



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

# FCM Orientation Guide 2018

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.

# WELCOME LETTER

Welcome to the Federation of Canadian Municipalities (FCM) National Board of Directors. You are now a member of the Board and a participant in FCM's nation-building work. As a Board member, you help shape the priorities and directions for FCM and the municipal sector. Through committee work, regional caucuses and other important activities you have the opportunity to contribute your local knowledge to national discussions that will positively impact our country and our communities. We look forward to your participation throughout the year.

This Guide will help you better understand how FCM works, your role and responsibilities as a member of our Board, and how we work together to advance local solutions to national challenges.

This Guide provides information about our governance structure, bylaws, national and international programs, as well as our policy and advocacy development and priority setting. 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,



FCM President

A handwritten signature in blue ink, appearing to read "Vicki-May Hamm".

Vicki-May Hamm  
Maireess de Magog



Brock Carlton  
Chief Executive Officer

A handwritten signature in blue ink, appearing to read "Brock Carlton".

## Contents

|  |    |
|--|----|
| <b>CHAPTER 1: YOUR ROLE AS A BOARD MEMBER .....</b>  | 5  |
| <b>CHAPTER 2: INTRODUCTION TO FCM .....</b>          | 6  |
| Who we are.....                                      | 6  |
| <b>CHAPTER 3: FCM'S GOVERNANCE .....</b>             | 8  |
| Guiding Principles .....                             | 8  |
| Officers.....  | 8  |
| The Table Officers (2018-2019).....                  | 9  |
| Executive Committee.....                             | 10 |
| Regional Caucuses.....                               | 11 |
| Non-Board Committee Members .....                    | 11 |
| Forums .....   | 11 |
| Rural Forum: .....                                   | 12 |
| Northern and Remote Forum .....                      | 12 |
| Réseau des municipalités francophones de la FCM..... | 12 |
| FCM Big City Mayors' Caucus.....                     | 12 |
| Operational Committees.....                          | 12 |
| Finance and Audit Committee .....                    | 12 |
| Human Resources Committee .....                      | 12 |
| Member Relations Committee.....                      | 12 |
| Green Municipal Fund Council (GMF).....              | 12 |
| Ad Hoc Working Groups.....                           | 13 |
| Governance Working Group .....                       | 13 |
| Election Readiness Working Group.....                | 13 |
| FCM Bylaws .....                                     | 13 |
| <b>CHAPTER 4: FCM ADMINISTRATION .....</b>           | 15 |
| FCM Organizational Structure.....                    | 15 |
| FCM's Departments .....                              | 16 |
| <b>CHAPTER 5: FCM'S STRATEGIC PLAN .....</b>         | 18 |
| Key Result Areas.....                                | 19 |

## **FCM Orientation Guide 2018**

|  |    |
|--|----|
| <b>CHAPTER 6 : POLICY &amp; ADVOCACY PRIORITIES .....</b>                    | 22 |
| Our Approach.....  | 22 |
| The Annual Priority-Setting Cycle .....                                      | 22 |
| Policy and Program Board Cycle .....   | 22 |
| How is policy adopted at FCM? .....  | 23 |
| <b>STANDING COMMITTEES .....</b>   | 23 |
| Standing Committee on Community Safety & Crime Prevention:.....              | 24 |
| Standing Committee on Environmental Issues & Sustainable Development:.....   | 24 |
| Standing Committee on Municipal Finance & Intergovernmental Relations:.....  | 24 |
| Standing Committee on Municipal Infrastructure & Transportation Policy:..... | 25 |
| Standing Committee on Social-Economic Development: .....                     | 25 |
| Northern and Remote Forum: .....   | 26 |
| Rural Forum: .....   | 26 |
| <b>CHAPTER 7: FCM PROGRAMS OVERVIEW .....</b>                                | 27 |
| Program Impacts.....   | 27 |
| International Development.....   | 28 |
| First Nations – Municipal Collaboration .....                                | 29 |
| Women in Local Government .....  | 29 |
| FCM Innovation Network.....  | 30 |
| <b>CHAPTER 8: NAVIGATING A BOARD MEETING .....</b>                           | 31 |
| Summary of Meetings.....   | 31 |
| Committee Terms of Reference.....  | 32 |
| Committee Agenda Packages .....  | 32 |
| Policy Statements.....   | 32 |
| Resolutions.....   | 33 |

## **Chapter 1: Your role as a Board Member**

FCM's Board of Directors is one of our greatest assets. Board members are leaders in their respective communities and contribute to the 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 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.

As a Board member, you are an important ambassador for FCM, and are expected to:

Represent the national interests of municipal government in Canada by: voicing member interests and concerns during Board deliberations; and applying your knowledge of your community to the national issues facing all municipalities;

- Set FCM's directions and adopt policies and priorities guided by the Strategic Plan and the organization's priorities and policies;
- Exercise your fiduciary responsibility by being informed and engaged in the discussions regarding financial viability and sustainability;
- Be an active ambassador for FCM by engaging in advocacy, media relations, membership recruitment and retention, programs, and social media, with support from our staff team;
- Delegate management of FCM to the Chief Executive Officer.

The Chief Executive Officer (CEO) is responsible for supporting the Board's strategic orientations and policies, as well as for the organization's financial and overall management. FCM staff, under the direction of the CEO, serves the Board of Directors and various committees. Through regular meetings of the Board of Directors and FCM's Executive Committee, staff receive their priorities for action.

### **FCM's governance guiding principles**

- Make decisions guided by the Strategic Plan and the organization's priorities and policies.
- Apply your knowledge of your community to the national issues facing all municipalities.
- Represent the national interests of municipal government in Canada.

## **Chapter 2: Introduction to FCM**

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

With a fully engaged membership, FCM works collaboratively to:

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

### **Who we are**

#### **Influencers:**

FCM is transforming the federal-municipal relationship and helping to shape historic new investments in our communities. Our staff and Board of Directors work in partnership on behalf of our members to bring local priorities to Parliament Hill, and ensure that federal legislation works for municipalities. FCM actively engages with the federal government on a wide variety of issues that impact municipalities of all sizes. FCM's strong voice is well respected in Ottawa and we leverage that voice to advance the priorities of the municipal sector.

With the support of almost 2,000 member municipalities that represent over 90 per cent of the Canadian population, FCM and its Board of Directors provide a strong and united voice to mobilize and shape the municipal response to important social and economic challenges at the national level. And we empower our member municipalities with in-depth analysis on federal legislation and expert advice on federal-municipal matters that impact local communities.

#### **Conveners:**

FCM is a national leader in convening experts and other stakeholders who are committed to building sustainable communities. Through opportunities at our Board of Directors' meetings, annual Advocacy Days, our Annual Conference and Trade Show and our biannual Sustainable Communities Conference, we enable municipalities to share knowledge, learn from peers and hear from key federal decision makers.

**Capacity builders:**

FCM develops and delivers innovative program solutions that help communities thrive, while addressing key local and national priorities — from reducing greenhouse gases and strengthening partnerships with Indigenous peoples to advancing the role of women in local government.

One of our flagship programs, the Green Municipal Fund, provides funding, tools, resources and training to support initiatives that protect the environment and quality of life of Canadians. FCM's international programs mobilize Canadian municipal leaders and experts to share their knowledge and build relationships with a global network of municipal governments. FCM's newest federal programs help municipalities with asset management, as well as climate change mitigation and adaptation.

## Chapter 3: FCM's Governance

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

FCM's Board is made up of 68 elected directors from all provinces and territories, five 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 74 or 75 Board members. The President is Chair of the Board.

### Guiding principles

The design of FCM's governance model and practices are guided by the following principles:

**Service to Members** – FCM exists to serve the needs of its members, and all governance processes and roles reflect this fundamental accountability.

**Achieving Results** – while fiduciary responsibility and due diligence are important, FCM's governance practices place priority on achieving the most impact on results that respond to the needs of members, using appropriate risk management practices.

**Governance Culture** – FCM's exercise of governance reflects a commitment to:

- Consultation (with members, partners, stakeholders and colleagues);
- Research to inform decision-making;
- Proactive leadership (setting clear direction);
- Effective delegation of authority and empowerment for action;
- Dedication to excellence in program/service delivery;
- Continuous improvement based on learning from experience; and
- Accountability based on measurement of results.

**Governance as a Process** – governance is fulfilled through a cyclical process that begins with Consultation/Research and moves through Direction Setting, Delegation, Implementation, Monitoring and Evaluation. (see Appendix A)

**Governance Structures** – governance roles and responsibilities are defined to facilitate effective and efficient processes and action, minimizing layers or roles that do not add value to results.

**Partnership** – the Board of Directors, management and staff work in partnership to fulfil the organization's governance responsibilities. (See Appendix B for a high-level outline of these distinct roles).

## **Table Officers**

FCM's Table Officers are the three Vice-Presidents, the President, the Past President, and the CEO. With the exception of the CEO, only elected municipal officials are eligible to be the officers of the FCM.

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.);
- Fulfill 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 Provincial and Territorial Association (PTA) meetings and other events (e.g. domestic announcements, international representation), and media opportunities.

## **Table Officers 2018–2019**

President: Vicki-May Hamm, Mairesse, Ville de Magog, QC

First Vice-President: Bill Karsten, Councillor, Halifax Regional Municipality, NS

Second Vice-President: Garth Frizzell, Councillor, City of Prince George, BC

Third Vice-President: Yolaine Kirlew, Councillor, Municipality of Sioux Lookout, ON

Past President: Jenny Gerbasi, Deputy Mayor, City of Winnipeg, MB

Chief Executive Officer: Brock Carlton

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 Member 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 the 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 venues;
- 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.

## **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 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.

## **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**

- 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

## **Non-board committee members**

Each year, municipal mayors and 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 meetings. Committee members and Board members together comprise the Committee of the Whole.

## **Forums**

## **FCM Orientation Guide 2018**

**Rural Forum:** infrastructure investments, rural economic development, diversification of resource-based communities, interdependencies between rural and urban communities. 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 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 Board members 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 per cent of Canada's population. The 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, finance policy development and risk management. The Finance and Audit Committee members 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 human resources policy development. The Human Resource Committee members are the Table Officers.

**Member Relations Committee:** Oversees the design and implementation of member relations strategies, membership recruitment, and initiatives ensuring effective consultations and engagement with members. The Member Relations Committee members are the Second Vice-President, the five Regional Caucus Chairs, as well as BCMC and PTA representatives.

**Green Municipal Fund (GMF) Council:** 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 GMF Council Members.](#)

## **Ad hoc working groups**

**Governance Working Group:** Assists the Board in overseeing 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.

## **FCM Bylaws**

FCM's Bylaws are its most important governing document. This section 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. The bylaws are divided into 12 sections.

**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 74 or 75 members. These include:

- The President and 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 Board participation are not reimbursed by FCM.

## **FCM Orientation Guide 2018**

In recent years, the Board established electoral procedures for electing 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 CEO. 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 provincial/territorial 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 CEO. 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 begins 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 Finance and Audit Committee, Human Resources Committee, and the GMF Council and Peer Review

## **FCM Orientation Guide 2018**

Committee. This section allows the Executive Committee to establish one or more additional committees, as it deems 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.

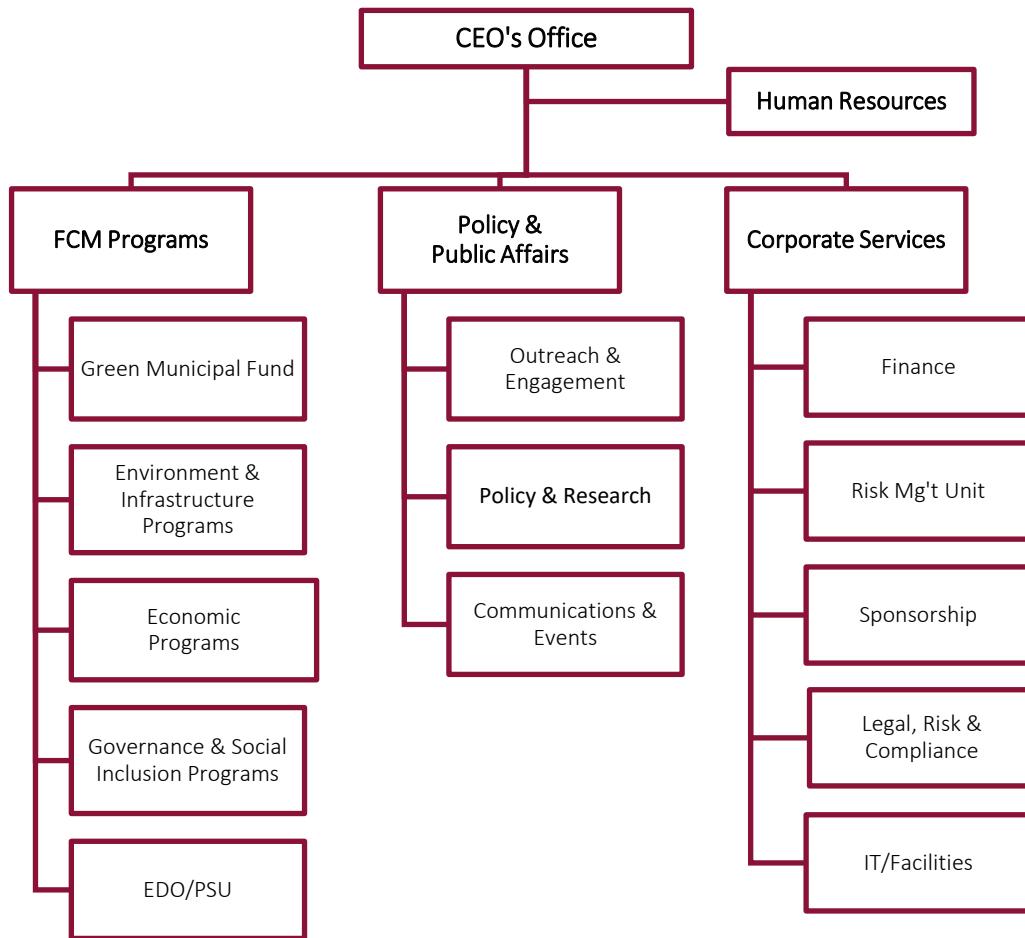
**Section 11** states that FCM must implement and maintain a Code of Ethical Conduct, including provisions concerning conflicts of interest. This Code is adopted by the Board of Directors and includes amendments made from time to time by the Board or the Executive Committee. The Code applies to all FCM 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.

## **Chapter 4: FCM Administration**

FCM administration is dedicated to supporting the membership and Board of Directors in fulfilling FCM's vision, mission and values.

### **FCM organizational structure**



## 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 of United Cities and Local Governments.

### Human Resources

- Ensures up-to-date human resources practices and policies are in place and followed;

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- Supports departments in their human resources management responsibilities;
- Recruits new staff and oversees staff retention strategies.

### **FCM Programs**

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

### **Policy and Public Affairs**

- Manages member recruitment, engagement and mobilization in collaboration with those working on stakeholder and government relations;
- Directs FCM's strategic research that informs FCM policy development in support of our advocacy and capacity building initiatives;
- Articulates and communicates our value proposition and narrative, using multiple communications strategies and channels to convey to target audiences;
- Manages multiple complex events that engage members and stakeholders.
- Leads FCM's government relations efforts with the federal government, including the Prime Minister's Office, government ministers and departmental staff, the opposition parties and Members of Parliament and Senators
- Develops national advocacy and engagement strategies with internal and external partners

### **Corporate Services**

- 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 on corporate legal, risk and compliance function;
- Responsible for GMF's risk management function;
- Leads the development and retention of corporate partnerships and sponsorships.

## **Chapter 5: FCM's Strategic Plan**

As a member of the 2018–2019 Board of Directors, you have a particularly important role in helping develop the Strategic Plan for 2018 – 2023. Building off the CEO's report "Canada's Horizons: A look into the Canada of 2040", this Plan will set the stage for the future of FCM and the municipal sector. It will articulate the organization's vision, mission and values, and define the strategic priorities for the next 5 years. The Plan will also set the framework for the Election 2019 Platform.

The work to develop the Plan 2018–2023 will work from our current Strategic Plan. The current Strategic Plan 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 fulfill its mission. The how of what we do.

### **FCM Vision**

Strong Communities, Strong Cities, Strong Canada

Local governments are respected, well-resourced and empowered, creating vibrant, sustainable communities and cities, and building a strong Canada.

### **FCM Mission**

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

### **FCM 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.

## **FCM Orientation Guide 2018**

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.

## **Key Result Areas**

Fulfilling FCM's mission 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.

## **FCM Orientation Guide 2018**

### **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 provincial and territorial associations, 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.

## **FCM Orientation Guide 2018**

- 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.

## Chapter 6: Policy and Advocacy Priorities

### Our approach

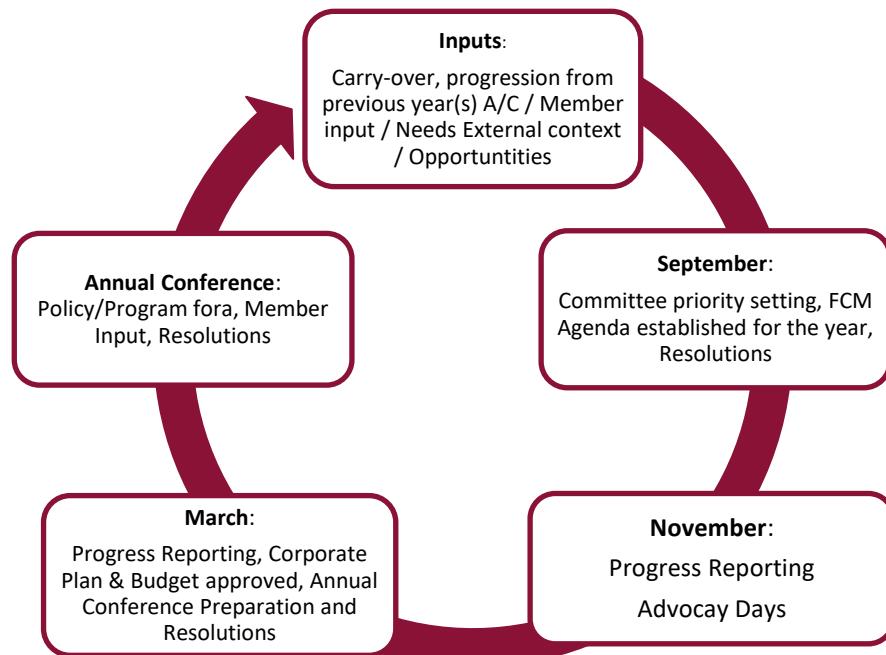
The Policy and Public Affairs department provides policy, advocacy and communications support to FCM's Board of Directors and develops national advocacy and engagement strategies with internal and external partners including FCM member municipalities. The team operates in real-time, responding to fast moving political events and policy opportunities. Our influence and relevancy is built on the quality and depth of our work, but also how deeply it is informed by our members who represent over 90 per cent of the Canadian population.

### The annual priority-setting cycle

FCM's policy and advocacy priorities are set annually at the September Board meeting. On the first day of the Board meeting, the Committee of the Whole deliberates on a shared priority for the year ahead (e.g. election readiness). The policy-oriented standing committees and forums are then tasked with identifying a limited number of complementary issue-based priorities for the year ahead. The Board of Directors approves the recommended shared and committee-specific priorities on the last day of the Board meeting.

This rigorous priority-setting process is critical to FCM's ability to leverage the limited resources of the Board and staff to meaningfully advance identified priorities and achieve results for members.

### Policy and program board cycle



## **How is policy adopted at FCM?**

Only the Board of Directors, or the Executive Committee acting on behalf of the Board, has the authority to adopt policy positions or take decisions that guide FCM's advocacy efforts. There are two mechanisms for new policy to come to the Board of Directors for adoption:

### **Committee decision memos**

At the September and March Board meetings the standing committees and forums consider memoranda on priority issues requiring a decision by the Board, for example when new policy direction is proposed or where specific actions or advocacy efforts require approval.

The process for updating standing policies on a given issue is to amend the relevant FCM policy statement (e.g. Policy Statement on Infrastructure, Policy Statement on Climate Change, etc.).

Decisions directing staff to pursue a specific course of action are tracked for follow-up, with a report back at the next meeting of the relevant standing committee/forum.

Committee reports are the primary mechanism for decision making on policy and advocacy priorities. See chapter 8 on "Navigating a Board Meeting" for more information on FCM policy statements and the process for amending standing policies.

### **Resolutions**

Twice annually, at the September and March Board meetings, the Board of Directors considers resolutions brought forward by members through the FCM resolutions process. The role of standing committees and forums is to provide the Board with a recommended categorization for all incoming resolutions. Resolutions can also be sponsored by any of FCM's Regional Caucuses, Standing Committees or Forums or by the Executive Committee.

Resolutions adopted as FCM policy remain active for a period of three years, after which the Board will determine whether to incorporate the issue into standing policies. A limited number of highly relevant resolutions are debated by the full membership at the Annual Conference. The Executive Committee is also able to consider resolutions on emergent time-sensitive issues between Board meetings.

The resolutions process is complementary to the priority-setting and issue-based decision-making process of the Board of Directors. The process allows members to bring local concerns to the attention of the other municipalities at the national level and, where adopted as FCM policy, to the federal government for action. See chapter 8 on "Navigating a Board Meeting" for more information on the resolutions process and the role of the committees/forums.

## **Standing committees**

### **FCM Policy and Advocacy Priorities (by Standing Committee/Forum):**

The Board has adopted terms of reference that specify issue areas under the mandate of each policy-oriented standing committee and forum. While only a limited number of issues areas are prioritized

## **FCM Orientation Guide 2018**

through the annual priority-setting process (last year's priorities are profiled below), the Policy and Public Affairs team monitors federal action and other developments across all policy areas on an ongoing basis and is able to respond to new issues as they emerge.

### **Standing Committee on Community Safety and Crime Prevention**

*Mandate:*

- Crime prevention
- Emergency management
- Policing
- Substance use and drug policy

*Selected advocacy wins*

- Federal commitment to share excise tax revenue with provinces/territories to support local costs related to cannabis legalization
- \$2 billion Disaster Mitigation and Adaptation Fund
- Targeted federal measures to address the opioids crisis

*Last year's advocacy priorities:*

- Cannabis legalization
- Disaster mitigation and response to flood events

### **Standing Committee on Environmental Issues and Sustainable Development**

*Mandate:*

- Air quality
- Biodiversity
- Climate change
- Federal environmental assessments
- Solid waste
- Water quality

*Selected advocacy wins*

- \$2 billion Clean Water and Wastewater Fund
- Long-term federal funding for green infrastructure

*Last year's advocacy priorities*

- Federal climate change policy and programming
- Green infrastructure and climate lens
- Federal environmental and regulatory reviews (e.g. Fisheries Act, Navigation Protection Act)

### **Standing Committee on Municipal Finance and Intergovernmental Relations**

*Mandate*

- Canada Post
- Infrastructure finance and procurement
- Intergovernmental arrangements and partnerships
- International trade

## **FCM Orientation Guide 2018**

- Municipal finance and municipal autonomy

*Selected advocacy wins:*

- 100 per cent GST Rebate for municipalities
- Removal of mandatory P3 screen for infrastructure projects

*Last year's advocacy priorities:*

- North American Free Trade Agreement negotiations
- Canada Infrastructure Bank

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

*Mandate:*

- Infrastructure
- Public transit and mobility
- Rail safety
- Telecommunications and rights-of-way
- Transportation

*Selected advocacy wins:*

- Permanent, indexed federal Gas Tax Fund (\$2 billion annually and growing)
- Allocation-based Public Transit Infrastructure Fund
- Expanded federal funding for grade crossing improvements
- Robust consultation with municipalities on antenna towers

*Last year's advocacy priorities:*

- Investing in Canada Infrastructure Plan Integrated F/P/T Bilateral Agreements
- Railway Safety Act review

### **Standing Committee on Social-Economic Development**

*Mandate:*

- Affordable housing and homelessness
- Healthy communities
- Inclusion and diversity
- Poverty eradication
- Reconciliation and municipal-Indigenous relations

*Selected advocacy wins:*

- 10-year National Housing Strategy including renewed and expanded homelessness program
- Renewed and expanded Urban Programming for Indigenous Peoples

*Last year's advocacy priorities:*

- National Housing Strategy
- Poverty elimination
- Urban Indigenous policy

## **Northern and Remote Forum**

### *Mandate:*

- Environmental sustainability in the north
- Northern and remote community and transportation infrastructure
- Northern and remote social and economic development

### *Selected advocacy wins:*

- Northern-specific components within federal funding and programs on broadband, housing and transportation
- Continuation of base plus per capita approach to new infrastructure programs
- Increase to Northern Residents' Tax Deduction to account for inflation

### *Last year's advocacy priorities:*

- Infrastructure funding for northern and remote communities
- Energy security and climate change

## **Rural Forum**

### *Mandate:*

- Rural infrastructure
- Rural economic development

### *Selected advocacy wins:*

- \$2 billion Rural and Northern Fund including 60 per cent federal contributions for communities with a population of 5,000 or less
- Connect to Innovate broadband program
- Broadband declared an essential service by the CRTC
- \$2 billion Clean Water and Wastewater Fund

### *Last year's advocacy priorities:*

- Rural and Northern Communities Fund
- Applying a rural lens to federal infrastructure funding
- Rural broadband

## Chapter 7: FCM Programs Overview

FCM manages a variety of programs designed to mobilize knowledge and expertise to build capacity and encourage innovation, which in turn helps local governments rise to the challenges they face.

At a high level, cities and communities across Canada all want to increase their sustainability and enhance the quality of life of our citizens. FCM funding and education programs help cities and communities of all sizes make tangible progress toward achieving these two objectives in several ways:

- FCM programs provide direct support to Canadian municipalities to help access new tools and tackle today's challenges.
- Our sustainable infrastructure programs offer funding and capacity-building initiatives such as professional learning, case studies, training, workshops, conferences and webinars.
- FCM's Innovation Network explores digital transformation in municipalities and taps into our country's most innovative practices.
- Our First Nations – municipal collaboration initiatives can help municipalities establish service agreements with neighbouring First Nations.
- The training and tools provided through our women in local government initiatives are helping change the face of leadership at the municipal level.

FCM programs are funded by the Government of Canada. Whether in a rural or an urban context, municipalities of all sizes can benefit from FCM's programs.

### Program impacts

Since inception, the **Green Municipal Fund**, **Municipal Climate Innovation Program** and **Municipal Asset Management Program** have provided **nearly \$870 million in direct funding and knowledge initiatives to more than 1,200 municipalities**.

Our other active domestic programs, the **Community Economic Development Initiative**, **Diverse Voices for Change**, and **FCM's Innovation Network** are providing technical assistance support worth **\$6 million to 185 municipalities** and to **23 First Nations**.

Our **current international portfolio** provides **\$126 million** worth of technical assistance support to local governments in **13 countries overseas** and engages experts from **61 Canadian municipalities** in its various capacity-building activities and sharing of good practices.

#### **Green Municipal Fund/Municipalities for Climate Innovation Program/ Municipal Asset Management Program/Partners for Climate Protection**

FCM programs provide tools such as funding, training and knowledge resources to help Canadian municipalities build livable communities.

## FCM Orientation Guide 2018

We focus on three core areas — sustainability, climate change and asset management — through four programs:

**Green Municipal Fund** (GMF) - supporting municipal projects that advance innovative solutions to improve air, water and land quality, reduce energy consumption, and generate economic and social benefits to local communities.

**Municipal Asset Management Program** (MAMP) – supporting municipalities in making informed investment decisions for infrastructure assets such as roads, buildings, water supply and sanitation systems.

**Municipalities for Climate Innovation Program** (MCIP) – supporting municipalities as they take action on climate change by reducing greenhouse gas emissions and adapting to its impacts.

**Partners for Climate Protection Program** (PCP) – strengthening municipal capacity related to climate change through a network of over 350 Canadian municipalities, spanning all provinces and territories.

All four programs respond to the Government of Canada's priorities and its significant investments in municipal infrastructure, recognizing that the municipal sector is best positioned to provide leadership in both the creation of low carbon communities and in the development of adapted infrastructure.

Through awareness raising, professional learning and funding, these programs equip municipalities to contribute to Canada's infrastructure renewal and its transition to a low-carbon economy.

## International development

Since 1987, FCM has mobilized Canadian municipal leaders and experts to share their knowledge and provide technical assistance to counterparts in Asia, Africa, the Middle East, Latin America, the Caribbean and Eastern Europe. Funded by Global Affairs Canada, FCM delivers capacity-building programs that contribute to creating more inclusive, prosperous and secure communities.

Our current international portfolio provides \$126 million worth of technical assistance support to local governments in 13 countries overseas and engages experts from 61 Canadian municipalities:

**Jordan:** [\*\*Jordan Municipal Support Program\*\*](#) — supporting municipalities in Jordan hosting Syrian refugees.

**South Africa:** [\*\*Building Inclusive and Green Municipalities\*\*](#) — working with local governments in South Africa to build sustainable infrastructure and generate inclusive growth.

**Haiti:** [\*\*Municipal Cooperation Program\*\*](#) —strengthening the institutional capacity of five local authorities in Haiti (City of Port-au-Prince and the communes of Gressier, Légâne, Grand-Goâve and Petit-Goâve), two national federations of elected officials, and the Ministry of the Interior and Territorial Communities.

**Haiti:** [\*\*Digitalization of Land Registry Project\*\*](#) — aiming to improve the land registry system in Haiti as a means of promoting prosperity and economic growth.

**Ukraine:** [\*\*Partnership for Local Economic Development and Democratic Governance\*\*](#) — working to promote economic growth, strengthen intergovernmental cooperation and advance gender equality in Ukraine's Lviv and Dnipropetrovsk regions.

**Bolivia/Burkina Faso/Cambodia/Ivory Coast/Mali/Nicaragua/Vietnam:** [\*\*Partnerships for Municipal Innovation \(LED\)\*\*](#) — seeking to improve economic policy development and create inclusive economic opportunities.

**Colombia/Peru:** [\*\*Sustainable and Inclusive Communities in Latin America\*\*](#) — strengthening local governments working with the mining sector.

## **First Nations–municipal collaboration**

FCM works in partnership with Indigenous organizations to foster a positive collaborative environment between First Nations communities and neighbouring municipalities.

We are currently providing technical assistance to 23 First Nations. Between now and 2021, as many as 30 communities will create joint economic development and land management partnerships based on their shared desire for a better future. We do this through neutral third-party facilitation; relationship-building and joint planning workshops and working groups; toolkits, template agreements, case studies and webinars; peer mentorship and capacity-building grants.

FCM and Cando (Council for the Advancement of Native Development Officers) jointly implement the [\*\*Community Economic Development Initiative\*\*](#). This program is funded by the Government of Canada through Indigenous Services Canada.

Through this initiative and others such as the recently closed [\*\*Community Infrastructure Partnership Project\*\*](#) (CIPP), FCM helps foster a positive collaborative environment between Indigenous communities and neighbouring municipalities, while tackling significant challenges in areas such as solid waste management.

## **Women in local government**

FCM provides elected officials the tools to create a more inclusive municipal decision-making system, which include the participation of women across diverse communities in advisory committees, local agencies, boards, and commissions.

The training and tools available through our [\*\*women in local government\*\*](#) initiatives are helping change the face of leadership at the municipal level:

- [\*\*Diverse Voices for Change\*\*](#) ensures that women of all backgrounds are actively engaged in decision-making at the local government level.
- Five municipalities (Halifax, Edmonton, Sioux Lookout, London and Montreal) hosted workshops and other activities, supported by a network of [\*\*Regional Champions\*\*](#).
- [\*\*Toward Parity\*\*](#) is dedicated to developing a pan-Canadian strategy to address systemic barriers to women's participation in municipal government. This program brings together Canada's municipal

sector with women's organizations at the national, regional and local level to co-create a strategy dedicated to overcoming the barriers women face when running for office.

## **FCM Innovation Network**

[FCM's Innovation Network](#) (FIN) brings together municipalities, industry, academia, youth and other key stakeholders to explore ways to use technology and innovation to build prosperous, inclusive and sustainable communities.

FIN is a forum for collaboration and education to help municipal leaders improve decision-making and strengthen service delivery. Members of the network benefit from workshops, case studies, webinars, innovation forums and more — all driven by the experience and know-how of Canada's municipal leaders.

## Chapter 8: Navigating a Board Meeting

FCM Board meetings are complicated endeavours. Do not hesitate to seek information, guidance or advice from Board colleagues or FCM staff. It is imperative that as a Board member you are able to engage to the best of your ability in the many ways our Board members contribute to the organization.

The online Board Book includes all the information you need to prepare for a FCM board meeting. FCM staff will provide the Committee of the Whole with a link to the Board Book ahead of the meeting and will update the Board Book in real-time as new items are finalized (e.g. on-site memos, reports from the standing committees, resolutions report to the Board, etc.). Committee members and Board members together comprise the Committee of the Whole.

Documents for each agenda item are included as hyperlinks in the Summary of Meetings (i.e. click on the relevant meeting to access the agenda package).

### Summary of meetings

The core elements of an FCM Board meeting include meetings of the Committee of the Whole, Regional Caucuses and a full Board of Directors meeting.

In September and March, the standing committees and forums meet to set priorities for the year ahead and to review progress on policy development and advocacy, respectively.

The November board meeting is focused on FCM's Advocacy Days, when members of Committee of the Whole meet with Members of Parliament and Senators on Parliament Hill on our shared priority issues. The Standing Committees and Forums do not typically meet at the November meeting. The Committee Chair may choose to convene the committee by conference call between the September and March meetings to discuss emerging issues.

#### Typical summary of meetings (September and March Board meetings)

##### Tuesday

- Registration starts
- Special meetings of working groups
- Standing Committee on Conference Planning
- Mayor's Welcome Reception

##### Wednesday

- Standing Committee Chairs and Executive Committee – discussion on key issues for Board.
- Committee of the Whole – context for Board reflection and decisions, discussion on shared advocacy priority for 2018–2019.
- Regional Caucuses – discussion on issues specific to regions.
- Committee/Forum meetings – discussion on committee/forum-specific policy and advocacy priorities for 2018–2019 issue updates and decisions, resolutions.

## **FCM Orientation Guide 2018**

### **Thursday**

- Breakfast – PTA/FCM meeting
- Committee/Forum meetings
- Executive Committee
- Host Banquet

### **Friday**

- Full board meeting

## **Committee terms of reference**

The terms of reference for the standing committees and forums includes important information and guidance on running meetings:

- Reporting and accountability (Standing Committees do not have the power to make decisions on behalf of FCM but, rather, are mandated to provide informed recommendations for the full Board to consider at the full Board of Directors meeting that takes place on the final day of every Board meeting)
- Meeting routines and procedures (meetings are governed by Robert's Rules of Order); and
- Roles and responsibilities (Chair, Vice-Chairs, Committee Members, Staff).

## **Committee agenda packages**

The agenda package for standing committees/forums includes the following documents:

- Agenda
- Minutes from previous meeting
- Policy and advocacy update and decision reports (including annual priority-setting memo at the September meeting)
- FCM Programs update reports (where applicable – see committee Terms of Reference)
- Other business

The agenda will also itemize resolutions that require action but you will need to consult the resolutions package available on the online Board Book through a separate link for the resolution text and staff analysis. Resolutions are prepared in a consolidated package to facilitate the resolutions report to the Board of Directors on the last day of the meeting.

## **Policy statements**

FCM's policy statements are the repository of standing policies on FCM priority issues. The policy statements are prepared in a consolidated package and available on the online Board Book.

Note: only the “standing policies” section of the policy statements require approval by the Board of Directors. Responsibility for the sections on context, key facts, active resolutions and relevant FCM reports and submissions is delegated to staff who will make updates on an as-needed basis.

## **Resolutions**

At the September and March meetings, staff prepare a resolutions package with the following information:

- New resolutions that require categorization by the Board, including staff analysis and a proposed categorization to support committee deliberations.
- Report on the status of active resolutions (e.g. Category “A” - Concurrent resolutions adopted in the last 3 years) including recent advocacy and the response of the relevant minister/department.
- Report on expiring resolutions (e.g. resolutions at the end of their three-year active window) including recommendations on whether to incorporate the resolution into FCM’s standing policies.

The deadlines for submitting resolutions and a checklist for members wishing to submit resolutions are available on the [Resolutions](#) page on FCM’s website.

FCM also maintains a searchable [database](#) of Board decisions on Category A, B and C resolutions considered in the last three years.

FCM’s [Procedures for Resolutions](#) guide committee and Board deliberations on new resolutions. We recommend that Board members carefully review the following sections on categorization of resolutions (especially sections 3.2 to 3.7) and procedures for the resolutions report at Board meetings:

### **3. Categorization of Resolutions**

- 3.1 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.
- 3.2 Category “A” – Municipal-Federal Issues, Concurrence (adopted as FCM policy). This category contains 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 remain FCM policy for a period of three (3) years.
- 3.3 Category “A” – Municipal-Federal Issues, Non-Concurrence (not adopted as FCM policy). This category contains resolutions that meet the criteria for municipal-federal issues as outlined in section 3.2, but are not endorsed by FCM. Category “A” resolutions categorized as non-concurrence shall require no further action.
- 3.4 Category “B” – Issues not within municipal and/or federal jurisdiction at the national level. This category contains resolutions that address issues that are not the direct responsibility or concern of Canadian municipalities and/or are not municipal-federal issues beyond a regional level. No action is taken on category “B” resolutions.
- 3.5 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.

- 3.6 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 local government or affiliate member that its resolution will be categorized as “D”.
- 3.7 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 local government or affiliate member that its resolution will be categorized as “E”.
- 3.8 Whenever possible, FCM staff will work with the sponsoring local government or affiliate member to provide guidance and ensure that the full intent of the resolution is understood and considered before its recommended categorization is made.

#### **4. Procedures for the Report on Resolutions at meetings of the Board of Directors**

- 4.1 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.
- 4.2 Resolutions may be categorized for adoption as one motion under a Consent Agenda.
- 4.3 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.
- 4.4 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”.
- 4.5 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.
- 4.6 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 majority vote on the re-categorization before allowing any debate on the resolution itself.
- 4.7 Only FCM Board Members are entitled to speak to and debate resolutions and must confine their remarks to a maximum two (2) minutes.

## **FCM Orientation Guide 2018**

- 4.8. No Board Member will be permitted to speak more than once on any resolution until other Board Members wishing to speak have been heard.
- 4.9. If requested by the Chair, FCM staff may provide clarification on any resolution prior to debate. FCM staff may also speak to a resolution during debate to provide additional clarification that may assist with the Board's consideration of the resolution. The Chair shall retain discretion on whether to request additional clarification from staff, or if it would be more appropriate to ask the relevant Chair or Vice-Chair of a Standing Committee to provide clarification.
- 4.10. Amendments to a resolution of more than four (4) words in length must be submitted in written form to the Chair of the Resolutions Committee to ensure the suggested wording is reflected in the official record.
- 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.
- 4.12. 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.
- 4.13. At the close of debate, a vote shall be called on the Operative Clause(s) of the resolution(s) in question and its categorization.
- 4.14. 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.