the Board of directors. Non-Board members are welcome to participate fully in committee discussions. They do not have voting rights at the Board of directors meeting.

**[View the FCM Non-Board committee members for 2016-2017.](#)**

## STANDING COMMITTEES

FCM's Standing Committees deliberate on issues related to their mandate and make recommendation to the FCM Board of directors. Committee members are appointed by the President. Forums have unique membership requirements. discussions are guided by Robert's Rules of Order (see Annex 1 for an overview). The following is the list of committees and forums, along with a brief description of the issues they consider:

**Standing Committee on Community Safety and Crime Prevention:** Policing, crime prevention, community corrections, emergency preparedness and management.

**Standing Committee on Municipal Finance and Intergovernmental Arrangements:** Municipal powers, roles and responsibilities, federal-provincial/territorial-municipal relations, municipal fiscal tools, international trade rules and disputes, GST and other tax issues.

**Standing Committee on Environmental Issues and Sustainable Development:** Green economy, climate change adaptation, clean air, water, waste, wastewater, brownfields, toxic substances (including pesticides), energy, invasive species, green infrastructure.

### **Standing Committee on Social Economic**

**Development:** Housing and homelessness; cultural and community infrastructure, immigration and municipal-Aboriginal relations, aging.

### **Standing Committee on Municipal Infrastructure and Transportation Policy:**

Municipal infrastructure and federal funding programs, small and regional airports viability, marine policy, railway and municipal proximity issues, highway and border infrastructure issues, urban transit, telecommunications.

### **Standing Committee on International Relations:**

Global networks and advocacy, decentralization, good governance, local capacity development.

### **Standing Committee on Increasing Women's Participation in Municipal Government:**

Advocacy supporting greater participation of women in municipal government, including development of strategies to raise the profile of the issue.

### **Standing Committee on Conference Planning:**

Oversight of the Sustainable Communities Conference and Annual Conference.

## **FORUMS**

**Rural Forum:** infrastructure investments, rural economic development, diversification of resource-based communities, interdependencies between rural and urban communities.

MEMBERSHIP CRITERIA: Membership is open to representatives from municipalities that are rural in nature or urban communities that have a significant rural component or interest. The Affiliate Member representative on the Executive Committee, is also a member of the Rural Forum.

**Northern and Remote Forum:** infrastructure investments, economic development in the North, natural resources and northern communities.

MEMBERSHIP CRITERIA: Membership is open to municipal representatives from the territorial or provincial North.

### **Réseau des municipalités francophones**

**de la FCM:** The *réseau* provides an opportunity for francophone members of the Board of directors to meet and discuss issues pertinent to their concerns, including bilingualism at FCM.

**FCM Big City Mayors' Caucus:** FCM's Big City Mayors' Caucus (BCMC) is comprised of a regionally representative group of FCM member cities from each region in the country. Together, BCMC member cities represent almost 40% of the population of Canada. BCMC is a forum for the mayors to discuss issues of common concern and to present and project a strong, united voice to the Government of Canada, the media and Canadians on issues facing Canada's big cities.

**View the list of current BCMC mayors.**

## **OPERATIONAL COMMITTEES**

**Finance and Audit Committee:** Oversees long-term financial plan, budget development process, financial reporting, audit, financial policy development and risk management.

MEMBERSHIP CRITERIA: The members of the Finance and Audit Committee are the First and Third vice-Presidents, and the five Regional Caucus Chairs.

**Human Resources Committee:** Oversees compensation framework, succession planning for CEO, CEO performance review and HR policy development.

MEMBERSHIP CRITERIA: The members of the Human Resources Committee are the Table Officers.

**Member Relations Committee:** Oversees the design and implementation of member relations strategies, membership recruitment, and initiatives ensuring effective consultations with and engagement of members.

MEMBERSHIP CRITERIA: The members of the Member Relations Committee are the Second vice-President, the five Regional Caucus Chairs, as well as BCMC and PTA representatives.

**Green Municipal Fund Council (GMF):** The GMF Council oversees the directions of the Green Municipal Fund and the allocation of GMF grants and loans to Canadian municipalities and their partners. GMF is a unique model of collaboration between FCM and the federal government. The 15-member GMF Council plays a key governance role for GMF, and an advisory role for the FCM Board of directors. One third of council members are Government of Canada representatives; one third are elected municipal officials; and one third are external members representing the public, private, academic and environmental sectors. The Ministry of the Environment, the Ministry of Natural Resources, and Infrastructure Canada are all represented on the GMF Council. All GMF Council members are appointed by the FCM Executive Committee.

**[View the full list of Green Municipal Fund Council Members.](#)**

#### **AD HOC WORKING GROUPS**

**Governance Working Group:** Assists the Board in the oversight of its governance practices and effectiveness. Members are appointed by the President.

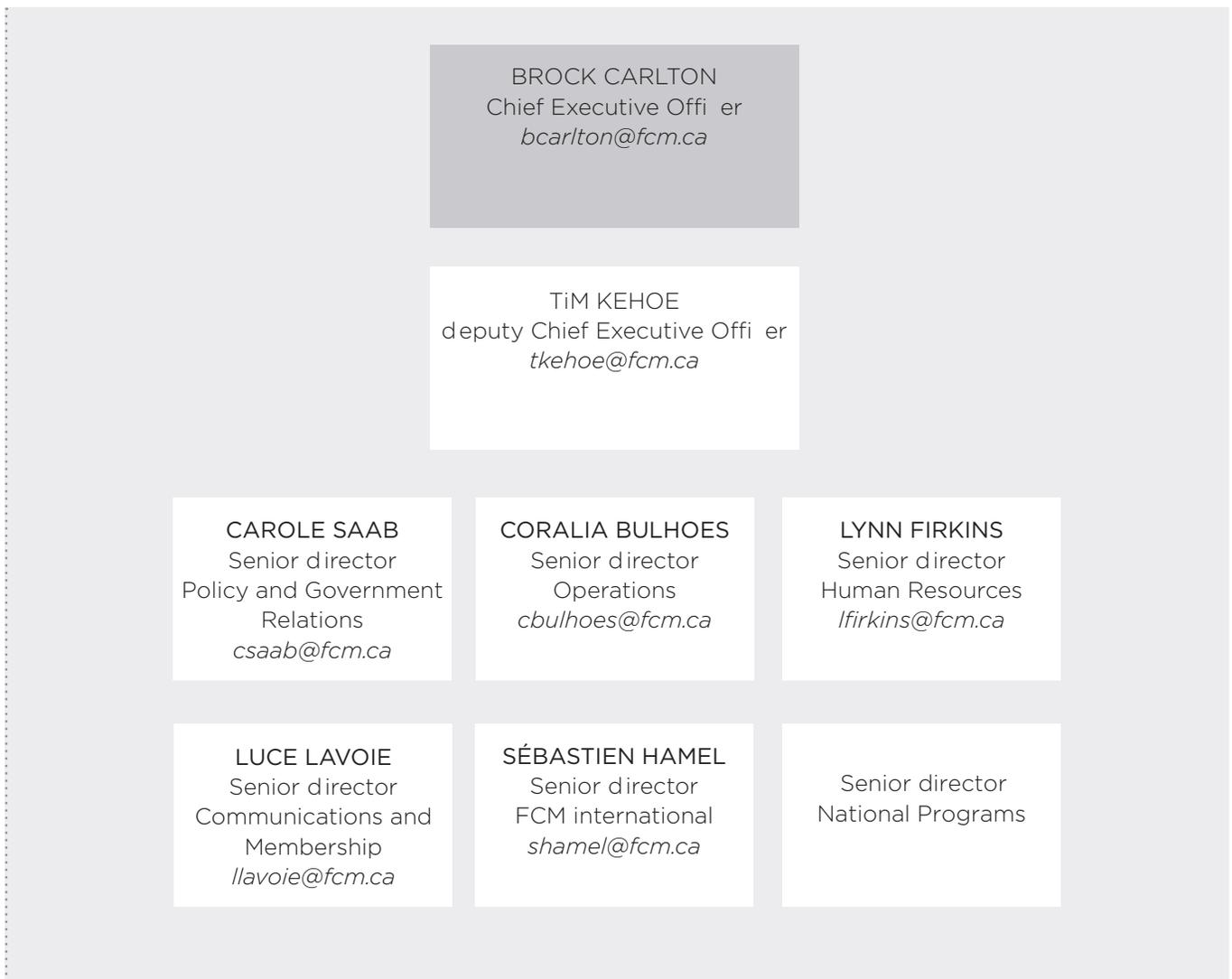
**Election Readiness Working Group:** Oversees FCM's Federal Election strategy. Members are appointed by the President.

## 3. FCM Administration



FCM administration is comprised of 130 professionals dedicated to supporting the membership and Board of directors in fulfilling FCM's vision, mission and values. The following organizational chart presents the FCM Management Committee.

### ORGANIZATIONAL CHART - FCM MANAGEMENT COMMITTEE



## FCM'S DEPARTMENTS

### CEO'S OFFICE

- Leads the staff team in implementing the Board's direction;
- Oversees the development of sound public policy and advocacy strategies;
- Builds and maintains relations with government officials at the federal and provincial/territorial levels, as well as external stakeholders, in support of the organization's political and program objectives;
- Manages organizational development;
- Oversees strategic and corporate planning;
- Manages FCM governance processes;
- Ensures corporate-wide program coherence;
- Oversees FCM's network and relationship management domestically and internationally, including the secretariat of the North American section (NORAM) of United Cities and Local Governments (UCLG).

### POLICY AND GOVERNMENT RELATIONS

- Supports policy development through work with FCM committees and Board;
- Monitors federal and provincial policies related to municipal interests;
- Initiates and conducts research, with partners where appropriate, to support our policy priorities;
- Takes strategic action to advance the national priorities of municipalities with federal decision-makers; and
- Serves as a government relations resource for the entire organization.
- Operates advocacy campaigns on critical issues for FCM's membership.

### OPERATIONS

- Manages all accounting, financial management, internal controls and reporting functions;
- Manages FCM's information systems;
- Manages all facilities owned and leased by the organization;
- Leads the organization's risk management function; and
- Leads the development and retention of corporate partnerships and sponsorships.

### HUMAN RESOURCES

- Ensures up-to-date human resources practices and policies are in place and followed;
- Supports departments in their human resources management responsibilities; and
- Recruits new staff and oversees staff retention strategies.

### CORPORATE AND MEMBER COMMUNICATIONS

- Ensures FCM-wide integrated communications;
- Manages FCM membership retention and recruitment; and
- Manages corporate events;
- Media relations and management of digital media, including social media and web-based communications.

### FCM NATIONAL PROGRAMS

[including Green Municipal Fund (GMF)]

- Offers a suite of national programs aimed at improving environmental, social and economic sustainability;
- Through GMF, provides grants and below-market loans to support municipal initiatives that improve air, water and soil quality, and protects the climate (more information in Annex 6); and
- Shares lessons and expertise gained through other national programs, including Partners for Climate Protection, Women in Local Government, and First Nations - Municipal programs related to community infrastructure and economic development.

### FCM INTERNATIONAL

- Manages externally funded programs to build municipal sector capacities overseas, including service delivery and governance, policy frameworks and strengthening municipal associations (more information in Annex 7);
- Manages FCM's international policy development, relationships and networks; and links international network and knowledge to domestic interests where appropriate.

## 4. FCM's Strategic Plan 2012-2017



### INTRODUCTION

FCM is uniquely positioned to help build Canada's future. Because it is both inclusive and responsive to its membership in communities of every size, in different regions, and in Canada's two official languages, FCM gives the municipal movement a voice.

With a fully engaged membership, FCM works collaboratively to:

- a) expand national understanding and support of the role local governments play in meeting national objectives;
- b) shape the national agenda by influencing decision-makers and opinion-leaders to ensure that the interests of municipalities are met or exceeded;
- c) build capacity and knowledge, thereby encouraging initiative and innovation, which in turn helps local governments rise to the challenges they face; and
- d) share its knowledge and experience on the world's stage, so that others may improve the quality of life in their communities.

In leading the municipal movement, FCM holds to one fundamental truth:  
*municipalities matter.*

FCM's Strategic Plan for 2012-2017 is comprised of the following elements:

**Vision:** An image of the preferred future (ultimate outcome) that FCM seeks to help its members achieve. The *why* of what we do.

**Mission:** FCM's specific role and contribution in bringing about this desired future. The *content* of what we do.

**Values:** The key values that must be reflected in FCM's work in order for it to fulfil its mission. The *how* of what we do.

**Key Result Areas:** Priority results to be achieved over the next five years.

## VISION

**Strong Communities,  
Strong Cities,  
Strong Canada**

**Local governments are respected,  
well resourced and empowered, creating  
vibrant, sustainable<sup>1</sup> communities and  
cities, and building a strong Canada.**

## MISSION

**FCM is the national leader and voice of  
local governments, shaping the national  
agenda and fostering strong and effective  
local governments.**

<sup>1</sup> FCM's vision of sustainability includes environmental, economic, social and cultural dimensions.

## VALUES

Our values reflect the fact that our members are the core of who we are and what we do.

**We are a bilingual, diverse and inclusive organization** that is representative and reflective of the interests and needs of both its members and the public.

**We are non-partisan, and build relationships based on trust and respect.** Our relationships with federal, provincial/territorial and Aboriginal governments promote the unique role that local government plays in improving the quality of life in our communities.

**We work collaboratively**, both internally and externally with members, and with stakeholders who share our vision of strong communities, strong cities, and a strong Canada.

**We are consultative**, and strive to achieve consensus in responding to the varied needs and goals of our membership.

**We are leaders and visionaries in defining and advancing national policies** that are supportive of local governments.

**We are leaders in environmental sustainability**, promoting and supporting best practices.

**We strive for excellence** in everything that we do, and speak truthfully, factually and effectively in all of our communications.

**We act with integrity** and the highest standard of ethical behaviour.

**We are proactive and innovative**, and seek out new ways of serving our members.

**We are an employer of choice** that values and respects employees, and we have created, and foster, a work environment that is inclusive and results-oriented, that provides clear direction and accountability, and that enables staff to take a leadership role and to contribute to the goals of the organization.<sup>2</sup>

<sup>2</sup> FCM Staff have developed a complementary set of more specific values to guide the internal operations of the organization.

## KEY RESULTS AREAS

The fulfilment of FCM's mission over the next five years calls for achieving strategic outcomes in seven distinct Key Result Areas (KRAs).

### SERVICE TO MEMBERS

#### 1. Develop Municipalities' National Leadership Role

- develop understanding and awareness of the role municipalities play as the economic engine and foundation of Canadian society.
- Enhance leadership capacity based on knowledge, innovation and best practices, anticipating emerging challenges and developing effective responses.
- Build upon our long-term partnership with the federal government in addressing municipal priorities.

#### 2. Enhance Member Engagement

- Effectively demonstrate FCM's value proposition to enhance retention and recruitment, thus ensuring the ongoing credibility and strength of FCM's voice.
- increase the focus on active engagement of all local governments in the advocacy and capacity-building work of FCM, actively reducing barriers to engagement for smaller communities.
- implement effective strategies and practices to enhance the engagement and participation of francophone members.
- Continue to ensure and demonstrate that the interests and concerns of all members (rural/urban, small/large, northern and remote) are recognized and addressed in FCM initiatives and programs.

#### 3. Develop the Municipal Movement

- Build the full national municipal story with respect to members' priorities, in close collaboration with provincial/territorial associations.
- Engage all local governments to ensure a unified national voice.
- Provide the information and tools members need in order to engage their communities in supporting and promoting municipal priorities.
- utilize innovative technologies/methods to increase the understanding, engagement and support of stakeholders (governments, NGOs, private sector) and thought leaders in addressing municipal priorities.

#### **4. Strengthen Knowledge-Sharing and Capacity-Building**

- Strengthen the research, knowledge and evidence base for municipal capacity- building.
- utilize innovative methods/technologies to enhance access to peer-to-peer connections and learning; communities of practice; and knowledge, training and other capacity-building programs of direct value to local governments.
- increase the alignment of capacity-building programs with municipal priorities.
- Continue to examine and adopt best practices for capacity-building, in order to optimize impact within this sector.

#### **5. Examine New Services for Members**

- Examine opportunities to provide a new range of direct services to members where feasible, such as shared procurement in cooperation with PTAs, and fee-for-service consulting and technical support, drawing on areas of FCM expertise.

### **ENABLING FUNCTIONS**

#### **6. Board Effectiveness**

- Continue to strengthen the Board's governance practices, effectiveness and partnership with staff.

#### **7. Organizational Effectiveness**

- increase accountability and alignment/synergy across FCM programs and services through enhanced planning/evaluation practices.
- Optimize the use of innovative communications methods/technologies to engage members; to tell our story in an accessible and compelling way; and to enhance access to capacity-building programs.
- increase resources focused on municipal issues through enhanced partnerships, revenue-generation, and diversification (e.g., fee-for-service, differential pricing for non-members, corporate partnerships, etc.).
- Examine and adopt innovative technologies and best practices to enhance effectiveness and efficiency, and streamline processes to reduce barriers to member participation.
- Ensure that FCM is an attractive and engaging workplace for those with the skills, expertise and values to achieve our goals.
- Continue to implement sustainable practices in FCM operations.

# Annex 1

## Robert's Rules of Order

### SIX STEPS TO A MOTION:

1. Moving the Motion
2. Obtain a Second
3. State the Motion
4. Call for debate on the Motion
5. Put the Question...Statement: Are you ready for the question....*"The question is on the adoption of the motion that....."...."those in favor say aye...those opposed, say no..."*
6. Chair Announces the Result of the vote: When the voting is complete, the chair announces the result. Each announcement has four parts:
  - i. Reporting which side "has it";
  - ii. declaring that the motion is adopted or lost;
  - iii. indicating the effect of the vote, if needed or appropriate; and
  - iv. Announcing the next item of business, when applicable.

# Annex 2

## Key Facts and Figures

### **Value of the federal Gas Tax Fund**

- Permanent Gas Tax Fund provides \$2 billion per year to municipalities, and \$40 billion over the next 20 years.
- 2% annual index started in 2014-2015 protects purchasing power over the long-term, and results in cumulative new funding of \$8.5 billion over the next two decades.

### **Expanding GST rebate from 57 per cent to 100 per cent**

- Almost \$900 million per year, on a permanent basis.

### **Municipal government annual expenditures on infrastructure**

- Municipalities invest between \$12 to \$15 billion of their own-source revenue on infrastructure annually mostly funded from property taxes and local user fees.
- Total procurement on all goods and services at the local level amounts to approximately \$100 billion per year.

### **Ownership of public infrastructure**

- in 1961, the federal and provincial governments owned 70 per cent, while municipalities owned only 30 per cent of the national capital stock.
- in 2013, municipalities owned 56.8 per cent of the nation's core public infrastructure.

### **Return on investment from investing in municipal infrastructure and housing**

- Every dollar invested in housing increases Canada's real GdP by \$1.40.
- Every dollar invested in roads, bridges, transit, water and wastewater increases real GdP by at least \$1.20.
- Every \$1 billion invested in infrastructure generates 16,000 person-years of employment.

### **Federal wastewater regulations**

- More than \$20 billion worth of upgrades to municipal wastewater infrastructure will be required over the next 15-20 years to meet new federal regulations.

### **Economics of policing**

- Policing costs Canadians \$12 billion per year, with 60% of costs paid through property tax, despite growth in national and international policing problems like cyber-crime, fraud and terrorism.

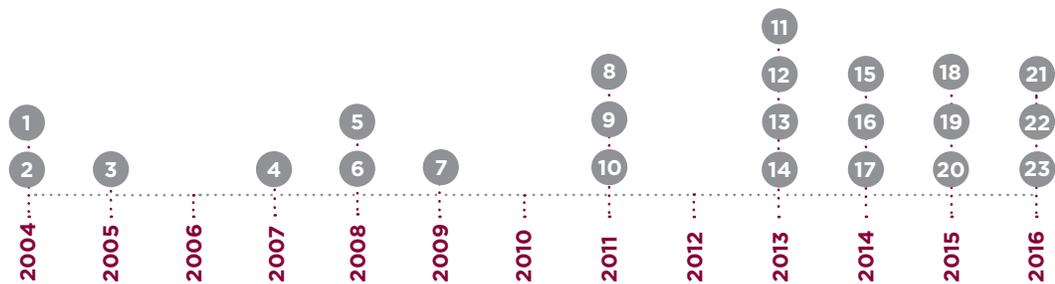
### **Impact of more frequent extreme weather events**

- Extreme weather events are expected to cost Canadians upwards of \$5 billion annually by 2020.

## Annex 3

### Key Results

#### BREAKTHROUGHS IN OTTAWA



From the launch of the federal Gas Tax Fund in 2005, which delivered billions in new, predictable funding to the municipal sector, to the FCM Rail Safety Working Group responding to the tragic events in Lac Megantic, to the unprecedented attention to municipal issues at the national level during Election 2015, FCM is working to deliver breakthroughs for the sector with the federal government. Some of our biggest accomplishments are listed below.

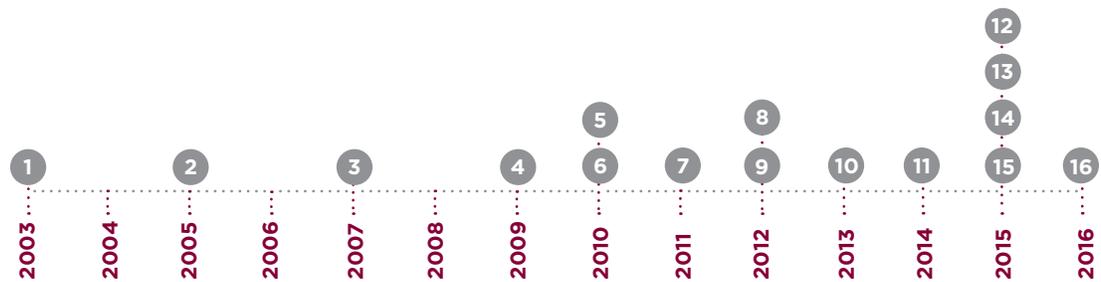
- 1** Launch of federal Gas Tax Fund.
- 2** Municipal Goods and Services Tax (GST) rebate increased to 100 per cent
- 3** \$1.2 billion in dedicated federal funding, and \$1.9 billion for affordable housing is announced.
- 4** New seven-year federal infrastructure plan unveiled, including \$8.8-billion Building Canada Fund.
- 5** Federal Gas Tax Fund made permanent. Will deliver \$40 billion over 20 years.
- 6** Federal affordable housing programs renewed with \$1.4 billion in new funding over five years.
- 7** Two-year Economic Action Plan (EAP) invests \$10 billion in cities and communities – the largest-ever, one-time federal investment in FCM priorities.
- 8** Responding to municipal concerns, federal government extends EAP project completion deadline by nine months to ensure local projects can be completed.
- 9** Historic commitment in Federal Budget 2011 to develop long-term infrastructure plan, working with provinces, territories and FCM.
- 10** Budget 2011 makes the Gas Tax Fund permanent – the foundation of a national long-term plan for municipal infrastructure.

## BREAKTHROUGHS IN OTTAWA (continued)

- 11** Following FCM's recommendation, the government indexes the permanent Gas Tax Fund at 2% per year, adding \$9 billion in funding over 20 years.
- 12** The New Building Canada Fund is announced with \$14 billion in new funding over 10 years, including a \$1 billion Small Communities Fund and a commitment to work with FCM on a formal review after five years.
- 13** The P3 Canada Fund is increased with \$1.25 billion in additional funding over five years.
- 14** The government renewed expiring programs for affordable housing and homelessness, with FCM to participate in the design and review of these programs.
- 15** Responding to the tragic events in Lac Mégantic, severe weather events across the country and pressure from our hometowns, the Government of Canada provides \$200 million over five years for its National Disaster Mitigation Program.
- 16** Budget 2014 announced the Connecting Canadians program, investing \$305 million over five years to extend and enhance broadband services to rural and northern communities.
- 17** Acting on FCM's recommendations, Budget 2015 committed to a new permanent, predictable Public Transit Fund to reduce gridlock. Funding is phased-in, ultimately reaching \$1 billion in annual funding in 2019-2020.
- 18** The Canada 150 Community infrastructure Program is launched, investing \$150 million across Canada to rehabilitate, renovate and expand existing public infrastructure for community use.
- 19** Budget 2015 also committed to provide \$3 million over two years, starting in 2016-2017, to take initial steps to establish a Public Safety Broadband Network, a high-speed mobile network dedicated to emergency management.
- 20** Election 2015 saw municipal issues rise to the top of the national agenda. FCM's Election Campaign drove home the narrative of community building as nation-building.
- 21** Hundreds of FCM members engaged in FCM's Election Campaign and many of our policy priorities were reflected in three of the national parties' platforms.
- 22** The first budget of the newly elected government, Budget 2016, reflected a new relationship with FCM and the municipal sector with over \$11 billion in new infrastructure spending, including on housing, clean water, transit and green infrastructure.
- 23** In September 2016, FCM and its delegation of mayors from across the country joined Federal, Provincial and Territorial ministers responsible for infrastructure at an unprecedented meeting of three orders of government to discussed collaboration and shared priorities for the federal Phase 2 Infrastructure Program.



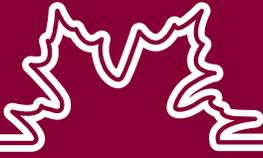
## FCM INTERNATIONAL



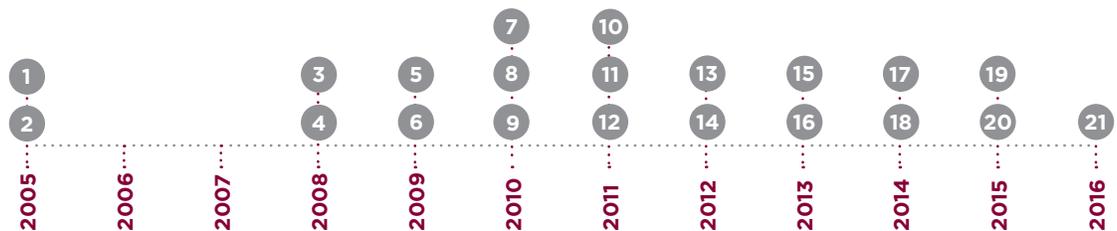
- 1** FCM recognized as “Best development Partner” by African leaders at the third Africities Summit.
- 2** FCM international helps establish women’s caucuses and committees within FCM and other national associations around the world.
- 3** FCM’s Global Partners Group and Regional Partners Group established.
- 4** Successful delivery of multi-million-dollar programs in Sri Lanka and Indonesia in response to the Boxing day 2004 tsunami in the Indian Ocean as part of Canada’s largest international assistance effort to date.
- 5** Launch of the Ukraine Municipal Local Economic development program, through which Canadian municipalities share their expertise with Ukrainian cities to help them foster economic growth.
- 6** Implementation of the Municipal Partners for Economic development program supporting local governments and local government associations in Africa, Asia and Latin America.
- 7** In response to the January 2010 earthquake in Haiti, FCM launches the Municipal Cooperation Program in collaboration with the City of Montréal and the Union des municipalités du Québec.
- 8** FCM begins implementation of the six-year, \$22 million Caribbean Local Economic development program, to stimulate sustainable local economic development (LEd) in the Caribbean Region.
- 9** FCM International celebrates 25 years of local government development cooperation.
- 10** Global local government network United Cities and Local Governments, adopts the FCM-led Policy Paper on Development Cooperation and Local Government, which aims to raise awareness and advocate in favour of local governments as key actors in international development.

## FCM INTERNATIONAL (continued)

- 11** Launch of the second phase of the Municipal Cooperation Program (Haiti), a five-year \$24.1 million program that is being implemented in collaboration with the City of Montreal and the union des municipalités du Québec.
- 12** FCM Board of directors adopted its 3-year international Relations Framework (2015-2018), which focuses FCM's international work in four areas: international policy and advocacy; development cooperation; trade and investment promotion; and organizational effectiveness, in an effort to support FCM's Strategic Plan.
- 13** Launch of the Sustainable and inclusive Communities in Latin America (CiSAL) in Peru and Colombia, a five-year \$20.5 million program to support local governments affected by the extractive industry.
- 14** FCM signed a 5-year strategic partnership agreement with the department of Foreign Affairs Trade and development (dFATd) on development cooperation. This agreement has positioned FCM as a key partner of the Government of Canada with the aim of ensuring a stronger municipal involvement in development cooperation.
- 15** Launch of the Partnership for Local Economic development and democratic Governance (PLEdd G), a six-year \$22.3 million program in Ukraine to support local governments achieve economic prosperity and democratic governance.
- 16** FCM begins the inception phase of the Partnerships for Municipal Innovation, a five-year \$24.4 million program strengthen sustainable economic growth at the local level in Mali, Burkina Faso, Cote d'Ivoire, Nicaragua, Bolivia, Vietnam and Cambodia.



## FCM NATIONAL PROGRAMS (including Green Municipal Fund)



- 1** GMF endowment increased to \$550 million.
- 2** FCM receives a \$1.2 million federal contribution over four years for the Affordability and Choice Today program.
- 3** Community Energy Planning Mission expands its scope and is renamed FCM Sustainable Communities Mission.
- 4** Affordability and Choice Today receives a \$650,000 federal contribution over two years
- 5** FCM improves GMF application process for grants and loans, allowing municipalities to apply for capital project funding at any time of year, and taking steps to streamline approval process.
- 6** Through additional promotion, FCM increases number of grant applications to Affordability and Choice Today program by 400 per cent.
- 7** FCM updates GMF funding offer to increase funding and broaden eligibility.
- 8** PCP surpasses 200 member municipalities working to reduce greenhouse gas emissions and expands to include Enviro-Fleets pilot project.
- 9** FCM launches two new national programs: Getting to 30% and the First Nations-Municipal Community infrastructure Partnership Program (CiPP).
- 10** New mentorship Protégé Program begins.
- 11** Getting to 30% women's campaign schools deliver significant results - 54% of BC and 74% of NB participants who run for municipal office are elected.
- 12** FCM experiences highest demand ever for GMF funding.
- 13** CiPP wins the silver iPAC public sector leadership award.

## **FCM NATIONAL PROGRAMS** (continued)

- 14** FCM launches new competitive approval process for GMF capital project applications in the energy, transportation, waste and water sectors and updates criteria for plans, studies and tests.
- 15** New Head Start for young Women program begins.
- 16** First Nations–Municipal Community Economic development initiative (CEdi) begins
- 17** CiPP funding is renewed.
- 18** FCM and iCLEi mark the 20th anniversary of the PCP program.
- 19** New GMF peer learning programs - Leadership in Asset Management (LAMP) and Leadership in Brownfield Renewal (LiBRe) - are launched.
- 20** New program aimed at engaging women from under-represented communities - diverse voices for Change - is launched.
- 21** CEDI phase II begins.

## Annex 4

### General Bylaws

FCM's most important document is its bylaws. This document describes in general how FCM's activities and affairs must be carried out and managed.

The general bylaws are an essential guide for those who want to understand the criteria governing the status of members, the structure of the Board of directors, the electoral process and similar issues.

**Section 1** – presents a series of definitions and interpretations needed to understand the bylaws.

**Section 2** – establishes the qualifications for two classes of membership. Any incorporated municipality located in Canada is eligible to become an FCM Municipal Member and any association of municipalities located in a Canadian province or territory is eligible to become an FCM Affiliate Member. This section also provides for mechanisms to impose and levy membership fees for each membership category.

**Section 3** – determines the composition of the Board of directors. While it is essential to refer to the bylaws to understand all composition subtleties of the Board and the election of its members, the Board is, in short, comprised of 73 or 74 members. These include:

- three vice-presidents as elected by the delegates to the Annual General Meeting;
- 68 directors nominated by their respective provincial/territorial caucus at the Annual General Meeting and elected by accredited representatives of member municipalities at that meeting; these include: three from Newfoundland and Labrador; four from Nova Scotia; two from Prince Edward Island; three from New Brunswick; 12 from Quebec; 16 from Ontario; five from Manitoba; five from Saskatchewan; seven from Alberta; eight from British Columbia; one from the Northwest Territories; one from Yukon; and one from Nunavut; and
- up to three directors appointed by the Board: the immediate Past-President; a representative of the Big City Mayors' Caucus; and an elected official representing the municipality hosting the year's annual general meeting, as long as no other member of that municipal council sits as a director of the Board at that time.

To be elected to the Board of directors, a member must have the approval of his or her municipal council, as expenses incurred by participating on the Board are not reimbursed by FCM.

In recent years, the Board established electoral procedures for the election of its directors and officers. The full version of these procedures is available on our [website](#).

The Board of directors meets at least three times a year.

**Section 4** – defines the functions and responsibilities of the Officers – i.e. the President, vice-Presidents, immediate Past-President, and the Chief Executive Officer. The President is elected by, represents and leads the FCM membership. He/she leads the organization's governance, selecting committee members, committee chairs and vice chairs, and chairs the meetings of the Board and Executive Committee. The President engages members through various means to communicate the activities of the organization and to understand their needs and challenges. He/she is the lead spokesperson for the organization in the media and in political venues. He/she builds and maintains relations with senior federal and PT elected officials, key stakeholders where appropriate and the media. During the absence or incapacity of the President, he or she is replaced by the First vice-President.

This section also lists the duties and responsibilities of the Chief Executive Officer. The CEO is the appointed employee of the Board. He/she leads all aspects of the staff team and organization's administration in implementing the Board's direction, providing services to all members and managing the fees and other revenues in the most effective and efficient means for achieving the organization's purpose. He/she builds relations and sustains a national and international network of stakeholders that support FCM in its work. The CEO liaises with members to ensure staff understands their challenges and priorities, and represents the members in certain circumstances. The CEO also builds and maintains relations with government officials at the federal and provincial/territorial levels in support of the organization's political and program objectives.

This section includes the rules governing the election of FCM's President and vice-Presidents, and a chart which sets out the rotation of officers based on representation from each of Canada's major regions. For example, in 2011, the presidency was allocated to a member from Ontario; in 2012, that privilege belonged to a representative from the Prairies and Territories. In 2013, a representative from Quebec held the presidency, and in 2014, Atlantic Canada. In 2015, the presidency was turned over to a representative from British Columbia. In the following years, the cycle will begin again, in the same order.

**Section 5** – provides for an Executive Committee chaired by the President and comprised of 14 members: the five table officers and nine other members of the Board of directors. Of these nine, five are the chairs of each of FCM’s regional Caucuses. Of the remaining four, one is the chair of the Northern and Remote Forum, one is the chair of the Rural Forum, one is the representative of the Affiliate Members, and one is the chair of the Big City Mayors’ Caucus.

The Executive Committee is responsible for “the general management and supervision” of FCM’s affairs, and for advising and assisting the Board and FCM’s President and other officers in these matters. The President and other officers consult the Executive Committee before proposing any matter to the Board for its approval. Between Board meetings, the Executive Committee possesses and exercises all powers of the Board in administering FCM’s business and affairs.

**Section 6** – lists the main working committees of FCM members: the Regional Caucuses, the Big City Mayors’ Caucus, the Northern and Remote Forum, the Rural Forum, the Elections Committee, the Human Resources Committee, and the Green Municipal Fund Council and Peer Review Committee. This section allows the Executive Committee to establish one or more additional committees as they deem appropriate.

**Section 7** – establishes the rules governing members’ meetings, including those specific to the annual general meeting and special meetings. Required notice provisions, quorum, and voting provisions are set out within this section.

**Section 8** – states that Robert’s Rules of Order shall govern the conduct of meetings of the Board, the members and committees.

**Section 9** – stipulates that FCM’s registered office shall be located within the City of Ottawa.

**Section 10** – covers financial matters, including the appointment of a public accountant, the financial report, and prohibits remuneration for members of the Board.

**Section 11** – states that FCM must implement and maintain a Code of Ethical Conduct, including provisions concerning conflicts of interest. This Code is adopted by the Board of directors and includes amendments made from time to time by the Board or the Executive Committee. The Code applies to all FCM directors and officers, as well as to all FCM committee members. This document is available on the FCM [website](#).

**Section 12** – sets out the requirements to enact, repeal or amend the bylaws. Any such action requires approval of the members.

# Annex 5

## Resolutions Procedures

### INTRODUCTION

The resolutions process gives Members the opportunity to influence the direction of FCM's public policy and advocacy work, as well as the organization itself.

Resolutions should focus on issues that are the direct responsibility or concern of Canadian municipalities at a national level and fall within the jurisdiction of the federal government. Members are recommended to review **Section 2** of these procedures for guidelines for drafting resolutions and **Section 6** for guidance on the categorization of resolutions.

Any municipality or provincial/territorial-municipal association that is a FCM Member in good standing may submit resolutions following the procedures described in Sections 1 and 2. Follow up action on adopted resolutions is determined by its category, as described in Section 6.

FCM's 3<sup>rd</sup> Vice-President is Chair of the Report on Resolutions at all Board Meetings. During the Annual Conference, the Resolutions Plenary Session shall be chaired by FCM's 3<sup>rd</sup> Vice-President, and governed by the procedures found in Section 4.

### 1. GENERAL PROCEDURES

- 1.1. Resolutions shall be considered at the March and September meetings of FCM's Board of Directors, as well as the Annual Conference; in addition, FCM's Executive Committee, acting in its power on behalf of the Board, may consider resolutions in between these times if by majority vote it is agreed that the situation warrants.
- 1.2. The deadline for submission of resolutions to Board Meetings or the Annual Conference is posted on the FCM website.
  - 1.2.1 The deadline for resolutions submitted to the March Board meeting or Annual Conference is January 25<sup>th</sup> every year.
  - 1.2.2 The deadline for resolutions submitted to the September Board meeting is July 5<sup>th</sup> every year.
- 1.3. Resolutions received after the deadlines noted in sections 1.2.1 and 1.2.2 shall be submitted for consideration to a regularly scheduled meeting of the Board of Directors or the Annual Conference if determined by the Executive Committee, at a regularly scheduled meeting, to be of an emergency or time-sensitive nature; otherwise, these resolutions shall be held for action at the next scheduled Board meeting.
- 1.4. The Executive Committee will refer to, but will not be limited to, the following criteria to determine whether a late resolution should be considered an emergency or time-sensitive matter:

- 1.4.1 The resolution addresses an issue that imposes a significant, immediate and direct impact on municipal operations;
  - 1.4.2 The issue can be resolved in the near term through an open federal decision-making window (i.e. legislative review underway; pre-budget; etc.) that will close before the resolution could be considered as part of the next deadline period.
  - 1.4.3 FCM staff will review all submitted resolutions to ensure they meet FCM's Procedures for Resolutions and, if required, will contact the resolution's sponsor for any further information.
  - 1.4.4 Resolutions, which fall within the mandate of an FCM Standing Committee, will be reviewed by that Standing Committee; otherwise, they will be reviewed by the Executive Committee for the purpose of presenting recommendations to the Board of Directors or to the Annual Conference
- 1.5. Standing Committees shall recommend whether resolutions are compatible with existing policy as established through previously adopted resolutions, decisions of the Board of Directors, Executive Committee and policy statements. This provides some measure of protection against contradiction or inconsistency in FCM's positions or actions. Approved resolutions shall be forwarded to the Board Members or to the entire Membership at an Annual Conference for approval with the determined recommendations.
  - 1.6. Standing Committees, the Executive Committee or the Board may amend a resolution if deemed necessary, although the intent of the resolution shall remain the same.
  - 1.7. FCM will not entertain resolutions that involve disputes between or amongst municipal governments.
  - 1.8. All Members who have submitted resolutions shall be notified of the decision taken by the Board of Directors or by the delegates at the Annual Conference and of any action(s) taken by FCM.
  - 1.9. Besides FCM's governing by-laws and these written rules of procedures, *Roberts Rules of Order, Newly Revised (RONR)*, current edition, shall also assist with the governing authorities.

## **2. GUIDELINES FOR DRAFTING RESOLUTIONS**

- 2.1. Resolutions should focus on issues that are the direct responsibility or concern of Canadian municipalities and fall within the jurisdiction of the federal government, and/or provincial and territorial governments acting at the inter-provincial/territorial level.
- 2.2. Resolutions should be drafted using a national vocabulary at all times. FCM Staff will remove references to local, regional or provincial governments in the resolution's operative clauses that may detract from the national significance of the resolution.
- 2.3. Members submitting resolutions regarding Community Safety and Crime Prevention matters are advised to focus on the "principle" of the issue being addressed and avoid attempts to reword the Criminal Code.
- 2.4. All Members are urged to observe the following format when preparing resolutions for submission to FCM:
  - 2.4.1 The TITLE should be short and refer to the key intent of the resolutions.
  - 2.4.2 The DESCRIPTIVE CLAUSES (WHEREAS...) should clearly and

briefly set out the reasons for the resolution and how it relates to municipal-federal issues. If the sponsor believes that the rationale cannot be explained in a few preliminary clauses, the problem should be stated more fully in supporting documentation as described in Section 2.4.

- 2.4.3 The OPERATIVE CLAUSE (**RESOLVED**, That...) must clearly set out the intent of a resolution and state a specific proposal for any action with which the sponsor wishes FCM to take (i.e. **RESOLVED, That FCM urge/endorse/petition/write...**) with the federal government. The wording should be clear and brief. Generalization should be avoided.
- 2.5. Background information, such as a Council report, demonstrating the resolution's adherence to FCM's categorization guidelines outlined in Section 6, must be submitted with resolutions. When a resolution is not self-explanatory and when adequate information is not attached, FCM will return a resolution to the sponsor with a request for additional information or clarification before it is further considered.
- 2.6. Proof of endorsement by the sponsoring municipal or affiliate member must accompany all resolutions submitted to FCM.
- 2.7. All Resolutions must be submitted electronically, by e-mail to [resolutions@fcm.ca](mailto:resolutions@fcm.ca).  
Please send resolution text in a word document format although scanned hardcopy document files will be accepted.

### **3. PROCEDURES FOR SUBMITTING RESOLUTIONS TO THE ANNUAL CONFERENCE**

- 3.1. The deadline for submission of resolutions to FCM's Annual Conference is posted on FCM's website (<http://www.fcm.ca/home/about-us/corporate-resources/fcm-resolutions.htm>)
- 3.2. The Board of Directors, taking into account the recommendation of the Standing Committee responsible for the subject area of a resolution, will determine whether a resolution submitted for consideration by the entire membership at the Annual Conference should be dealt with at the Annual Conference.
- 3.3. Standing Committees or the Executive Committee may recommend that resolutions previously dealt with by the Board in that given year be submitted to the Annual Conference for consideration by the entire membership. These resolutions may be amended to ensure that their content clearly reflects the key issue, yet maintain its intent.
- 3.4. Resolutions to be considered at the Annual Conference will be available on FCM's member website 14 days prior to the Conference, and distributed to delegates at the Annual Conference.
- 3.5. Resolutions received after the deadline will be held for action by the Board of Directors at its next meeting in September, except for those resolutions that are determined by the Executive Committee to be of an emergency or time-sensitive nature (refer to section 1.4 for criteria).
- 3.6. Resolutions submitted after the regular deadline as an emergency or time-sensitive nature, must be received a minimum of six (6) days prior to the Annual Conference to allow sufficient time for staff analysis and subsequent consideration by the Executive Committee at its regularly scheduled meeting the evening before the first day of the Annual Conference.

- 3.7 Resolutions that are not debated at the Annual Conference because of insufficient time or lack of quorum of Accredited Representatives (quorum consists of 50 Accredited Representatives in attendance, as per section 7.04 of the By-laws, or because it was submitted past the deadline, will be presented at the first meeting of the new Board of Directors in September.

#### **4. PROCEDURES FOR THE RESOLUTIONS PLENARY SESSION AT THE ANNUAL CONFERENCE**

- 4.1. Resolutions submitted after the regular deadline as an emergency or time-sensitive in nature (see section 1.4), must be received no later than six days prior to the Annual Conference to allow sufficient time for staff analysis and consideration at the regularly scheduled Executive Committee meeting held the day before the first day of the Annual Conference.
- 4.2. The Board of Directors may, at the March and September Board meetings, package selected resolutions into a Consent Agenda to be voted on as one motion by voting members at the Annual Conference.
- 4.3. Resolutions may be removed from the Consent Agenda, for separate consideration, upon a motion by any accredited FCM Member or Affiliate in good standing, and with a majority vote of the Conference delegates. Only the mover will be permitted to speak to such a motion. The remainder of the Consent Agenda shall be voted on as one motion.
- 4.4. The Operative Clause(s) of all Resolutions categorized under “A”, “B” and “C” shall be read aloud, followed by the recommendations of the Board or Executive Committee.
- 4.5. All resolutions presented at the Annual Conference Resolutions Plenary, as well as emergency resolutions that are provided onsite, are deemed to be duly moved and seconded by the originating municipality or provincial/territorial municipal association.
- 4.6. An accredited representative from the sponsoring municipal or affiliate member will be given the first opportunity to speak on the resolution.
- 4.7. Only accredited representatives of FCM Members or affiliate members in good standing are entitled to speak from the plenary floor. All speakers must identify themselves and their municipality or association and must confine their remarks to a maximum two (2) minutes.
- 4.8. No delegate will be permitted to speak more than once on any resolution until other delegates wishing to speak have been heard.
- 4.9. Proposed amendments to a resolution should be submitted in written form to the Chair of the Resolutions Plenary Session to ensure the correct wording is voted on and reflected in the official record.
- 4.10. Should a Conference Delegate wish to introduce an amendment to the categorization of any Resolution, the Chair shall ask for a seconder and a two-thirds vote on the re-categorization before allowing any debate on the resolution itself.
- 4.11. Motions to refer a resolution will be in order at any time. Debate on a motion to refer must be confined to the merits of the referral motion only.
- 4.12. Motions to refer a resolution shall be referred to the Executive Committee or to the appropriate Standing Committee for review or to staff for further analysis.

- 4.13. At the close of debate, a vote shall be called on the Operative Clause(s) section of the resolution(s) in question together with its categorization.
- 4.14. Only duly Accredited Representatives of FCM Members and Affiliate Members, in good standing, are entitled to vote on resolutions. They will do so by showing their voting credentials when the vote is taken or by use of their assigned voting devices.

## **5. PROCEDURES FOR THE REPORT ON RESOLUTIONS AT MEETINGS OF THE BOARD OF DIRECTORS**

- 5.1. Standing Committees at the March and September Board Meeting(s) shall review and provide recommendations to the Board of Directors, on resolutions received and processed as detailed under Section 1 of the General Procedures.
- 5.2. Resolutions may be categorized for adoption as one motion under a Consent Agenda.
- 5.3. Any Resolution may be removed from the Consent Agenda, for separate consideration, upon request by any Board Member. The Resolution shall be removed and placed at the end of the current list of other Resolutions listed for separate discussion and voted on separately. The remainder of the Consent Agenda shall be voted on as one motion.
- 5.4. The Operative Clause(s) of all resolutions categorized under “A”, “B” and “C” and that are considered outside of the Consent Agenda shall be read aloud, followed by the recommendation of the Standing Committee or Executive Committee. Only the titles and recommendation of the Standing Committee shall be read aloud for resolutions packaged in the Consent Agenda that are categorized under “A”, “B” and “C”.
- 5.5. Resolutions received and that have been categorized under “D” and “E” shall be presented to Board Members as information only and shall not be read or debated.
- 5.6. Should a Board Member wish to introduce an amendment to the proposed categorization recommended on any resolution, the Chair shall ask for a seconder and a two-thirds (2/3) vote on the re-categorization before allowing any debate on the resolution itself.
- 5.7. Only FCM Board Members are entitled to speak to and debate resolutions and must confine their remarks to a maximum two (2) minutes.
- 5.8. No Board Member will be permitted to speak more than once on any resolution until other Board Members wishing to speak have been heard.
- 5.9. Amendments to a resolution should be submitted in written form to the Chair of the Resolutions Committee to ensure the suggested wording is reflected in the official record.
- 5.10. Motions to refer a resolution will be in order at any time. Debate on a motion to refer must be confined to the merits of the referral motion.
- 5.11. Motions to refer a resolution shall be referred to either staff for further analysis, the Executive Committee or to the appropriate Standing Committee for review.
- 5.12. At the close of debate, a vote shall be called on the Operative Clause(s) of the resolution(s) in question and its categorization.
- 5.13. Only FCM Board Members are entitled to vote on resolutions. They will do so by a show of hands and where the vote is too close to determine, a counted vote shall be conducted.

## 6. CATEGORIZATION OF RESOLUTIONS

FCM actively engages with the federal government on a wide variety of issues that impact Canadian municipalities. FCM works to bring municipal priorities to the table in Ottawa, ensuring that local voices are heard and that federal legislation works for municipalities. Resolutions submitted for FCM's consideration shall be placed in the following categories to guide subsequent action related to the above noted work.

### Category "A"- Municipal-Federal Issues

This category contains resolutions on issues that have not been addressed by FCM in the previous three years. Category "A" resolutions contain resolutions that are the direct responsibility or concern of Canadian municipalities beyond a regional level, and fall within the jurisdiction of the federal government. Category "A" resolutions adopted with concurrence will be sent to the relevant government minister, and will guide future FCM policy positions. **Category "A" resolutions adopted with non-concurrence are not endorsed by FCM and will not require action.**

### Category "B" - Issues not within municipal and/or federal jurisdiction

This category contains resolutions that are not a municipal responsibility. No action is taken on category "B" resolutions.

### Category "C" - FCM Issues

This category contains resolutions directed at FCM Members or at FCM as an organization. Category "C" resolutions adopted with concurrence will be forwarded to the Executive Committee for review and action; the Executive Committee will report on its progress to the Board.

### Category "D" - In accordance with existing FCM policy

This category contains resolutions on issues dealt with by FCM in the previous three (3) years or that are in accordance with FCM's standing policy and advocacy priorities. These resolutions will be received by the Board of Directors for information only. FCM staff is authorized to inform a sponsoring municipality that its resolution will be categorized as "D" or "E".

### Category "E" - Not in accordance with existing FCM policy

This category contains resolutions on issues that have been considered by FCM within the previous three (3) years and are not in accordance with standing FCM policy and advocacy priorities. These resolutions will be presented to the Board of Directors for information only. FCM staff are authorized to inform a sponsoring municipality that its resolution will be categorized as "D" or "E".

Whenever possible, FCM staff will work with the sponsoring municipality to provide guidance and ensure that the full intent of the resolution is understood and considered before its recommended classification is made.

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Adopted, June 1998 FCM Annual Conference  
**Revised and adopted**, March 2016, Board of Directors meeting

## Annex 6

### Overview of Green Municipal Fund

To help Canadian municipalities achieve their goal of a cleaner, healthier environment, the Government of Canada, through the ministers of National Resources and of Environment, in 2005 endowed FCM with \$550 million to establish the Green Municipal Fund™ (GMF). The Fund is a long-term, sustainable source of grants and loans for municipal environmental initiatives.

The Funding Agreement that established GMF combined two earlier funds, the Green Municipal Enabling Fund (GMEF, \$50 million) and the Green Municipal investment Fund (GMiF, \$250 million), with \$300 million in new funding, including \$150 million for brownfields rehabilitation. These allocations are important because different criteria are used to approve and monitor projects under the different agreements.

Through GMF, FCM provides grants, below-market loans, and education and training services to support innovative municipal initiatives that have the potential to result in significant environmental improvements on air, water, and soil quality, including greenhouse gas emissions reduction. By providing these capacity building services; grants for sustainability plans, studies and tests; and, eventually, loans to implement capital projects, to eligible recipients and their partners, this unique program supports partnerships and leveraging of both public and private-sector funding to reach higher standards of air, water and soil quality, and climate protection. Funding is allocated in five sectors of municipal activity: brownfields, energy, sustainable transportation, waste and water.

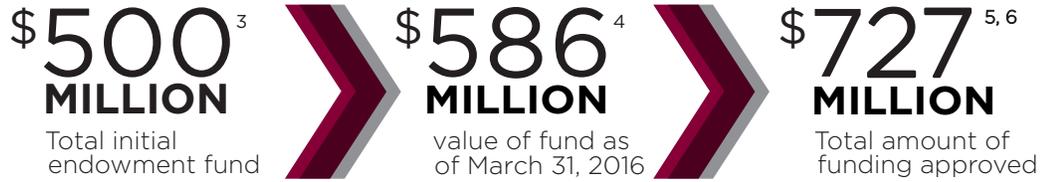
The GMF Council and FCM Board have adopted the following vision and mission for GMF:

**Vision** – Sustainable, resilient Canadian cities and communities that improve air, water, soil and protect the climate.

**Mission** – To achieve significant environmental benefits for Canadian communities, as well as social and economic benefits through knowledge services, capacity building and financial support

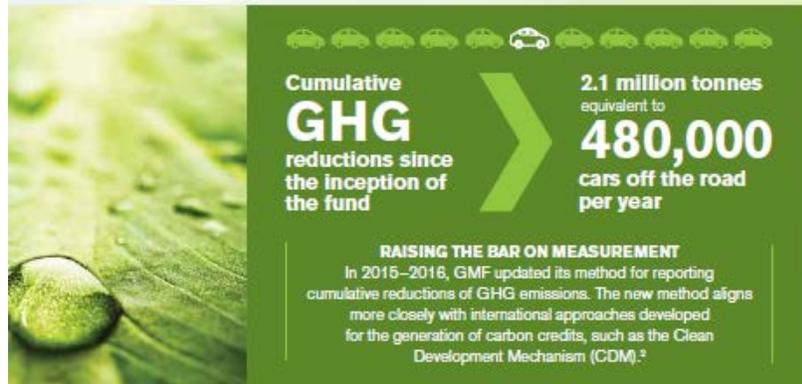
## BY THE NUMBERS

### THE FUND



## Environmental impacts since inception

As of March 31, 2016, 139 GMF-funded capital projects reported environmental results, including GHG reductions, water savings and waste diverted (among other metrics) through 71 energy projects, 40 water projects, 15 solid waste projects, eight brownfield projects, and five transportation projects. The infographics below provide a sense of what these savings really mean in terms of everyday experience.



<sup>3</sup> in addition to its initial federal endowment of \$500 million, the Government of Canada provided \$50 million for plans, studies and tests, which FCM disbursed in accordance with the Funding Agreement.

<sup>4</sup> The value of the Fund excludes the reserve for non-performing loans.

<sup>5</sup> Total approved since inception includes original FCM Board-approved amount plus any additional approved amount, less the amounts that were withdrawn, closed, or cancelled.

<sup>6</sup> This amount excludes the additional \$50M of approved projects funded by the Government of Canada above the \$500M endowment as referenced in footnote 3.



# Annex 7

## FCM International

### **MUNICIPAL ENGAGEMENT ON A GLOBAL SCALE**

Since 1987, FCM's international programming has given Canadian municipal experts the chance to share knowledge and build relationships with counterparts in Asia, Africa, the Middle East, Latin America, the Caribbean and Eastern Europe. Funded by the department of Foreign Affairs, Trade and development Canada (DFATD), we currently deliver more than \$15 million in programming annually to create more inclusive, prosperous and secure communities in 25 countries.

The Federation of Canadian Municipalities is well known across Canada for bringing partners together to find solutions to issues facing municipalities, help them deliver services, promote sustainable local economic development and encourage citizen participation. But FCM's work extends far beyond Canada's borders.

Over the last 28 years, with the support of its municipal partners and with funding from Foreign Affairs, Trade and development Canada, FCM has helped Canadian municipal officials and experts engage in international municipal cooperation and share know-how with their counterparts in more than 55 countries in Africa, Latin America and the Caribbean, Eastern Europe, the Middle East and Asia. The results are mutually beneficial, strengthening the capacity of local governments and improving the quality of life for many thousands of people in international partner countries.

Our vast network of Canadian municipal elected officials, municipal experts, provides peer-to-peer support to local governments in partner countries. Together, they find innovative solutions to promote economic development, empower local governments and encourage civic participation. We work with municipalities to strengthen their private sectors and help them become more environmentally sustainable. When natural disasters strike, we lend local governments the expertise they need to respond, recover and restore safety and security. The experts who participate return to their Canadian communities with innovations, practical new ideas, and richer skills as professionals.

Through multi-year initiatives such as the Municipal Partners for Economic development program, the Ukraine Partnership for Local Economic development and Democratic Governance program, Phase 2 of the Haiti-Canada Municipal Cooperation Program and the Caribbean Local Economic development project, and the Sustainable and inclusive Communities in Latin America, FCM has garnered recognition for being a valuable part of the federal government's broader international development efforts.

FCM's international programs helped to solidify FCM as a valued partner for the federal government. In February 2015, FCM signed a 5-year strategic partnership agreement with dFATd, now Global Affairs Canada, on development cooperation, which followed the signing of a strategic partnership on trade and investment promotion. This agreement has positioned FCM as a key partner of the federal government and helps to ensure a stronger municipal involvement in development cooperation in areas such as democratic governance, economic prosperity, and disaster management.

Our peer-to-peer approach to international cooperation not only builds the capacities of communities overseas — it also brings direct benefits back to Canadian municipalities. This approach creates an effective platform for sharing tools, knowledge and good practices that enhance community participation, improve transparency and accountability, support decentralization and strengthen economic competitiveness. Participating municipalities gain valuable connections and an enriched set of skills to their communities, becoming strong advocates of Canada's international engagement both at home and abroad.

Communities, working together across borders, can create a powerful force that makes a difference in peoples' lives. The successes we have achieved and the people we have helped in communities around the world speak clearly to the fact that municipalities have a leading role to play in Canada's international development efforts.