September 23, 2008

Members of Council

The Association has emerged from yet another successful conference. I want to take this opportunity to share with you a number of things.

First – a thank you to the membership for bestowing upon me the privilege of becoming your President. During the 12 years that I've been a member of the Board, I have watched the Association grow and become a very influential organization. With your support, we will continue to do even more – always focused on our advocacy work and development of services. I have enclosed a copy of the 2007 Annual Report. It provides a synopsis of the Association’s activities for the last year, and an outline of our products that can mean a difference in stretching your revenue and reducing your costs. I urge you to read it.

I want to acknowledge Doug Reycraft’s devoted leadership as president for the last two years. If you were not in attendance at the August annual conference, you may not be aware that I have asked Doug to continue to lead the AMO elected representatives at the Provincial-Municipal Fiscal and Service Delivery Review Table. The final stage of this project requires continuity. I also want to acknowledge the time and effort of my colleagues on that team as well as the contribution of AMO staff and municipal staff, who have undertaken research, worked to build and analyze data, and brought forward ideas for good public policy and good fiscal policy. We know that the financial situation for the province has changed this year, and that the Province’s surplus for the 2007-8 fiscal year is unlikely to be repeated next year. The $1.1 billion of the 2007-8 surplus that is being provided by the Province for municipal capital investment in infrastructure is significant. While we have a long way to go to eliminate the municipal infrastructure deficit, we continue to make progress.

AMO, along with the Federation of Canadian Municipalities and other provincial and territorial associations, are working to see that municipal priorities are considered during the federal election period. And we will be there afterward, promoting the municipal order of government and the needs of their communities. I encourage you to press your local candidates on the municipal priorities. I refer you to AMO’s Federal Election Alerts which set out these priorities, including the need for fairness for Ontario. There is no justification for Ontario to receive less than a fair share of provincial/territorial allocations for national programs or for the federal Employment Insurance rules that short-change Ontario workers.

There are a number of new and emerging issues that the Association is working on including economic development, climate change, Hydro One OEB rate applications, aboriginal relations...

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**What Our Member’s Are Saying...**

**AMO Councillor Training...**

"Informative and well presented! So much relevant material and I feel like I have learned a lot. A most worthwhile day! I look forward to attending more sessions in the future."

Participant, Module Three, Orillia

**LAS Energy Workshops...**

"This venue provides an opportunity to review and redefine how we use energy in our communities. With the cost of energy continuing to rise, the information received and the experience gained at these events is invaluable. There is no doubt all municipal representatives should attend."

Gary McNamara, Mayor – Town of Tecumseh
The Association of Municipalities of Ontario (AMO) is a non-profit organization representing almost all of Ontario's 445 municipal governments and provides a variety of services and products to members and non-members.

AMO's Mandate
The mandate of the organization is to support and enhance strong and effective municipal government in Ontario. It promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system.

How the Mandate is Delivered
The policy development process at AMO is informed by our members who contribute time, talent and experience through our many Task Forces. Check out their achievements by referring to "Recognizing AMO's Many Volunteers" elsewhere in this report. Much of their work helps inform our advocacy agenda. The Memorandum of Understanding (MOU) between AMO and the Province is a forum for early municipal input and reaction to provincial policy ideas. In addition, LAS provides important cost-saving programs. Read more about these and then take advantage of them.

AMO's Vision Statement
"In Ontario's municipalities, people and families can live, thrive and prosper in the communities they call home, and children will have the choice and opportunity to live and work in the communities where they were raised."

Supporting Our Members
2007 Communications:

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<td>Media Releases</td>
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AMO Website:

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<th>Total Visitors</th>
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<td>32,855</td>
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<td>666,263</td>
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OCMBP Website:

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<td>2007</td>
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Want to know how these activities can support you?
Contact AMO today for more information - amo@amo.on.ca
April 1, 2008

As a golfer, I want to say that playing on the AMO team has been very fulfilling and it is always nice to play for a winning team. And while I write this in April in order to be ready for the Annual Report’s printing, there is still a busy time ahead before my term as your President ends. In fact, the planning for the annual general meeting and conference has been underway for many months. The care and feeding of over 2600 participants does not happen without a first rate conference team and the support of our wonderful sponsors.

That team extends also to the Board of Directors and the Executive Committee. I am most appreciative of their dedication to a very important policy and program agenda as well as to those municipal officials who represent us on numerous external boards and committees. We've made significant progress on the waste/recycling file and I am confident that industry stewardship will further unfold. AMO along with its Local Authority Services has taken on conservation and climate change in a very dedicated way. As the consumer of 6.6 billion kilowatt hours of electricity annually, which represents 4.3% of Ontario's total consumption and an expenditure of $680 million annually, municipal governments do not need to look beyond the decision-making realm of our council chambers to make a difference. Municipal governments are leading the way in energy conservation and green house gas reduction. I am pleased that AMO is helping. Check out the programs and services that will help you make an impact locally.

The Association has been very busy setting up the Municipal Employer Pension Centre of Ontario so that we can effectively carry out our mandated responsibility as sponsor for over 380 municipal governments – the largest employer group in OMERS. This is constant work and we must avail ourselves of pension and actuary experts if we are to exert our sponsor role and to represent municipal government's interests. So your voluntary financial support of the Centre is critical.

These and other matters have been part of the Association's agenda, but the top priority is the Provincial-Municipal Fiscal and Service Delivery Review. There is no doubt in my mind that our dedicated $3 billion advocacy campaign, ably assisted with your local support, triggered the review of what has become a unique and cumbersome provincial-municipal fiscal relationship. 445 municipal governments share the same interest – to see provincial income redistribution programs removed from the property tax base. It is not a fit and property taxes were never designed to deal with the uncontrollable costs that financial and employment assistance, social housing, child care among other provincial programs represent. Further eliminating the risk and exposure they pose is a goal that all property taxpayers share no matter where they live in Ontario. With a massive infrastructure gap as well, the solution to these challenges is anything but simple and certainly not overnight.

At the time of writing, the work is progressing. There has been a wealth of data gathering, analysis, discussion and enlightenment for all parties. We have seen some early progress – the ongoing upload of hundreds of millions of dollars for the Ontario Drug Benefit and the Ontario Disability Support Program and some substantive provincial infrastructure funding as well as the guarantee that any provincial surplus for 2007-08 beyond $600m will be dedicated to municipal infrastructure.

Also of significance is the federal commitment to make its gas tax contribution permanent. This Federal program provides an entitlement based, predictable source of on-going infrastructure funding. I believe in giving credit where and when credit is due. And credit is due to both the province and the federal governments for progress on infrastructure funding. These investments will strengthen our communities and help our economy. It will take more than this generation to eradicate the massive infrastructure deficit that has accumulated over time as a result of poor public policy and poorer fiscal policy.

I firmly believe that we can build a road map for a better fiscal and service relationship with the province, and that time and dedicated effort will undo a complex fiscal and service relationship that has made inappropriate use of property taxes. AMO's goal is good public policy and good fiscal policy. It is a goal that has rooted AMO throughout the Review and has provided the backdrop for our discussions. To the many municipal as well as provincial officials who have worked many, many hours, I want to acknowledge all your efforts.

In closing, I want to thank AMO's loyal members. Doing all the work that we do is made easier knowing that your support of our Association is strong. You know what family means and how important the ties of family are to strength and success. I have witnessed this Association's family as you have welcomed me into your municipalities. You have allowed me to meet and work with a myriad of dedicated municipal officials from across Ontario and the nation. On the numerous late night or early morning trips to Queen's Park or other destinations, I have travelled with the support of the council and staff at Southwest Middlesex and the County and Barb. I thank you for this and so much more. I have been privileged to be your President. Thank you.

Doug Reycraft
President
2006-2008
April 2008

At long last, winter’s snow has melted and we appear to be heading into spring, which also means we are deep in the Provincial Municipal Fiscal and Service Delivery Review. With over 85 meetings to date, and more to come, a simple thank you to the 55 municipal representatives and AMO’s Brian Rosborough and the policy team does not seem sufficient recognition of the many hours of preparation, data gathering and analysis, dialogue and tough consensus building discussions.

The review has refreshed our understanding of what the words collaboration and partnership mean. Some days they were positive words and on others, well...as in any process, you have to keep your eye on the goal. And the municipal group certainly are doing that. To those representatives and their municipal government and staff associations that gave them 'leave' to devote to the review, a huge, huge thank you. Involving municipal staff with a broad experience base and in-depth knowledge and analytical skills cannot be overstated. The municipal team is an awesome one!

Also, special kudos to our administration staff for making meeting scheduling effortless. I also want to acknowledge the provincial officials involved throughout the review's work, particularly Dana Richardson, Assistant Deputy Minister, Ministry of Municipal Affairs and Housing and her multi-ministry team.

The permanency of the federal gas tax is a tremendous achievement. It is a clear example of how national, provincial and municipal associations and their members through strong advocacy efforts can reach tangible goals. We will continue to be able to point to measurable outcomes from the investments. To help municipalities meet the integrated community sustainability plans (ICSP), which is one of your Agreement's requirements, AMO is developing a guidance document. Watch for it!

The Association has seen many milestones this past year including settling into a new location, the establishment of our energy services division, and the set up of our Municipal Employer Pension Centre (MEPCO). Under Nancy Plumridge's guidance, municipal governments have a new tool - the Municipal Information & Data Analysis System. MIDAS allows any municipal government to analyze its financial information and to do comparative analysis with others. It has won several prestige awards and her team is to be congratulated. This is just one way that AMO endeavors to bring value to its members. It is itself a best practice, keeping in concert with the Ontario Centre for Municipal Best Practices intent to facilitate the transfer of information and proven activities. The Centre will expand next year to provide a broader set of practices that will help municipalities of all sizes continue the municipal tradition of excellence and sharing. AMO's Corporate Services team not only is critical to the success of our conferences and education events, but along with LAS provides excellent service and top notch products.

There is so much going on in your communities, as well as at the province and federally. Staying on top of it all is important. Our Alerts are one of the easiest ways to do this. Often we issue Alerts that seek timely action of councils to assist us in our advocacy work as sometimes we need to have a full court press on a matter in order to get something done and sometimes to prevent something from happening. So make sure that you get these in a timely manner.

Lastly, but most importantly, I want to thank President Doug for his leadership, his strategic sense, his broad practical knowledge, and his strong political intuition. He was always ready to go anywhere, at any time to meet with anyone in order to advance municipal interests and promote the Association. He has given so much of his time and energy in support of all our members, and he has done it with an immense passion for good government. As a goalie, he knows about teamwork and the team has achieved much to his credit. Doug's support and that of Barb's is truly remarkable - on behalf of all the AMO staff, a big thank you!

Leadership is something that we should never take for granted. Everyone leads. Everyone is a team member. We are in a unique position to truly demonstrate that municipal governments are mature orders of government, resilient and that they will lead beyond tomorrow.

Pat Vanini
Executive Director
April 2008

I am pleased to provide you with my report on the financial and administrative activities of the Association during my second term as your Secretary-Treasurer.

Membership:

AMO continues to demonstrate its ability to attract and retain membership with a total of 412 municipalities representing 93% of all municipalities. Our membership is further strengthened by 9 affiliate, 26 associate, 4 district, and 9 partner members. We welcomed four new municipal members in 2008 - the Township of Strong, the Township of Moonbeam, the Township of Nairn & Hyman, and the Village of Sundridge. The AMO family continues to expand.

Finances:

The Annual Report includes a copy of the audited financial statement for the year ending December 31, 2007. The Association continues to be in good financial shape. In 2007 the Board authorized the allocation of $510,000 from reserves towards the cost of relocating the office, which included construction, office furniture, moving costs, etc. As a result of aggressive cost control measures that kept actual expenditures below budget, and along with the administrative fees paid to AMO by our subsidiary company Local Authority Services Ltd. (LAS), we were able to return approximately $490,000 of the moving expense allocation back into the reserve at year-end.

Customer Service:

The Municipal Information and Data Analysis System (MIDAS), a powerful web-based financial benchmarking tool, was launched at the August 2007 conference. To date over 600 users are actively using the software MIDAS which has won several prestigious awards. Congratulations to the AMO staff and the Province on this collaboration.

Municom, AMO's municipal subscription based website continues to grow both in content and subscribers. Municom provides users with one stop shopping for current and archived information about issues affecting the municipal sector, including a daily news clipping service incorporating 105 sources; the most comprehensive listing of awards, funding and grants for local governments; and a virtual municipal reference library providing access to municipal policies, by-laws, white papers, etc.

AMO continues its councillor training programs with over 550 participants in three modules and 114 heads of council participating in AMO's leadership courses. Perhaps you were one of the participants in the pre-conference course offerings. Check out the schedule of future offerings by visiting our website. And while there check out the schedule for LAS Energy Workshops.

Finally, on a personal note, as the end of my term of office now approaches, I would like to thank the AMO Executive, Board of Directors, LAS Board of Directors, and AMO staff for their assistance in making my role as Secretary-Treasurer a truly enjoyable experience.

Respectfully submitted,

Jim Wilson
Secretary-Treasurer
LOCAL AUTHORITY SERVICES LTD.  
(LAS) REPORT  

2007 Annual Report  
Association of Municipalities of Ontario

ONE FUNDS INVESTMENT PROGRAM

LAS and CHUMS (AMO’s subsidiary) are joint partners in the ONE Funds Investment Program. Since the early 1990’s municipalities have been offered, through the ONE Funds, a Money Market Fund and a short term Bond Fund. As a result of the 2005 revision to the Eligible Investments Regulation, municipalities can now invest exclusively in Canadian equities through the ONE Funds Investment Program. In 2007 ONE Funds offered four portfolios – Money Market, Short Term Bond Fund, Equity Fund, and Universe Corporate Bond Fund.

Money Market Fund: Despite all the sub-prime and asset backed security issues and general economic volatility through the second half of 2007, the Money Market Fund outperformed both the fund benchmarks and other comparators commonly used to gauge fund performance. For 2007, the Money Market return was 4.39% while bank prime less 1.75% returned 4.35%.

Short Term Bond Fund: One Bond Fund performance improved in 2007 and with strong fund management and economic conditions supporting more robust bond performance, the returns are expected to continue improving into 2008 – with a goal of returning to historical levels.

Equity Fund: At December 31, 2007 the Equity Fund outperformed both the fund benchmark and the S&P TSX composite and S&P TSX 60 indices. The 10.88% year to date increase in the Equity Fund outperformed the benchmark by 3.11%. The Equity Fund ended 2007 up 10.88% (net of fees) for the year, more than 3.7% ahead of the TSX increase of 7.16% for the same period.

Universe Corporate Bond Fund: There is not, as yet, sufficient subscription to the Universe Corporate Bond Fund to warrant opening the fund for investment.

BULK PROCUREMENT - NATURAL GAS

The natural gas bulk procurement program continues to grow at a steady pace, realizing increased savings for members through economies-of-scale. At the end of 2007, there was just under 10,000 GJ’s per day being purchased for members at a more stable and predictable price. This program continues to deliver value by hedging the vast majority of each member’s natural gas requirements, typically between 80 to 90 percent for each year, through forward contracts. Members are currently enjoying a stable program price of 32.5 cents per cubic metre.

BULK PROCUREMENT - ELECTRICITY

Due to the uncertainties of the Regulated Price Plan (RPP), and in response to member municipalities, LAS set up an electricity bulk procurement program in 2007. This program is similar to the natural gas program where electricity is purchased direct from the supplier(s). Shell Energy is the administrator of the program, with program oversight being conducted by the Energy Advisory Committee and the LAS Board of Directors. Our first program purchase for twenty-five municipalities in June 2007 has provided members with collective savings of more than $114,000, including $82,000 for streetlight accounts. In addition LAS has distributed to date, more than $71,000 in OPF market rebates back to members.

MUNICIPAL HOME & AUTO INSURANCE PROGRAM

LAS continues to offer a municipal employee (elected and staff) home and auto insurance program, which offers rates typically 10 to 15% lower than retail rates due to group buying power.

ENERGY SERVICES

In July 2007 we launched the Energy Services Division, and welcomed Scott Vokey back to the Association in his new capacity as the LAS Energy Services Co-ordinator. LAS new Energy Services Division is mandated to help municipal members develop a fully integrated approach to Energy Management. Municipalities are struggling with a lack of resources, rising energy costs, regulatory imperatives, and climate change concerns. Building on the strength of our Natural Gas and Electricity Procurement Programs, LAS continues to develop a wide range of services to help Ontario municipalities reduce their energy consumption, utility bills, and environmental impact, while cultivating local energy management capacity.

CLOSED MEETING INVESTIGATION SERVICE

In 2007 LAS launched a Closed Meeting Investigation Service Program as a result of recent changes to the Municipal Act that allow any person to complain about closed meetings within any municipality. At January 1, 2008, 124 Ontario municipalities had chosen to take part in this value-added service – and this number has continued to grow.

LAS chose to offer this service because it is complementary to the existing program of providing municipal services where value can be enhanced through group procurement, and because it helps municipalities demonstrate that they are mature and accountable orders of government. The four principles of this LAS program are: Impartiality, credibility, confidentiality, and independence with respect to the investigation process.

I want to thank the members of the LAS Board for their time, their enthusiasm and guidance as municipal products are developed.

Respectfully submitted,
Gary McNamara
Chairman, LAS
Mayor, Town of Tecumseh

-7-
### AMO Appointees to the PMFSDR Political Table

**Members:**
- Richard Adams, Mayor, Town of Parry Sound
- Roger Anderson, Chair, Region of Durham and AMO Immediate Past President
- Eddie Francis, Mayor, City of Windsor
- Peter Hume, Councillor, City of Ottawa
- Hazel McCallion, Mayor, City of Mississauga and AMO Past President
- Michael Power, Mayor, Town of Greenstone and AMO Past President
- Doug Reyce, Mayor, Town of Southwest Middlesex and AMO President
- Bob Sweet, Mayor, Town of Petawawa
- Pat Vanini, Executive Director, AMO (Co-Chair, Coordinating Table)

**Purpose:**
The goal of the Review is a new and sustainable provincial-municipal fiscal and service delivery relationship for the 21st century. The broad-based Review will include the funding and delivery of provincial health and social services programs as well as other important matters. The Review is overseen by a Political Table consisting of provincial Cabinet Ministers and municipal elected officials and supported by a Coordinating Table.

### AMO Appointees to PMFSDR Coordinating Table

**Members:**
- Nigel Bellchamber, General Manager, Ontario Municipal Administrators Association
- Terri Caron, Chief Administrative Officer, Town of New Tecumseth
- Ria Colquhoun, Chief Administrative Officer, County of Perth
- David Court, Chief Administrative Officer, Algoma District Social Services Administration Board (former)
- Mike Garrett, Chief Administrative Officer, Region of York (former)
- Rob Petrie, Chief Administrative Officer, City of Thunder Bay (former)
- Jim Pine, Chief Administrative Officer, County of Hastings
- Steve Robinson, Chief Administrative Officer, Town of Cobourg
- Joe Torlone, Chief Administrative Officer, City of Timmins
- Mike Trojan, Chief Administrative Officer, Region of Niagara
- Pat Vanini, Executive Director, AMO (Co-Chair)
- Brian Rosborough, Director of Policy, AMO
- Gary Wood, Chief Administrative Officer, County of Grey
- Matthew Wilson, Senior Policy Advisor, AMO

### AMO Appointees to PMFSDR Fiscal Health Table

**Members:**
- Nigel Bellchamber, General Manager, Ontario Municipal Administrators Association
- Vanessa Bennett, Treasurer, United Counties of Stormont, Dundas and Glengarry
- Dan Cowin, Executive Director, Municipal Finance Officers Association
- Joe Rinaldo, Treasurer, City of Hamilton
- Brian Rogers, Treasurer, City of North Bay
- Brian Rosborough, Director of Policy, Association of Municipalities of Ontario
- Lloyd Russell, Treasurer, Region of York
- Larry Ryan, Treasurer, Region of Waterloo
- Matthew Wilson, Senior Policy Advisor, AMO

### AMO Appointees to PMFSDR Fiscal Architecture and Economic Competitiveness Table

**Members:**
- Heather Adams, Administrator, Town of Aylmer
- Nigel Bellchamber, General Manager, Ontario Municipal Administrators Association
- Vanessa Bennett, Treasurer, United Counties of Stormont, Dundas, and Glengarry
- Dan Cowin, Executive Director, Municipal Finance Officers Association
- Will Moore, Chief Administrative Officer, Town of Chatham
- Jim Pine, Chief Administrative Officer, County of Hastings
- Joe Rinaldo, Treasurer, City of Hamilton
- Brian Rogers, Treasurer, City of North Bay
- Brian Rosborough, Director of Policy, Association of Municipalities of Ontario
- Roberto Rossini, Director of Finance, City of Mississauga
- Lloyd Russell, Treasurer, Region of York
- Larry Ryan, Treasurer, Region of Waterloo
- Pat Vanini, Executive Director, Association of Municipalities of Ontario

### AMO Appointees to PMFSDR Infrastructure Table

**Members:**
- Vic Côte, General Manager, Finance & Corporate Services, City of London
- Andy Koopmans, Executive Director, Association of Municipal Managers, Clerks and Treasurers of Ontario
- Dan Cowin, Executive Director, Municipal Finance Officers Association
- Peter Dance, Director of Public Works, City of Orillia
- Joe Fratesi, Chief Administrative Officer, City of Sault Ste. Marie
- Michael Garrett, Chief Administrative Officer, Region of York (former)
- Larry Keech, Chief Administrative Officer, County of Lennox-Addington
- Pat Moyle, Chief Administrative Officer, Region of Halton
Recognizing AMO's Many Volunteers

Brian Rosborough, Director of Policy, Association of Municipalities of Ontario
Marian Simulik, Treasurer, City of Ottawa
Nancy Schepers, Deputy City Manager, Planning, Transit & Environment, City of Ottawa
Joe Tierney, Executive Director, Ontario Good Roads Association
Gerry Wolting, Acting Chief Administrative Officer, Municipality of Chatham-Kent
Craig Reid, Senior Policy Advisor, AMO

AMO Aggregates Task Force

Chair:
Janet Stavinga, Councillor, City of Ottawa

Members:
Richard P. Bates, Chief Administrative Officer, Township of Ramara
Helma Geerts, Senior Planner, Region of Halton
Kevin Eby, Director, Community Planning, Region of Waterloo
Stan Holiday, Senior Planner, City of Hamilton
Aldo Salis, Senior Planner, County of Wellington
Anne Vanhoucke, Councillor, Township of South-West Oxford

Purpose:
To develop a list of principles to help inform the Environmental Commissioner of Ontario's Aggregate Strategy for 2020 and beyond.

Achievements:
Developed a long list of principles for reform in the areas of provincial policy, impact of aggregate extraction and transportation, oversight of the industry, and accountability of the industry.

Duration:
Ongoing

Contact:
Milena Avramovic, Senior Policy Advisor, AMO

AMO Appointees to PMFSDR Service Delivery Accountability Table

Members:
David Court, Chief Administrative Officer, District of Algoma Social Services Administration Board
Elizabeth Savill, Chief Administrative Officer, County of Frontenac
Jim Green, Chief Administrative Officer, District of Muskoka
Brian Hutchings, Commissioner, Community Services, Region of Niagara
Janet Menard, Executive Director, Human Services Transition and Integration, Region of Peel
Mark Mieto, Chief Administrative Officer, City of Greater Sudbury
Patti Moore, General Manager, Health & Social Services, Counties of Norfolk and Haldimand
Rick O'Connor, City Solicitor, City of Ottawa
Brian Rosborough, Director of Policy, Association of Municipalities of Ontario
Carl Ross, Director, Community Services, County of Northumberland
Mike Trojan, Chief Administrative Officer, Region of Niagara
Adelina Urbanski, Commissioner, Social and Community Services, Region of Halton
Petra Wolfbeiss, Senior Policy Advisor, AMO

AMO Barrier-Free Access Working Group

Chair:
Sandra Hames, Councillor, City of Brampton

Members:
Cordelia Abankwa-Harris, Director, Policy and Program Support, Community Services and Housing Department, Region of York
Robin Armisted, Municipal Policy Specialist, City Manager's Office, City of London
Deb Bergey, Social Planning Associate, Region of Waterloo
Fran Coleman, Councillor, Town of Huntsville

Clay Connor, Director of Real Property and Commercial Law, City of Brampton
Frank Gillis, Councillor, Town of Espanola
Gayle M. Jones, Diversity and Accessibility Officer, City of Windsor
Ana Popa, former Social Planning Associate, Region of Waterloo
Michael Power, Mayor, Municipality of Greenstone
Melinda Munro, former Diversity and Accessibility Officer, City of Windsor
Walt Visser, Councillor, Township of Centre Wellington
Diana Summers, Manager of Policy, Ontario Good Roads Association
Frank Nicholson, Manager, Legislative Services, Association of Municipal Managers, Clerks and Treasurers of Ontario

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

Achievements:
AMO has ensured that the municipal perspective and input is provided in the provincial standard development process. AMO Resource Teams have been created to support the development of standards under the AODA, 2005. AMO representatives participating in the standard development process are supported by municipal staff from across the province that assist in analyzing and responding to recommended standards.

Duration:
Ongoing

Contact:
Petta Wolfbeiss, Senior Policy Advisor, AMO

AMO Built Environment Resource Team

Chair:
Grant Hopcroft, Director, Intergovernmental and Community Liaison, City of London
Recognizing AMO's Many Volunteers

Members:
Clay Connor, Director of Real Property and Commercial Law, City of Brampton
Bill Davis, Deputy Reeve, Municipality of Dysart et al
Clark Euale, Project Manager, City of Hamilton
Brian Gass, Chief Building Officer, Town of Penetanguishene
Wendy Goss, Accessibility Coordinator, City of Brampton and AMO Standard Development Committee representative
Sylvia Patterson, Director, Housing and Residential Services, Region of York
Diana Simpson, Accessibility Coordinator, City of Mississauga and AMO Standard Development Committee representative
Diana Summers, Manager of Policy and Research, Ontario Good Roads Association
Edward Wong, Manager, Existing Facilities, Region of Peel
Kimberly Wood, Architectural Technologist, Facilities and Design Division, City of London
AMO Employment Resource Team
Chair: Larry Ducharme, General Manager, London Transit
Members:
Andy Hynes, Director of Human Resources, London Transit and AMO Standard Development Committee representative
Stephen Maio, Solicitor, Legal Services Branch, Corporate Services Department, Region of York
Gayle M. Jones, Diversity and Accessibility Officer, City of Windsor
Kelly Steiss, Inclusion Coordinator, City of Kitchener
George Vandermeiy, Director, Human Resources Services, City of Cambridge
AMO Information and Communications Resource Team
Chair: Kelly Paleczny, Director of Finance and Administration, London Transit

Members:
Gabrielle Baldazzi, Senior Policy Advisor, Strategic Policy, Region of Halton
Monica Bryce, Manager of Program Funding and Communications, Community and Health Services, Region of York
Mark Castro, Supervisor Operations, Transportation Department, Region of Peel
Lorne Seaton, Associate Director, Tech Services, City of London
Pauline Reid, Policy and Research Advisor, Office of the CAO, Region of Durham
Mary Reid, Corporate Accessibility Specialist, City of Ottawa and AMO Standard Development Committee representative
AMO Biosolids Working Group
Members:
Mark Early, Director of Planning / Deputy Clerk, Town of Mono
William Fernandes, Capital Manager, Waste Water Treatment, Region of Peel
Adrian Mohammed, Biosolid Recycling Technician, Environmental Services, Region of Halton
Peter Morden, Supervisor, Environmental Services for Biosolids and Industrial Waste, Region of Halton
Frank Nicholson, Manager, Legislative Services and Government Relations, Association of Municipal Managers, Clerks & Treasurers of Ontario
Allen Taylor, Mayor, Township of East Garafraxa
Romano Del Tin, Manager, Waste Water Operations, Region of Peel

Purpose:
To review and comment on the Draft Guide to the Beneficial Use of Non-Agricultural Source Materials on Agricultural Land from a municipal perspective.

Achievements:

Duration: Ongoing
Contact: Milena Avramovic, Senior Policy Advisor, AMO
AMO Brownfields Task Force
Chair: Marguerite Ceschi-Smith, Councillor, City of Brantford
Members:
Terry Boutillier, Brownfield Coordinator, Senior Planner, City of Kitchener
Mary Bracken, Environmental Planner, City of Mississauga
Chad Collins, Councillor, City of Hamilton
Brock Criger, Manager, Development Planning Services, Region of Peel
Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London
Hon Lu, Manager, Urban Environmental Services, Toronto Economic Development Corporation (TEDCO)
Lesley MacDonald, Director of Legal Services & City Solicitor, City of Kitchener
Warren Munro, Community Improvement and Housing Coordinator, City of Oshawa
Carolynn Reid, Brownfields Coordinator & Business Development Consultant, City of Hamilton
Rick Reitmeier, Senior Planner, Region of Halton
Lynn Robichaud, Senior Environmental Coordinator, City of Burlington
Norman Sandberg, Councillor, Town of Collingwood
Jeff Smylie, Environmental Engineer, City of Mississauga
Larry Tansley, City Solicitor, City of Brampton
Andrea Warren, Manager, Planning, Region of Peel
Grant Whittington, Chief Administrative Officer, Town of Wilmot

Purpose:
To develop and advocate an AMO
Achievements:
Developed a position paper which looks at where we have been, what has been accomplished and highlighting the areas to be addressed through provincial and federal legislative/regulatory changes and policy direction.

In May of 2007, the Government passed legislation to provide liability protection in respect to escheats and to provide for municipal reliance on Records of Site Condition (RSC). In addition, it provided for Regulatory Framework Improvements. The government has also made a decision earlier this year on qualified persons. AM0 is working with the Government on improvements to Regulatory Standards which we anticipate will be public in the Summer of 2008.

Duration:
Ongoing

Contact:
Milena Avramovic, Senior Policy Advisor, AM0

AMO Energy Task Force
Chair:
Gary McNamara, Mayor, Town of Tecumseh

Members:
Suzanne Austin, Municipal Energy Conservation Officer, Environmental Policy Department, Town of Oakville
Subhash Bhatia, Program Manager, Corporate Energy Services, Region of York
Dennis Brown, Mayor, Township of Attikokan
Ron Chittick, Chief Administrative Officer, City of Peterborough
Jay Heaman, Councillor, Township of South-West Oxford
Sabriella Kalapos, Director of Outreach Programs, Clean Air Partnership
Soff Lupton, Manager of Energy initiatives, City of Hamilton
Jarr McCabe, Clerk-Administrator, Town of Goderich
Sara Peckford, Environmental Progress Officer, Town of Caledon
Norman Sandberg, Councillor, Town of Collingwood
Vive Sawler, Manager, Energy Conservation Office, Town of Markham
Trevor Small, Senior Analyst, Corporate Energy, Region of Peel
Darius Vaicinas, Load Management & Regulatory Coordinator, Collingwood Utility Services
Christina Weylie, Councillor, City of Kitchener (alternate)
Carl Zehr, Mayor, City of Kitchener

Purpose:
The purpose of this task force is to assist AMO to develop its position on energy conservation, local and distributed generation, energy efficiency, climate change, and related issues informed by a consideration of municipal interests as consumers of energy, LDC shareholders, and community leaders.

Achievements:
Worked closely with the Ministry of Energy to ensure Bill 21 and supportive regulations will not adversely affect the municipal sector. Has worked to create municipal energy plans pursuant to the objectives of the Energy Conservation and Leadership Act (ECLA) including the development of the AMO Energy Conservation Template.

Duration:
Ongoing

Contact:
Nancy Plumridge, President/Secretary-Treasurer, LAS and Director of Administration & Business Development, AMO
Scott Vokey, Energy Services Coordinator, AMO/LAS

AMO Fire Services Task Force
Members:
Sandra Hames, Councillor, City of Brampton
Dai Levesque, former Director of Administrative Services, City of Owen Sound
Carolyn Jamieson, Councillor, County of Lambton
Allen Taylor, Mayor, Township of East Garafaxa
Russ Powers, Councillor, City of Hamilton

Purpose:
To discuss the Ministry of Labour's request for input regarding the application of presumptive legislation for firefighter cancer to volunteer and part-time firefighters and fire investigators.

Achievements:
The AMO Board of Directors has approved the recommendations of the Task Force for transmission to Ministry of Labour at its meeting of August 18, 2007.

Duration:
Completed August 2007

Contact:
Laurel McCosham, Policy Advisor, AMO

AMO-MOU Land Ambulance Task Force – Members

Co-Chair:
Pat Vanini, Executive Director, AMO

Members:
Brent Browett, Director of Emergency Services, City of Hamilton
Gary Champagne, Chief Administrative Officer, Manitoulin-Sudbury District Social Services Board
Stephen Fournier, Chief Administrative Officer, United Counties of Leeds and Grenville
Dan McCormick, Health Services Manager, Rainy River District Social Services Administration Board
Denis Merrall, Director, Transportation and Emergency Services, County of Middlesex
Glen Peace, City Manager, City of Hamilton

Purpose:
To facilitate dialogue between municipalities and the Province on land ambulance issues and provide options to decision-makers.

Achievements:
Discussions on broad policy areas of cost containment, cost sharing and
accountability. Three sub-group reports have been completed and presented to the AMO-Ontario MOU for discussion.

Contact:
Brian Rosborough, Director of Policy, AMO

AMO Long-Term Care Working Group

Members:
Peter Barnes, Administrator, Wellington Terrace
Heather Bozzer, Administrator, Golden Manor, City of Timmins
Tom Deline, Mayor, Municipality of Centre Hastings
Elizabeth Savill, Chief Administrative Officer, County of Frontenac
Jan Harder, Councillor, City of Ottawa
Mike Schuster, Commissioner, Social Services, Region of Waterloo
Lynda Secord, former Administrator, Wentworth Lodge, City of Hamilton
Dick Verrips, former Commissioner, Social Services, County of Bruce
Sheldon Wolfson, Director, Services for Seniors, Region of Halton
Vicki Woodcox, Senior Administrator, Macassa Lodge, City of Hamilton

Purpose:
Advocate municipal issues and concerns to the Ministry of Health and Long-Term Care regarding program and policy changes.

Achievements:
Consulted with the Ministry on care standards. Developing communications strategy on balancing the importance of long-term care in our communities and the appropriate funding mechanisms.

Duration:
Ongoing

Contact:
Petra Wolfbeiss, Senior Policy Advisor, AMO

AMO Northern and Rural Plan Task Force

Chair:
Lynn Peterson, Mayor, City of Thunder Bay

Members:
Richard Adams, Mayor, Town of Parry Sound
Gary McNamara, Mayor, Town of Tecumseh
Chris White, Mayor, Township of Guelph/Eramosa

Purpose:
The purpose of this Task Force was to identify rural and northern issues/priorities that can be addressed through the Province's recent Strong Rural Communities Plan and Northern Prosperity Plan for Economic and Community Renewal; to identify short term and longer term opportunities to address core needs; to develop an advocacy plan to communicate these priorities to the Province; and to pursue both rural and northern issues in this process, addressing commonalities and recognizing differences to maximize staff resources.

Achievements:
Developed a Northern and Rural Lens to help ensure that the unique needs of northern and rural communities are considered before new policy is implemented. The Task Force has also released AMO's Rural-Northern Plan Paper, a response to the Province's plans for rural and northern communities, to the Minister of Agriculture, Food and Rural Affairs and the new Minister of Northern Development and Mines.

Duration:
Ongoing

Contacts:
Laurel McCosh, Policy Advisor, AMO

AMO Planning Task Force

Members:
Roger Anderson, Chair, Region of Durham
Joni Baechler, Councillor, City of London
Mary Ellen Bench, City Solicitor, City of Mississauga
Gary Cousins, Planning Director, County of Wellington
LeeAnne Doyle, Manager, Development Applications and Community Teams, City of Windsor
Christine Drimie, Policy and Research Advisor, Region of Durham

Kevin Eby, Director of Community Planning, Region of Waterloo
Stephen Evans, Director of Planning and Economic Development, County of Middlesex
Steve Fahner, Director of Planning, Township of Muskoka Lakes
Olívio Fatigati, Legal Counsel, City of Mississauga
Janice McDonald, Director of Planning and Development, County of Grey
Patrick O'Connor, Director of Legal Services, Region of Peel
Shelley Partridge, Senior Planner, Region of Halton
Norman Sandberg, Councillor, Town of Collingwood
Allan Ramsay, Manager of Long Range Planning, Town of Oakville
Ian Sugden, Chief Planner, Town of Gravenhurst
Chris White, Councillor, Township of Guelph/Eramosa

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

Achievements:
Provided input to Changes to Policies and Procedures Manual for the Conservation Authorities and their role in the planning process; provided input to the Natural Heritage Reference Material, provided input to the Special Policy Area guidelines update and to the Species at Risk legislation, Policy and Proposed Regulations.

Duration:
Ongoing

Contact:
Milena Avramovic, Senior Policy Advisor, AMO

AMO/LAS 311 Feasibility Committee

Chair:
Nancy Plumridge, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO
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<tr>
<th>Contact:</th>
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<tbody>
<tr>
<td>Nancy Plumridge, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO</td>
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<tr>
<td>Deborah Hannah, Business Systems Analyst, AMO</td>
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<tr>
<td>LAS Energy Advisory Committee Chair:</td>
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<tr>
<td>Nancy Plumridge, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO</td>
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<tr>
<td>Members:</td>
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<tr>
<td>Brian Bechtel, Project Manager/Energy Services, Region of Waterloo</td>
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<tr>
<td>Kim Dooling, Manager of Purchasing, Town of Oakville</td>
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<tr>
<td>Bruce Duncan, Manager of Property &amp; Purchasing, City of Orillia</td>
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<tr>
<td>Trevor Small, Senior Analyst, Corporate Energy Management, Region of Peel</td>
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<tr>
<td>Geoff Lupton, Manager of Energy Initiatives, City of Hamilton</td>
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<td>Ophelia Patterson, Financial Analyst, Region of Waterloo</td>
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<td>Dale Pyne, Asset Manager, City of Brantford</td>
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<tr>
<td>Vivie Sawler, Manager, Markham Energy Conservation Office, Town of Markham</td>
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<tr>
<td>Tom Vai, Energy Analyst, Region of York</td>
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</table>

| Purpose:  |
| To advise on direction and policy changes for the bulk purchasing of natural gas and electricity programs, including monitoring the performance, assisting in identifying/monitoring significant changes in both markets, and their implications for future supplies and prices. Ensuring accountability, including the determination of the most appropriate analytical tools and reports. To help identify sources of information and data, and to advise on the marketing and promotion of the program. |

| Achievement:  |
| The Committee continues to investigate the feasibility of a province-wide 311 program, and to provide AMO/LAS with strategic advice regarding the program. |

| Duration:  |
| Ongoing |

| Contact:  |
| Jason Hagan, Program Co-ordinator, LAS |
| Scott Vokey, Energy Services Coordinator, LAS/AMO |

| Municipal Immigration Committee Co-Chair:  |
| Brian Rosborough, Director of Policy, AMO |
| Members:  |
| Cordelia Abankwa-Harris, Director, Policy and Program Support, Community Services and Housing Department, Region of York |
| Ron Van Horne, Chief Administrative Officer, County of Lambton |
| Brenda Camirand, Economic Development Officer, Timmins Economic Development Corporation |
| Jean-Mathieu Chénier, Business Development Officer, Greater Sudbury Development Corporation |
| Anne Comtois Lalonde, Ontario Works Administrator, United Counties of Prescott and Russell |
| Brian Hutchings, Commissioner, Community Services, Region of Niagara |
| Danielle Masse, Director, Employment and Financial Assistance, City of Ottawa |
| Janet Menard, Executive Director, Human Services Transition and Integration, Region of Peel |
| Jim Pine, Chief Administrative Officer, County of Hastings |
| Mike Schuster, Commissioner, Social Services, Region of Waterloo |
| Ronna Warsh, Acting General Manager, Social Services, City of Windsor |

| Purpose:  |
| The Committee was established to ensure that the municipal perspective and the priorities of Ontario municipalities inform the negotiation of a Canada-Ontario immigration |
agreement as developed under Schedule F of the Agreement.

**Achievements:**
Best practices from member municipalities were profiled at the AMO Counties, Regions, Single Tier and DSSABs conference. AMO's Large Urban Symposium featured an examination of immigration and examples of successful efforts cities can do to attract and integrate migrants. Research is being undertaken on municipal best practices related to attraction, retention and settlement. AMO will publish the findings which will include an examination of policy and program challenges and recommendations to overcome these. The findings will be released at the AMO 2008 Conference.

**Duration:**
Ongoing

**Contact:**
Petra Wolfbeiss, Senior Policy Advisor, AMO

**AMO Pesticides Committee**

**Chair:**
Mike Galloway, Town Clerk, Municipality of Essa

**Members:**
Lorne Coe, Councillor, Town of Whitby
Alex Cullen, Councillor, City of Ottawa
Dr. Graham L. Pollett, Medical Officer of Health, Middlesex-London Health Unit
Mark Mieto, Chief Administrative Officer, City of Greater Sudbury
Patti Moore, General Manager, Health and Social Services, Counties of Haldimand-Norfolk
Penny Nelligan, Director, Public Health, County of Huron
Ken Seiling, Chair, Region of Waterloo
Charles Vidal, Councillor, Township of Atikokan
Linda Stewart, Executive Director, Association of Local Public Health Agencies

**Purpose:**
Ongoing advocacy efforts to ensure a uniform and province wide response on the use of pesticides for non-essential cosmetic use of pesticides.

**Achievements:**
The Government has passed legislation addressing most of the issues raised in the AMO Brief.

**Duration:**
Ongoing

**Contact:**
Milena Avramovic, Senior Policy Advisor, AMO

**AMO Public Health Task Force**

**Chair:**
Doug Reycraft, Mayor, Town of Southwest Middlesex

**Members:**
Lorne Coe, Councillor, Town of Whitby
Alex Cullen, Councillor, City of Ottawa
Dr. Graham L. Pollett, Medical Officer of Health, Middlesex-London Health Unit
Mark Mieto, Chief Administrative Officer, City of Greater Sudbury
Patti Moore, General Manager, Health and Social Services, Counties of Haldimand-Norfolk
Penny Nelligan, Director, Public Health, County of Huron
Ken Seiling, Chair, Region of Waterloo
Charles Vidal, Councillor, Township of Atikokan
Linda Stewart, Executive Director, Association of Local Public Health Agencies

**Purpose:**
To ensure that during the ongoing provincial health transformation, municipal issues are represented and communicated to the Ministry of Health and Long-Term Care on the variety of initiatives under way.

**Achievements:**
Staff participated on the Program Standards Technical Review Committee that is tasked with the development of the Ontario Public Health Standards and protocols. AMO submitted a response to the proposed Standards and the implementation protocols, advocating for fiscally accountable and coordinated implementation. AMO continues to advocate for government decisions on the Capacity Review Committee recommendations to ensure that ongoing policy and program decisions are well informed.

**Duration:**
Ongoing

**Contact:**
Peta Wolfbeiss, Senior Policy Advisor, AMO

**AMO Social Policy Task Force**

**Chair:**
Lynn Peterson, Mayor, City of Thunder Bay

**Members:**
Keith Bell, Chief Administrative Officer, District of Algoma Social Services Administration Board
Fran Coleman, Councillor, Town of Huntsville
Ken Dick, General Manager of Social and Health Services, County of Lambton
Susan Eagle, Councillor, City of London
Ross L. Fair, General Manager, Community Services, City of London
Frank Gillis, Councillor, Town of Espanola
Brian Hutchings, Commissioner, Community Services, Region of Niagara
David Landers, Chief Administrative Officer, Cochrane District Social Services Administration Board
Mary Lucas, General Manager, District of Thunder Bay Social Services Administration Board
Danielle Masse, Director, Employment and Financial Assistance, City of Ottawa
Janet Menard, Executive Director, Human Services Transition and Integration, Region of Peel
Joe-Anne Priel, General Manager of Community Services, City of Hamilton
Carl Ross, Director, Community Services, County of Northumberland
Terry Sanderson, Administrator of Social Services, County of Bruce
Members:
**MIPC Reps:**
Craig Bartlett, Manager, Waste Management, Region of Durham
Andrew Campbell, Director, Solid Waste Management, Region of York (former member)
Rick Clow, General Manager, Quinte Waste Solutions
Linda S. Churchill, Senior Environmental Engineer, Waste Management, Region of Waterloo
Jennifer Jackson, Legal Council, City of Ottawa

**AMRC Reps:**
Mike Birett, Manager, Program Development and Planning, Solid Waste Management Branch, Region of York and President, AMRC
Vivian De Giovanni, Executive Director, Association of Municipal Recycling Coordinators

**Municipal Solicitors:**
Debbie Edwards, Senior Solicitor, City of Hamilton
Brian Roy, Regional Solicitor, Region of Durham

**WDO Board member:**
Andrew Pollock, Director of Waste Services, Region of Peel

**Municipal Reps:**
Lisamarie Akeson, WDO-MIPC Project Coordinator, Region of York
Sherry Arcaro, Manager, Environmental Services, County of Peterborough
Trevor Barton, Supervisor, Program Planning, Waste Management Division, Region of Peel (alternate)
Denise Bélanger, Coordinator of Waste Diversion, City of Greater Sudbury
Sue Campbell, General Manager, Ottawa Valley Waste Recovery Centre (alternate)
Anne-Marie Fowler, Manager, Waste Services, City of Ottawa
Rosanne Fritzsche, Waste Reduction Coordinator, Town of Richmond Hill
Beth Goodger, Director of Waste Management, City of Hamilton
Dave Gordon, Manager, Waste Planning, Region of Peel (alternate)
Bill Hodgson, Councillor, Town of Lincoln
Chantal Mathieu, Manager of Environmental Services, City of Greater Sudbury
Joe McKenna, Supervisor of Waste Services, Region of Durham (alternate)
Jeff Meggitt, Manager, Waste Management, Town of Richmond Hill (alternate)
Pat Parker, Manager of Solid Waste Planning, City of Hamilton (alternate)
Todd Pepper, Manager / Cameron Wright, Manager, Waste Diversion, Essex-Windsor Solid Waste Authority (alternate)
Randall Roy, Waste Diversion Supervisor, City of Sault Ste. Marie
Clayton Sampson, Northern Ontario Blue Box Program Technical Advisor
Jay Stanford, Division Manager, Environmental Programs & Customer Relations, Environmental & Engineering Services Department, City of London
Allen Taylor, Mayor, Township of East Garafraxa
Shahin Virani, Manager, Finance and Administration, Waste management, Region of Waterloo
Anne Winning, Supervisor of Policy & Planning, City of Hamilton (alternate)
Dean Wyman, Manager, Solid Waste Resources, Environmental Services Department, City of Guelph
Susan White, Manager, Waste Collection and Diversion, Region of Waterloo

**Purpose:**
The purpose of the AMO/AMRC Waste Management Task Force is to influence provincial policy on waste diversion and waste management issues. In addition, it assists the Municipal Industry Policy Committee-Blue Box (MIPC-BB) and the Municipal Industry Policy Committee-Municipal Hazardous & Special Waste (MIPC-MHSW) members, from time to time, on policy areas relevant to Blue Box on MHSW issues.

**Achievements:**
Over the past year, the Task Force has
been engaged in the development and recent approval of the Waste Electronics Plan through its Sub-Committee on Waste Electronics and Electrical Equipment (WEEE), the development and approval of the MHSW Plan, response to the Proposed Provincial Policy on Waste Hierarchy and the development of a discussion paper on alternative Blue Box Funding amongst many other initiatives.

**Duration:**
Ongoing

**Contact:**
Milena Avramovic, Senior Policy Advisor, AMO

**AMO/AMRC Waste Management Task Force – Municipal Hazardous & Special Waste Sub-Committee (MHSW)**

**Lead:**
Joseph Hall, General Manager, Ottawa Valley Waste Recovery Centre (until November 2007)

Dave Gordon, Manager, Waste Planning, Region of Peel (from December 2007)

**Members:**
Milena Avramovic, Senior Policy Advisor, AMO

Sherry Arcaro, Manager, Environmental Services, County of Peterborough

Craig Bartlett, Manager, Processing Operations, Solid Waste Management Services and Vice-Chair

Cynthia Hyland, Manager, Research & Administration, Association of Municipal Recycling Coordinators

Jennifer Jackson, Legal Counsel, City of Ottawa

Pat Parker, Manager of Solid Waste Planning, City of Hamilton

Randall Roy, Waste Diversion Supervisor, City of Sault Ste Marie

Francis Veilleux, President, Bluewater Recycling Association

Jeanne Vinneff, Hazardous Waste Coordinator, Quinte Waste Solutions

Cameron Wright, Manager, Waste Diversion, Essex Windsor Solid Waste Authority

**Purpose:**
To negotiate the development of an MHSW Plan for the 1st Phases of designated materials within a six-month timeframe.

**Achievements:**
The first phase of the MHSW plan was approved by the Minister of the Environment February 2008 and became operational July 1, 2008.

**Duration:**
Ongoing with Phase II, once it is designated.

**Contact:**
Milena Avramovic, Senior Policy Advisor, Association of Municipalities of Ontario

**AMO Waste Management Task Force – Waste Diversion Act Changes Sub-Committee**

**Lead:**
Jennifer Jackson, Legal Counsel, City of Ottawa

**Members:**
Milena Avramovic, Senior Policy Advisor, AMO

Debbie Edwards, Senior Solicitor, Legal Services, City of Hamilton

Pat Parker, Manager of Solid Waste Planning, City of Hamilton

Brian Roy, Regional Solicitor, Region of Durham

Jay Stanford, Division Manager, Environmental & Engineering Services, City of London

**Purpose:**
Proposed amendments to the Waste Diversion Act (WDA).

**Achievements:**
Paper on proposed changes to the WDA was completed and was forwarded to the Minister of the Environment in the early Fall of 2007. Ongoing advocacy and educational role on the merits of the proposed changes.

**Duration:**
2006 – 2009

**Contact:**
Milena Avramovic, Senior Policy Advisor, AMO

**AMO/AMRC Waste Management Task Force – New Funding Model for the Blue Box Sub-Committee:**

**Lead:**
Jennifer Jackson, Legal Council, City of Ottawa

**Members:**
Milena Avramovic, Senior Policy Advisor, AMO

Andrew Campbell, Director, Solid Waste Management Branch, Region of York (former member)

Rick Clow, General Manager, Quinte Waste Services Board

Pat Parker, Manager of Solid Waste Planning, City of Hamilton

**With Support from:**
Todd Peppercorn, General Manager, Essex-Windsor Solid Waste Authority

Randall Roy, Waste Diversion Supervisor, City of Sault Ste Marie

Jay Stanford, Division Manager, Environmental Programs & Customer Relations, City of London

Shahin Virani, Manager, Finance & Administration (Waste Management), Region of Waterloo

Dean Wyman, Manager, Solid Waste Resources, Environmental Services Dept. City of Guelph

**AMO/AMRC Waste Management Task Force – LCBO Sub-Group**

**Members:**
Lisamaria Akeson, WDO-MIPC Project Coordinator, Region of York

John Giles, Manager, Solid Waste Division, Operations Department, City of Kingston

Phil Zigby, Marketing and Procurement Coordinator, Environmental Services, City of Guelph (Alternate)

Anne Winning, Supervisor of Policy and Planning, City of Hamilton

Dean Wyman, Manager, Solid Waste Resources, City of Guelph
<table>
<thead>
<tr>
<th>AMO/AMRC Waste Management Task Force – Waste Electronics and Electrical Equipment Committee (WEEE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead:</strong> Barry Friesen, Director of Waste Management services, Region of Niagara (former member)</td>
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<tr>
<td>Cameron Wright, Manager, Waste Diversion, Essex Windsor Solid Waste Authority</td>
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<tr>
<td><strong>Members:</strong> Milena Avramovic, Senior Policy Advisor, AMO</td>
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<tr>
<td>Sherry Arcaro, Manager, Environmental Services, County of Peterborough</td>
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<tr>
<td>Dave Gordon, Manager, Waste Planning, Region of Peel</td>
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<tr>
<td>Marilyn Harrold, Program Manager, Waste Diversion &amp; Processing, City of Ottawa</td>
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<tr>
<td>Brenda McCrea, Program Coordinator, Waste Management, Region of Halton</td>
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<tr>
<td>Emil Prip, Supervisor of Waste Processing, Waste Management Division, Public Works Department, City of Hamilton</td>
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<tr>
<td>Randall Roy, Waste Diversion Supervisor, City of Sault Ste Marie</td>
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<td>Jay Stanford, Division Manager, Environmental Programs &amp; Customer Relations, City of London</td>
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<tr>
<td>Leanne Vilneff, Hazardous Waste Coordinator, Quinte Waste Solutions</td>
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<tr>
<td>Anne Winning, Supervisor of Policy and Planning, City of Hamilton (alternate)</td>
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<tr>
<td><strong>AMO/AMRC Waste Management Task Force - Strategic Planning Subgroup</strong></td>
</tr>
<tr>
<td><strong>Members:</strong> Milena Avramovic, Senior Policy Advisor, AMO</td>
</tr>
<tr>
<td>Anesa DeGiacomo, Analyst of Landfill Recycling, City of Thunder Bay</td>
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<tr>
<td>Kane Freeman, Councillor, City of Kawartha Lakes</td>
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<td>Martin Jackson, Legal Counsel, City of Ottawa</td>
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<td>at Parker, Manager of Solid Waste Management, City of Hamilton</td>
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<tr>
<td>Clayton Sampson, Northern Ontario Blue Box Program Technical Advisor</td>
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<tr>
<td>AMO/Ministry of Community and Social Services Outcome Measures Committee</td>
</tr>
<tr>
<td><strong>Members:</strong> Tracey Brick, Ontario Works Manager, Algoma District Social Services Administration Board</td>
</tr>
<tr>
<td>David Dirks, Director, Employment and Income Support, Social Services, Region of Waterloo</td>
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<tr>
<td>Gillian Hendry, Director, Employment and Income Support Branch, Community Services, City of Hamilton</td>
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<tr>
<td>David Rennie, Director, Social Assistance, Region of York</td>
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<tr>
<td>Rod Sutherland, Manager, Social Services, City of Kawartha Lakes</td>
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<tr>
<td>Elisabeth White, Manager, Employment Initiatives, City of London</td>
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<tr>
<td><strong>Purpose:</strong> Develop the program and implementation details of the Ministry of Community and Social Services’ outcome measures funding model.</td>
</tr>
<tr>
<td><strong>Achievements:</strong> Involved in developing details of the social assistance funding model and advised Ministry of training and implementation of the new model that is respectful of municipal needs and processes.</td>
</tr>
<tr>
<td><strong>Duration:</strong> Ongoing</td>
</tr>
<tr>
<td><strong>Contact:</strong> Petra Wolfbeiss, Senior Policy Advisor, AMO</td>
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<tr>
<th>AMO Appointments to Other Associations or Federal or Provincial Committees</th>
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<tbody>
<tr>
<td><strong>Access to Recreation in Ontario Policy Planning Committee</strong></td>
</tr>
<tr>
<td><strong>Contact:</strong> Petra Wolfbeiss, Senior Policy Advisor, AMO</td>
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<tr>
<td><strong>Canadian Council of Ministers of the Environment's Development Committee – Municipal Wastewater Effluent</strong></td>
</tr>
<tr>
<td><strong>Contact:</strong> Paul Drora, Manager, Environmental Support Services, Infrastructure Services Unit, Pollution Control Services, City of Windsor</td>
</tr>
</tbody>
</table>
Ministry of Environment Steering Committee on the Financial Plan Regulations to the Safe Drinking Water Act
Craig Reid, Senior Policy Advisor, AMO

Ministry of Health and Long-Term Care’s Democratic Renewal and Public Engagement Editorial Board
Brian Rosborough, Director of Policy, AMO

Ministry of Health and Long-Term Care’s Mandatory Health Programs and Services Guidelines – Program Standards Technical Review Committee
Pepa Wolfsbeiss, Senior Policy Advisor, Association of Municipalities of Ontario

Ministry of Health and Long-Term Care’s Ontario Health Pandemic Influenza Plan (OHPIP) Steering Committee
Lorne Coe, Councillor, Town of Whitby
Ministry of Health and Long-Term Care Family Health Team (FHT) Action Group
Lorne Coe, Councillor, Town of Whitby
Ministry of Labour – Advisory Council to the Pay Equity Office
Penny Smiley, Director, Employee Relations, Region of Waterloo

Ministry of Labour – Section 21 Advisory Committee for Fire Services
Tim Boychuck, Assistant Deputy Fire Chief, City of Hamilton
Julie Shott, Labour Relations Officer, City of Hamilton

Ministry of Municipal Affairs and Housing’s Brownfields Stakeholder Group
Chad Collins, Councillor, City of Hamilton
Milena Avramovic, Senior Policy Advisor, AMO

Ministry of Municipal Affairs and Housing’s Building Advisory Council (BAC)
Steve Robinson, Chief Administrative Officer, Town of Cobourg

Ministry of Municipal Affairs and Housing’s Service Level Standards Working Group
Kerry Hobbs, Manager of Housing Programs, Housing Services Branch, Community Services and Housing Department, Region of York

Ministries of Municipal Affairs & Housing and Natural Resources – Urban Flooding Working Group
Craig Reid, Senior Policy Advisor, AMO

Ministry of Natural Resources – Lakes and Rivers Improvement Act Advisory Panel
Craig Reid, Senior Policy Advisor, AMO

Ministry of Finance’s ONT-TAXS Advisory Committee
Stephen Chait, Director of Economic Development, Town of Markham

Municipal Culture Planning Partnership (MCPP)
Stephen Hyndman, Chief Administrative Officer, City of Belleville

Municipal Health and Safety Association Board (MHSA)
Graham Dart, Director of Human Resources, City of St. Thomas

Oak Ridges Moraine Foundation Board
Marilyn Pearce, Mayor, Town of Scugog

OMSSA Policy Advocacy Committee
Pepa Wolfsbeiss, Senior Policy Advisor, Association of Municipalities of Ontario

Ontario Aggregate Resources Corporation (TOARC) Board
Ric McGee, Mayor, City of Kawartha Lakes

Ontario Fire Marshal’s Home Fire Sprinkler Coalition
Brian Green, Chief Building Official, City of Owen Sound

Ontario Fire Marshal’s Public Fire Safety Council
Dail Levesque, former Director, Administrative Services, City of Owen Sound

Ontario Municipal Employees Retirement System (OMERS)
Sponsors Corporation Board of Directors
Marianne Love, Senior Consultant, McDowell and Associates
Bruce Stewart, Partner, Hicks, Morley, Hamilton, Stewart, Storie LLP

Ontario Municipal Employees Retirement System (OMERS)
Sponsors Corporation’s Advisory Committee on Benefits for the Police/Fire/Paramedic Sectors
Cheryl Lowe, former Commissioner of Human Resources, Region of Waterloo
Brian Rosborough, Director of Policy, AMO

Ontario Municipal Employees Retirement System (OMERS)
Sponsors Corporation’s Advisory Committee on Benefits for Other Members
Jeff Byrne, Acting Director, Employee Services, City of Ottawa
Joy Hulton, Regional Solicitor, Region of York
Pat Moyle, Chief Administrative Officer, Region of Halton

Ontario Municipal Employees Retirement System (OMERS)
Administration Corporation Board of Directors
Ann Mulvale, former Mayor, Town of Oakville
Michael Power, Mayor, Town of Greenstone

Ontario 9-1-1 Advisory Board
Dan VanLondersele, Rural Representative and Chair
Bryan Baxter, former Chief Administrative Officer, Town of Cobourg (Small Urban Representative)
Jim Friend, City of Hamilton (Regional Representative)
Dave Hanly, Planning Director, County of Perth (County Representative)

Region of Halton’s Lake Ontario Shoreline Algae Action Committee
Craig Reid, Senior Policy Advisor, AMO
2007 Annual Report
Association of Municipalities of Ontario

Social Housing Services Corporation's Asset Management Steering Committee
Petra Wolfbeiss, Senior Policy Advisor, AMO

Social Housing Services Corporation's Mortgage Committee for Social Housing Mortgages
Petra Wolfbeiss, Senior Policy Advisor, AMO

Stewardship Ontario Policy Committee
Jay Stanford, Division Manager, Environmental & Engineering Services, City of London
Milena Avramovic, Senior Policy Advisor, AMO (alternate)

Stewardship Ontario Technical Committee
Rick Clow, General Manager, Quinte Waste Services Board
Milena Avramovic, Senior Policy Advisor, AMO (alternate)

Waste Diversion Ontario Board
Steve Butland, Councillor, City of Sault Ste. Marie
Terry Cassidy, Councillor, City of Quinte West
Deb Haswell, Councillor, City of Owen Sound
Andy Pollock, Director, Waste Management, Region of Peel

Waste Diversion Ontario's Continuous Improvement Fund (CIF) Interim Board
Milena Avramovic, Senior Policy Advisor, AMO

Waste Diversion Ontario's Continuous Improvement Fund (CIF) Subcommittee
Jon Arseneault, Manager, Engineering & Programs, Waste Management, Region of Waterloo
Robert Rennie, Technical Analyst, ETPS Waste Management, Region of Peel

Waste Diversion Ontario Generally Acceptable Principles Committee
Brad Whitelaw, Program Manager, Waste Management Services Division, Region of Niagara

Waste Diversion Ontario's Municipal Industry Policy Committee-Blue Box (MIPC-BB)
Milena Avramovic, Senior Policy Advisor, AMO
Craig Bartlett, Manager, Waste Management, Region of Durham
Andy Campbell, former Director of Solid Waste Management, Region of York (former member)
Linda S. Churchill, Senior Environmental Engineer, Transportation & Environmental Services, Waste Management, Region of Waterloo (alternate)
Rick Clow, General Manager, Quinte Waste Solutions
Joseph Hall, former General Manager, Ottawa Valley Waste Recovery (former member)
Jennifer Jackson, Legal Counsel, City of Ottawa

Waste Diversion Ontario's Municipal Industry Policy Committee (MIPC) Sub-Groups:

Data Call Sub-Group:
Lisamaria Akeson, AMO-MIPC Project Coordinator, Region of York (former member)
Mike Birrett, Manager, Program Development and Planning, Solid Waste Management Branch, Region of York
Rick Clow, General Manager, Quite West Solutions
Barry Friessen, Director of Waste Management Services, Niagara Region (former member)
Catherine Habermehl, Acting Director, Waste Management Services, Region of Niagara
Jerry Hull, Senior Financial Officer, Ottawa Valley Waste Recovery Centre
Sherry Arcaro, Manager, Environmental Services, County of Peterborough

Effectiveness & Efficiency Fund Sub-Group:
Lisamaria Akeson, WDO-MIPC Project Coordinator, Region of York (former member)
Jon Arseneault, Manager, Engineering & Programs, Waste Management, Waterloo Region
Gary Everett, Municipal Recycling Program Advisor (former member)
Robert Rennie, Technical Analyst, ETPS Waste Management, Region of Peel

Residue Export Sub-Group:
Sue Campbell, Diversion Supervisor, Ottawa Valley Waste Recovery Centre
Craig Bartlett, Manager, Waste Management, Region of Durham
Peter Watson, Manager of Waste Management, Region of Durham (former member)

Waste Diversion Ontario's Municipal Industry Policy Committee-Municipal Hazardous & Special Waste (MIPC-MHSW)
Milena Avramovic, Senior Policy Advisor, AMO
Sherry Arcaro, Manager, Environmental Services, County of Peterborough
Jennifer Jackson, Legal Counsel, City of Ottawa

Waste Diversion Ontario's Public Affairs Committee
Kim Kitagawa, Coordinator, Waste Management, Region of Waterloo

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Auditors' Report

To the Shareholder of Association of Municipalities of Ontario

We have audited the balance sheet of Association of Municipalities of Ontario as at December 31, 2007 and the statements of operations and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants, Licensed Public Accountants

Toronto, Canada

March 7, 2008
## BALANCE SHEET

**2007 Annual Report**  
**Association of Municipalities of Ontario**  

**Year ended December 31, 2007, with comparative figures for 2006**

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$2,780,928</td>
<td>$96,233,293</td>
</tr>
<tr>
<td>Accounts receivable (note 4)</td>
<td>324,279</td>
<td>2,449,490</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>259,450</td>
<td>66,080</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>3,364,657</strong></td>
<td><strong>98,748,863</strong></td>
</tr>
<tr>
<td>Investments (note 2 and 3)</td>
<td>7,142,156</td>
<td>2,084,319</td>
</tr>
<tr>
<td>Investment in subsidiary (note 5)</td>
<td>319,340</td>
<td>304,535</td>
</tr>
<tr>
<td>Capital assets (note 6)</td>
<td>77,732</td>
<td>149,937</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$10,903,885</strong></td>
<td><strong>$101,287,654</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$1,061,119</td>
<td>$91,072,923</td>
</tr>
<tr>
<td>Deferred revenue - gas tax administration fee (note 10)</td>
<td>1,154,340</td>
<td>2,069,105</td>
</tr>
<tr>
<td>Deferred revenue (note 7)</td>
<td>335,126</td>
<td>758,473</td>
</tr>
<tr>
<td>Deferred revenue - project reserves (note 8)</td>
<td>161,632</td>
<td>252,214</td>
</tr>
<tr>
<td>Deferred revenue - public transit administration fee (note 11)</td>
<td>978,926</td>
<td>-</td>
</tr>
<tr>
<td>Deferred contributions (note 9)</td>
<td>71,260</td>
<td>85,987</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>3,762,403</strong></td>
<td><strong>94,238,702</strong></td>
</tr>
</tbody>
</table>

### Net assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in capital assets</td>
<td>77,732</td>
<td>149,937</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,627,985</td>
<td>1,552,716</td>
</tr>
<tr>
<td>Restricted - federal gas tax program</td>
<td>3,740,523</td>
<td>3,977,934</td>
</tr>
<tr>
<td>Restricted - federal public transit program</td>
<td>1,254,605</td>
<td>1,269,056</td>
</tr>
<tr>
<td>Restricted - other</td>
<td>440,637</td>
<td>99,309</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>7,141,482</strong></td>
<td><strong>7,048,952</strong></td>
</tr>
</tbody>
</table>

### Commitments (note 13)

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Commitments</strong></td>
<td><strong>$10,903,885</strong></td>
<td><strong>$101,287,654</strong></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.

On behalf of the Board:

______________________________
Director

______________________________
Director
Year ended December 31, 2007, with comparative figures for 2006

<table>
<thead>
<tr>
<th></th>
<th>Restricted 2007</th>
<th></th>
<th>Unrestricted 2007</th>
<th>Total 2007</th>
<th>Total 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Federal Gas Tax Program</td>
<td>Federal Public Transit</td>
<td>Other</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Revenue:</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>1,434,958</td>
<td>1,434,958</td>
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<tr>
<td>Membership fees</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2,211,439</td>
<td>2,211,439</td>
</tr>
<tr>
<td>Conferences and seminars</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>251,019</td>
<td>251,019</td>
</tr>
<tr>
<td>Administration fees</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>118,581</td>
<td>118,581</td>
</tr>
<tr>
<td>Investment</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>347,190</td>
<td>347,190</td>
</tr>
<tr>
<td>Municipl planners</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>63,313</td>
<td>63,313</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>187,056</td>
<td>187,056</td>
</tr>
<tr>
<td>Funds received</td>
<td>230,089,821</td>
<td>320,296</td>
<td>–</td>
<td>230,410,117</td>
<td>231,104,796</td>
</tr>
<tr>
<td>Web tools</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>433,040</td>
<td>433,040</td>
</tr>
<tr>
<td>OCMER support</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>130,000</td>
<td>130,000</td>
</tr>
<tr>
<td>OCCMP</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>MIP Fiscal &amp; Service Delivery Review</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Interest earned on funds received</td>
<td>339,313</td>
<td>30,080</td>
<td>–</td>
<td>399,403</td>
<td>399,403</td>
</tr>
<tr>
<td>Web tools</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>230,429,134</td>
<td>350,386</td>
<td>963,991</td>
<td>4,362,537</td>
<td>236,106,046</td>
</tr>
<tr>
<td>Expenses:</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,140,837</td>
<td>1,140,837</td>
</tr>
<tr>
<td>General</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>880,355</td>
<td>880,355</td>
</tr>
<tr>
<td>Administration</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,233,544</td>
<td>1,233,544</td>
</tr>
<tr>
<td>Policy:</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,148,978</td>
<td>1,148,978</td>
</tr>
<tr>
<td>Corporate services:</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>4,401,714</td>
<td>4,401,714</td>
</tr>
<tr>
<td>Total corporate services</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>4,401,714</td>
<td>4,401,714</td>
</tr>
<tr>
<td>Programs</td>
<td>230,066,545</td>
<td>364,837</td>
<td>–</td>
<td>230,410,117</td>
<td>231,104,796</td>
</tr>
<tr>
<td>Funds distributed</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>231,031,382</td>
<td>232,912,262</td>
</tr>
<tr>
<td>Web tools</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>251,019</td>
<td>251,019</td>
</tr>
<tr>
<td>OCMER support</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>224,516</td>
<td>224,516</td>
</tr>
<tr>
<td>OCCMP</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>90,582</td>
<td>90,582</td>
</tr>
<tr>
<td>MIP Fiscal &amp; Service Delivery Review</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>56,546</td>
<td>56,546</td>
</tr>
<tr>
<td>Total</td>
<td>230,066,545</td>
<td>364,837</td>
<td>622,663</td>
<td>4,461,328</td>
<td>236,115,373</td>
</tr>
<tr>
<td>Excess of revenue over expenses (expenses over revenue) before undernoted</td>
<td>(237,411)</td>
<td>(14,451)</td>
<td>341,328</td>
<td>(98,791)</td>
<td>(9,325)</td>
</tr>
<tr>
<td>Equity interest in earnings of subsidiary</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>73,493</td>
<td>73,493</td>
</tr>
<tr>
<td>Excess of revenue over expenses (expenses over revenue)</td>
<td>(237,411)</td>
<td>(14,451)</td>
<td>341,328</td>
<td>(98,791)</td>
<td>(9,325)</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
Year ended December 31, 2007, with comparative figures for 2006

<table>
<thead>
<tr>
<th></th>
<th>Invested in capital assets</th>
<th>Restricted - Federal Gas Tax Program (note 10)</th>
<th>Restricted - Federal Public Transport (note 11)</th>
<th>Restricted Other</th>
<th>Unrestricted</th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>$ 149,937</td>
<td>$ 3,977,934</td>
<td>$ 1,269,056</td>
<td>$ 99,309</td>
<td>$ 1,552,716</td>
<td>$ 7,048,952</td>
<td>$ 4,092,908</td>
</tr>
<tr>
<td>Excess (deficiency) of revenue over expenses</td>
<td>(86,465)</td>
<td>(237,411)</td>
<td>(14,451)</td>
<td>341,328</td>
<td>61,167</td>
<td>64,168</td>
<td>2,956,044</td>
</tr>
<tr>
<td>Additions to capital assets</td>
<td>14,260</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(14,260)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in accounting policy – net unrealized investments gain (note 2)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>28,362</td>
<td>28,362</td>
<td>-</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$ 77,732</td>
<td>$ 3,740,523</td>
<td>$ 1,254,605</td>
<td>$ 440,637</td>
<td>$ 1,627,985</td>
<td>$ 7,141,482</td>
<td>$ 7,048,952</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
## Statement of Cash Flows

### Year ended December 31, 2007, with comparative figures for 2006

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash provided by (used in):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net earnings</td>
<td>$ 64,168</td>
<td>$ 2,956,044</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>$ 86,485</td>
<td>$ 86,187</td>
</tr>
<tr>
<td>Equity in earnings of investee company</td>
<td>(73,493)</td>
<td>(21,096)</td>
</tr>
<tr>
<td>Unrealized net gain on investments (note 2)</td>
<td>12,050</td>
<td>-</td>
</tr>
<tr>
<td>Change in non-cash operating working capital</td>
<td>(88,544,458)</td>
<td>67,997,751</td>
</tr>
<tr>
<td></td>
<td>(88,455,288)</td>
<td>71,018,886</td>
</tr>
<tr>
<td><strong>Investments:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addition to capital assets</td>
<td>(14,260)</td>
<td>(53,349)</td>
</tr>
<tr>
<td>Dividend received from subsidiary</td>
<td>75,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(5,057,837)</td>
<td>(964,612)</td>
</tr>
<tr>
<td></td>
<td>(4,997,097)</td>
<td>(942,961)</td>
</tr>
<tr>
<td>Increase (decrease) in cash position</td>
<td>(93,452,365)</td>
<td>70,075,925</td>
</tr>
<tr>
<td>Cash position, beginning of year</td>
<td>96,233,293</td>
<td>26,157,368</td>
</tr>
<tr>
<td>Cash position, end of year</td>
<td>$ 2,780,928</td>
<td>$ 96,233,293</td>
</tr>
<tr>
<td><strong>Supplemental cash flow information:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>$ 118,581</td>
<td>$ 70,071</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
NOTES TO FINANCIAL STATEMENTS

2007 Annual Report
Association of Municipalities of Ontario

Year ended December 31, 2007

Association of Municipalities of Ontario ("AMO" or the "Association") is a not-for-profit organization incorporated, without share capital, under Letters Patent on May 11, 1990 under the Corporations Act (Ontario). Previously, AMO operated as an unincorporated association.

The mandate of AMO is to promote, support and enhance strong and effective municipal government in Ontario.

The Association is a not-for-profit organization and is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

1. Significant accounting policies:

   (a) Basis of presentation:

       The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

   (b) Investment in subsidiary:

       The investment in the wholly owned subsidiary, Local Authority Services Limited ("LAS"), has been accounted for on the equity basis.

   (c) Capital assets:

       Capital assets are recorded at cost and are amortized over their estimated useful lives as follows:

       | Asset                | Basis      | Rate   |
       |----------------------|------------|--------|
       | Furniture and fixtures| Straight line| 5 years|
       | Computer hardware    | Straight line| 3 years|

   (d) Investments:

       Investments are recorded at market value.
1. Significant accounting policies (continued):

   (e) Revenue recognition:

   Fees and grants received in advance are deferred and recognized as revenue in the period to which the fees relate.

   Conference and seminar fees are recognized as revenue when the event occurs.

   The Association collects funds from members in support of specific initiatives. Such funds are retained in a deferred revenue account until such time as costs related to the initiative are incurred.

   (f) Deferred contributions:

   AMO holds funds for some of the individual caucuses. Caucus program expenses are incurred and amounts are withdrawn from the related deferred contribution accounts with the approval of the individual caucus chairs.

2. Change in accounting policy:


   Upon adoption of this new standard, AMO designated its cash as held-for-trading, which is measured at fair value. Accounts receivable are classified as loans and receivable, which are measured at amortized cost. Accounts payable and other liabilities are classified as other financial liabilities, which are measured at amortized cost.

   AMO has designated all of its investments as held-for-trading and carries them at fair value. The impact of this change is to adjust opening net assets as at January 1, 2007 for the net unrealized gain on investments of $28,362, of which $16,312 relates to the investment in subsidiary, and to recognize a current year net unrealized gain of $24,795.
2. Change in accounting policy (continued):

The change has been applied on a retroactive basis without restatement; the 2006 investments are stated at cost.

Future accounting change:

The following summarizes a future accounting change that will be relevant to AMO's financial statements subsequent to December 31, 2007.

The CICA has issued two new accounting standards on financial instruments that revise and enhance the current disclosure requirements but do not change the existing presentation requirements for financial instruments. These new standards will be effective for AMO commencing January 1, 2008. The new disclosures will provide additional information on the nature and extent of risks arising from financial instruments to which AMO is exposed and how it manages those risks.
3. Investments:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th></th>
<th>2006</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Guaranteed investment certificates</td>
<td>$4,743,440</td>
<td>$4,743,440</td>
<td>$1,419,302</td>
<td>$1,419,302</td>
</tr>
<tr>
<td>Bankers acceptance</td>
<td>2,360,828</td>
<td>2,397,651</td>
<td>300,949</td>
<td>301,867</td>
</tr>
<tr>
<td>Government of Canada T-Bill, yield 3.8%, matures February 22, 2007</td>
<td>-</td>
<td>-</td>
<td>200,086</td>
<td>205,714</td>
</tr>
<tr>
<td>Mutual Fund - Dundee Investment savings</td>
<td>1,043</td>
<td>1,065</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,105,311</strong></td>
<td><strong>$7,142,156</strong></td>
<td><strong>$2,084,319</strong></td>
<td><strong>$2,096,369</strong></td>
</tr>
</tbody>
</table>

Guaranteed investment certificates bear interest at rates ranging from 4.16% to 4.80% per annum and mature at dates ranging from January to December 2008.

Bankers acceptance bear interest at rates ranging from 4.40% to 4.61% per annum and mature at dates ranging from May to June 2008.

The mutual fund held by the Association is restricted to investing in Canadian treasury bills.

4. Related party transactions:

Accounts receivable include amounts due from LAS totaling $140,157 (2006 - $106,466).

During the year, AMO received $160,000 (2006 - $160,000) from LAS for administration and occupancy costs.
5. Investment in subsidiary:

AMO controls its wholly owned subsidiary LAS.

The mandate of LAS is to work with municipalities, their agencies, boards and commissions, as well as other organizations of Ontario’s broader public sector to assist them in reducing the cost of their expenditures and to increase their levels of non-tax revenues through the principle of joint or cooperative procurement efforts.

LAS has not been consolidated in the AMO’s financial statements. Financial statements of that company are available on request. Financial summaries of the non-consolidated entity as at December 31, 2007 and 2006 and for the years then ended are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>$2,087,311</td>
<td>$1,862,851</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>1,767,971</td>
<td>1,558,316</td>
</tr>
<tr>
<td></td>
<td>$319,340</td>
<td>$304,535</td>
</tr>
</tbody>
</table>

Components of investment in subsidiary:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>$100</td>
<td>$100</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>319,240</td>
<td>304,435</td>
</tr>
<tr>
<td></td>
<td>$319,340</td>
<td>$304,535</td>
</tr>
</tbody>
</table>

Results of operations:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>$1,994,731</td>
<td>$637,753</td>
</tr>
<tr>
<td>Total expenses</td>
<td>1,921,238</td>
<td>616,657</td>
</tr>
<tr>
<td></td>
<td>$73,493</td>
<td>$21,096</td>
</tr>
</tbody>
</table>

Cash provided by (used in)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating activities</td>
<td>$244,393</td>
<td>$1,322,652</td>
</tr>
<tr>
<td>Financing activities</td>
<td>(75,000)</td>
<td>(75,000)</td>
</tr>
<tr>
<td>Investing activities</td>
<td>(55,985)</td>
<td>(1,261,423)</td>
</tr>
<tr>
<td></td>
<td>$113,408</td>
<td>$ (13,771)</td>
</tr>
</tbody>
</table>
6. Capital assets:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Amortization</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>$22,495</td>
<td>$18,073</td>
</tr>
<tr>
<td>Computer hardware</td>
<td>$281,956</td>
<td>$208,646</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$304,451</strong></td>
<td><strong>$226,719</strong></td>
</tr>
</tbody>
</table>

7. Deferred revenue:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar fees received in advance</td>
<td>$19,635</td>
<td>$262,724</td>
</tr>
<tr>
<td>Membership fees received in advance</td>
<td>$116,028</td>
<td>$173,780</td>
</tr>
<tr>
<td>OMERS support fund</td>
<td>$199,463</td>
<td>$321,969</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$335,126</strong></td>
<td><strong>$758,473</strong></td>
</tr>
</tbody>
</table>

8. Deferred revenue - project reserves:

Deferred revenue - project reserves are amounts received from external parties to be expended in the future to carry out specific projects. As such these monies will be recognized as revenue in the period the related spending occurs or potentially may be refundable.

<table>
<thead>
<tr>
<th>Project</th>
<th>Balance, beginning of year</th>
<th>Received in the year</th>
<th>Spent in the year</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerton inquiry</td>
<td>$21,319</td>
<td>$-</td>
<td>$-</td>
<td>$21,319</td>
</tr>
<tr>
<td>OCMBP</td>
<td>$200,131</td>
<td>$90,582</td>
<td>$-</td>
<td>$109,549</td>
</tr>
<tr>
<td>Bill 210</td>
<td>$10,655</td>
<td>$-</td>
<td>$-</td>
<td>$10,655</td>
</tr>
<tr>
<td>e-guide book</td>
<td>$20,109</td>
<td>$-</td>
<td>$-</td>
<td>$20,109</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$252,214</strong></td>
<td><strong>$90,582</strong></td>
<td><strong>$-</strong></td>
<td><strong>$161,632</strong></td>
</tr>
</tbody>
</table>
9. Deferred contributions:

Deferred contributions represent unspent resources externally restricted for specific projects approved by the caucus’ Executive Committee. Changes in the deferred contributions balance are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Balance, beginning of year</th>
<th>Received in the year</th>
<th>Spent in the year</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Caucus</td>
<td>40,063</td>
<td>1,540</td>
<td>7,587</td>
<td>34,016</td>
</tr>
<tr>
<td>County Caucus</td>
<td>24,157</td>
<td>932</td>
<td>10,449</td>
<td>14,640</td>
</tr>
<tr>
<td>Regional Caucus</td>
<td>21,767</td>
<td>937</td>
<td>100</td>
<td>22,604</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 85,987</strong></td>
<td><strong>$ 3,409</strong></td>
<td><strong>$ 18,136</strong></td>
<td><strong>$ 71,260</strong></td>
</tr>
</tbody>
</table>

10. Federal gas tax program:

On June 17, 2005 Canada, Ontario AMO and Toronto signed an agreement setting out new revenue sharing arrangements for federal gas tax revenues for investment in environmentally sustainable municipal infrastructure. Pursuant to the agreement, AMO received 1% to administer the fund. The agreement will result in over $1.4 billion flowing to 444 Ontario municipalities over five years from 2005 to 2009. AMO is administering the funding on behalf of the federal government for all municipalities except for Toronto. In 2007, the Agreement was extended for an indefinite period.

<table>
<thead>
<tr>
<th>Year</th>
<th>Canada’s Contribution to Ontario Municipalities via AMO</th>
<th>Interest earned as at December 31, 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>$174,296,000</td>
<td>$1,031,498</td>
</tr>
<tr>
<td>2006-2007</td>
<td>174,296,000</td>
<td>342,012</td>
</tr>
<tr>
<td>2007-2008</td>
<td>232,395,000</td>
<td>358,084</td>
</tr>
<tr>
<td>2008-2009</td>
<td>290,493,000</td>
<td>-</td>
</tr>
<tr>
<td>2009-2010</td>
<td>580,987,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,452,467,000</strong></td>
<td><strong>$ 1,731,594</strong></td>
</tr>
</tbody>
</table>
11. Federal public transit fund:

   On March 30, 2006, Canada, Ontario, AMO, and Toronto signed an agreement setting out new revenue sharing arrangements for federal public transit revenues for investment in public transit infrastructure. Pursuant to the agreement, AMO received 0.05% and $671,035 of accumulated interest to administer the fund. The agreement resulted in over $56 million flowing to 78 Ontario municipalities for 2005-2006. AMO is administering the funding on behalf of the federal government for all municipalities except for Toronto.

12. Pension agreements:

   The Association makes contributions, on behalf of members of its staff, to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan. The plan is a defined benefit plan which specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay.

   During 2007 the Association contributed $111,000 (2006- $95,000) to OMERS.

13. Commitments:

   AMO has entered into agreements to lease equipment and premises. The lease for the premises expired in May 2007 and the Association finalized the new lease. The commitment below is based on actual lease agreement. Minimum lease payments, including operating costs and realty taxes are approximately as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$176,000</td>
</tr>
<tr>
<td>2009</td>
<td>176,000</td>
</tr>
<tr>
<td>2010</td>
<td>169,000</td>
</tr>
<tr>
<td>2011</td>
<td>137,000</td>
</tr>
<tr>
<td>2012</td>
<td>137,000</td>
</tr>
<tr>
<td>Thereafter</td>
<td>549,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,344,000</td>
</tr>
</tbody>
</table>
14. Financial instruments:

The fair values of cash, accounts receivable, accounts payable and accrued liabilities approximate their carrying value due to the short-term to maturity of these instruments.
AUDITORS' REPORT

To the Shareholder of Local Authority Services Limited

We have audited the balance sheet of Local Authority Services Limited as at December 31, 2007 and the statements of earnings and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP
Chartered Accountants, Licensed Public Accountants

Toronto, Canada
March 7, 2008
## BALANCE SHEET

**Year ended December 31, 2007, with comparative figures for 2006**

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$ 180,041</td>
<td>$ 66,633</td>
</tr>
<tr>
<td>Short term investments (notes 2 and 3)</td>
<td>1,710,358</td>
<td>-</td>
</tr>
<tr>
<td>Receivables</td>
<td>132,928</td>
<td>76,841</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>3,282</td>
<td>2,680</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>2,026,689</strong></td>
<td><strong>146,154</strong></td>
</tr>
</tbody>
</table>

| Investments (notes 2 and 3)                      |               |               |
| Capital assets (note 4)                          | 59,145        | 1,715,882     |
| **Total**                                        | **2,087,311** | **1,862,851** |

### Liabilities and Shareholder's Equity

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$ 1,702,271</td>
<td>$ 1,558,316</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>65,700</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>1,767,971</strong></td>
<td><strong>1,558,316</strong></td>
</tr>
</tbody>
</table>

| Shareholder's equity:                            |               |               |
| Share capital                                    | 100           | 100           |
| Retained earnings                                | 319,240       | 304,435       |
| **Total**                                        | **319,340**   | **304,535**   |

**Total liabilities and Shareholder's Equity** |

$ 2,087,311 $ 1,862,851

See accompanying notes to financial statements.

On behalf of the Board:

__________________________
Director

__________________________
Director
### STATEMENTS OF CASH FLOWS

Year ended December 31, 2007, with comparative figures for 2006

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program revenue</td>
<td>$1,968,319</td>
<td>$624,692</td>
</tr>
<tr>
<td>Interest</td>
<td>26,412</td>
<td>13,061</td>
</tr>
<tr>
<td></td>
<td>1,994,731</td>
<td>637,753</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program fees</td>
<td>1,578,930</td>
<td>358,466</td>
</tr>
<tr>
<td>Administration</td>
<td>323,046</td>
<td>248,755</td>
</tr>
<tr>
<td>Professional fees</td>
<td>19,282</td>
<td>9,436</td>
</tr>
<tr>
<td></td>
<td>1,921,238</td>
<td>616,657</td>
</tr>
<tr>
<td><strong>Net earnings</strong></td>
<td>73,493</td>
<td>21,096</td>
</tr>
<tr>
<td><strong>Retained earnings, beginning of year</strong></td>
<td>304,435</td>
<td>358,339</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Change in accounting policy - net unrealized investments gain (note 2)</strong></td>
<td>16,312</td>
<td>-</td>
</tr>
<tr>
<td><strong>Dividends paid</strong></td>
<td>(75,000)</td>
<td>(75,000)</td>
</tr>
<tr>
<td><strong>Retained earnings, end of year</strong></td>
<td>$319,240</td>
<td>$304,435</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
# NOTES TO FINANCIAL STATEMENTS

2007 Annual Report  
Local Authority Services Ltd. (LAS)  

Year ended December 31, 2007, with comparative figures for 2006

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash provided by (used in):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net earnings</td>
<td>$73,493</td>
<td>$21,096</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>1,602</td>
<td>814</td>
</tr>
<tr>
<td>Net unrealized investments gains</td>
<td>16,312</td>
<td></td>
</tr>
<tr>
<td>Change in non-cash operating working capital</td>
<td>(1,557,369)</td>
<td>1,300,742</td>
</tr>
<tr>
<td></td>
<td>(1,465,965)</td>
<td>1,322,652</td>
</tr>
<tr>
<td>Financing:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends paid</td>
<td>(75,000)</td>
<td>(75,000)</td>
</tr>
<tr>
<td>Investments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in investments</td>
<td>1,656,737</td>
<td>(1,261,423)</td>
</tr>
<tr>
<td>Additions to capital assets</td>
<td>(2,364)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,654,373</td>
<td>(1,261,423)</td>
</tr>
<tr>
<td>Increase (decrease) in cash</td>
<td>113,408</td>
<td>(13,771)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>66,633</td>
<td>80,404</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$180,041</td>
<td>$66,633</td>
</tr>
<tr>
<td>Suplemental cash flow information:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>$26,412</td>
<td>$13,061</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
Local Authority Services Limited is a wholly owned subsidiary of the Association of Municipalities of Ontario. It was incorporated on May 13, 1992 under the Business Corporations Act (Ontario). The Company is mandated to work with municipalities, their agencies, boards and commissions as well as other organizations of Ontario's broader public sector to assist them in reducing the cost of their expenditures and to increase their levels of non-tax revenue through the principle of joint or cooperative procurement efforts.

Local Authority Services Limited is a not-for-profit organization and is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(b) Investments:

Investments are recorded at market value.

(c) Capital assets:

Capital assets are recorded at cost and are amortized over their useful lives as follows:

<table>
<thead>
<tr>
<th>Asset</th>
<th>Basis</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers</td>
<td>Straight line</td>
<td>3 years</td>
</tr>
</tbody>
</table>

(d) Deferred revenue:

The Organization collects funds from members in support of specific initiatives. Such funds are retained in a deferred revenue account until such time as costs related to the initiative are incurred.

2. Change in accounting policy:

2. Change in accounting policy (continued):

Upon adoption of this new standard, LAS designated its cash as held-for-trading, which is measured at fair value. Accounts receivable are classified as loans and receivable, which are measured at amortized cost. Accounts payable and other liabilities are classified as other financial liabilities, which are measured at amortized cost.

LAS has designated all of its investments as held-for-trading and carries them at fair value. The impact of this change is to adjust unrestricted net assets as at January 1, 2007 for the net unrealized gain on investments of $16,426 and to recognize a current year net unrealized gain of $114.

The change has been applied on a retroactive basis without restatement; the 2006 investments are stated at cost.

Future accounting change:

The following summarizes a future accounting change that will be relevant to LAS’s financial statements subsequent to December 31, 2007.

The CICA has issued two new accounting standards on financial instruments that revise and enhance the current disclosure requirements but do not change the existing presentation requirements for financial instruments. These new standards will be effective for LAS commencing January 1, 2008. The new disclosures will provide additional information on the nature and extent of risks arising from financial instruments to which LAS is exposed and how it manages those risks.
### 3. Investments:

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Market</td>
<td>Cost</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>7.5% provincial bond, due June 2014</td>
<td>$33,469</td>
<td>$41,122</td>
</tr>
<tr>
<td>CPN Transcanada pipelines yield 11.10%, matures June 20, 2012</td>
<td>15,000</td>
<td>18,023</td>
</tr>
<tr>
<td>Government of Canada T-Bill, yield 3.88%, matures June 14, 2007</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TD Mortgage Corp 30 Day GIC Annual, yield 3.45%, matures February 7, 2007</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bank of Nova Scotia Discount Note, yield 4.10%, matures March 9, 2007</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TD Mortgage Corp GIC Annual, yield 4.15%, matures August 31, 2007</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>AGF Trust Company GIC Annual, yield 4.19%, matures February 7, 2008</td>
<td>5,542</td>
<td>5,917</td>
</tr>
<tr>
<td>BMO 30 days GIC Cashable GIC</td>
<td>300,000</td>
<td>306,178</td>
</tr>
<tr>
<td>Equity Trust 30 Days cashable GIC</td>
<td>239,551</td>
<td>239,551</td>
</tr>
<tr>
<td>CIBC Bankers acceptance, due January 17, 2008</td>
<td>1,159,515</td>
<td>1,159,712</td>
</tr>
<tr>
<td>1,753,077</td>
<td>1,769,503</td>
<td>-</td>
</tr>
<tr>
<td>Less short term investments</td>
<td>1,704,608</td>
<td>1,710,358</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$48,469</strong></td>
<td><strong>$59,145</strong></td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2007

4. Capital assets:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Accumulated amortization</td>
</tr>
<tr>
<td>Computers</td>
<td>$4,809</td>
<td>$3,232</td>
</tr>
</tbody>
</table>

5. Financial instruments:

The carrying value of cash, accounts receivable, accounts payable and accrued liabilities and liabilities approximate their fair value due to the relatively short periods to maturity of these items.

6. Related party transactions:

Included in administration expense is $160,000 (2006 - $160,000) for administration and occupancy costs charged by the parent.

Accounts payable and accrued liabilities include $140,157 (2006 - $106,466) due to the parent.
MUNICIPALITIES

ADELAIDE METCALFE, Township of
ADJALA-TOSORONTIO, Township of
ADMASTON/BROMLEY, Township of
AJAX, Town of
ALBERTON, Township of
ALFRED AND PLANTAG, Township of
ALGONQUIN HIGHLANDS, Township of
ALNWICK/HALDIMAND, Township of
AMARANTH, Township of
AMHERSTBURG, Town of
ARMOUR, Township of
ARMSTRONG, Township of
ARNPRIOR, Town of
ARLIA-ELDERGLEN, Municipality of
ASHFIELD-COLBORNE-WAWANOSH, Township of
ASPHODEL-NORWOOD, Township of
ASSIGNACK, Township of
ATIKOKAN, Township of
AUGUSTA, Township of
AURORA, Town of
AYLMER, Town of
BANDCROFT, Town of
BARRIE, City of
BAYHAM, Municipality of
BECKWITH, Township of
BELLEVILLE, City of
BILLINGS, Township of
BLACK RIVER-MATHES, Township of
BLANDFORD-BLenheim, Township of
BLIND RIVER, Town of
BLUEWATER, Municipality of
BONFIELD, Township of
BONNECHERE VALLEY, Township of
BRAECEBRIDGE, Town of
BRADFORD-WEST GWILLIMBURY, Town of
BRAMPTON, City of
BRANT, County of
BRANTFORD, City of
BRIGHTON, Municipality of
BROCK, Township of
BROCKTON, Municipality of
BROCKVILLE, City of
BROOKE-ALVINSTON, Township of
BRUCE MINES, Town of
BRUCE, County of
BRUDENELL, LYNDONCHE AND RAGLAN, Township of
BURK'S FALLS, Village of
BURLINGTON, City of
BURPEE & MILLS, Township of
CALEDON, Town of
CALLANDER, Municipality of
CALVIN, Township of
CAMBRIDGE, City of
CARLETON PLACE, Town of
CARLING, Township of
CARLOW/MAYO, Township of
CASSELMAN, Village of
CAYAN MONAGHAN, Township of
CENTRAL ELGIN, Municipality of
CENTRAL FRONTENAC, Township of
CENTRAL HURON, Municipality of
CENTRAL MANITOULIN, Township of
CENTRE HASTING, Municipality of
CENTRE WELLINGTON, Township of
CHAPPLE, Township of
CHARLOT AND DACK, Municipality of
CHATHAM-KENT, Municipality of
CHATHAM-SMITHE, Township of
CHISOLM, Township of
CLARENC ROCKLAND, City of
CLARINGTON, Municipality of
CLEARMOUNT, Township of
COBALT, Town of
COBOURG, Town of
COCHRANE, Town of
COLEMAN, Township of
COLLINGWOOD, Town of
COMOKE, Township of
CORNWALL, City of
CRAWFORD, Township of
DAGAN-EUPHORIA, Township of
DEEP RIVER, Town of
DESEORONTO, Town of
DORION, Township of
DOUGLAS-DUMMER, Township of
DRUMMOND/NORTH ELMSLEY, Township of
DUNOD, City of
DURRELLVILLE, Township of
DUFFERIN, County of
DURHAM, Regional Municipality of
DUTTON/DUNWICH, Municipality of
DYSART ET AL, Municipality of
EAR FALLS, Township of
EAST FERRIS, Township of
EAST GARAFRAXA, Township of
EAST GWILLIMBURY, Town of
EAST HAWKESBURY, Township of
EAST LUTHER GRAND VALLEY, Township of
EAST ZORRA-TAVISTOCK, Township of
EDWARDSBURGH/CARDINAL, Township of
ELGIN, County of
ELIZABETH TOWN-KITLEY, Township of
ELLIOTT LAKE, City of
EMO, Township of
ENGLEHART, Town of
ENNISKILLEN, Township of
ERIN, Town of
ESPINOLA, Town of
ESSA, Township of
ESSEX, County of
ESSEX, Town of
EVANTUREL, Township of
FARADAY, Township of
FAQUAR STRICKLAND, Township of
FORT ERIE, Town of
FORT FRANCES, Town of
FRENCH RIVER, Municipality of
FRONTENAC ISLANDS, Township of
FRONTENAC, County of
GALWAY-CAVENDISH & HARVEY, Township of
GANANOQUE, Separated Town of
GEORGIAN BAY, Township of
GEORGIAN BLUFFS, Township of
GEORGINA, Town of
GILLIES, Township of
GODERICH, Town of
GORDON, Township of
GORE BAY, Town of
GRAVENHURST, Township of
GREATER MADAWASKA, Township of
GREATER NAPANE, Township of
GREATER SUDbury, City of
GREENSTONE, Municipality of
GREY HIGHLANDS, Municipality of
GREY, County of
GRIMSBY, Town of
GUELPH, City of
GUELPH/ERAMOSA, Township of
HALDIMAND County
HALIBURTON, County of
HALTON HILLS, Town of
HALTON, Region of
HAMILTON, City of
HAMILTON, Township of
HANOVER, Town of
HARLEY, Township of
HARRIS, Township of
HASTINGS HIGHLANDS, Municipality of
HASTINGS, County of
HAVELOCK-BELMONT-METHUEN, Township of
HAWKESBURY, Township of
HEAD CLARA & MARIA, Township of
HEARST, Town of
HIGHLANDS EAST, Municipality of
HILTON BEACH, Village of
HILTON, Township of
HORNEPAYNE, Township of
HORRONT, Township of
HOWICK, Township of
# AMO MEMBERS

**HUNTSVILLE, Town of**

**HURON EAST, Municipality of**

**HURON SHORES, Municipality of**

**HURON, County of**

**HURON-KINLOSS, Township of**

**IGNACE, Township of**

**INGERSSOLL, Town of**

**INNISFIL, Town of**

**IROQUOIS FALLS, Town of**

**JAMES, Township of**

**JOHNSON, Township of**

**JOLY, Township of**

**KAPUSKASING, Town of**

**KAWARTHA LAKES, City of**

**KEARNEY, Town of**

**KENORA, City of**

**KILLARNEY, Municipality of**

**KINCARDINE, Municipality of**

**KING, Township of**

**KINGSTON, City of**

**KINGSVILLE, Town of**

**KIRKLAND LAKE, Town of**

**KITCHENER, City of**

**LA VALLEE, Township of**

**LAIRD, Township of**

**LAKESHORE, Town of**

**LAMBTON SHORES, Municipality of**

**LAMBTON, County of**

**LANARK HIGHLANDS, Township of**

**LANARK, County of**

**LARDER LAKE, Township of**

**LASALLE, Town of**

**LATCHFORD, Town of**

**LAURENTIAN HILLS, Town of**

**LAURENTIAN VALLEY, Township of**

**LEAMINGTON, Municipality of**

**LEEDS & GRENVILLE, United Counties of**

**LEEDS AND THE THOUSAND ISLANDS, Township of**

**LENNON & ADDINGTON, County of**

**LIMERICK, Township of**

**LINCRO, Town of**

**LONDON, City of**

**LOYALIST Township**

**LUCAN BIDDULPH, Township of**

**MACHAR, Township of**

**MACHIN, Municipality of**

**MADAWASKA VALLEY, Township of**

**MADOC, Township of**

**MALAHIDE, Township of**

**MANTOUWAGE, Township of**

**MAPLETON, Township of**

**MARATHON, Town of**

**MARKHAM, Town of**

**MARMATSTAY-WARREN, Municipality of**

**MARMORA AND LAKE, Municipality of**

**MATACHewan, Township of**

**MATTAWA, Town of**

**MATTAWAN, Township of**

**MCDougALL, Municipality of**

**MCGARRY, Township of**

**MCKELLAR, Township of**

**MCNAB/BRASIDE, Township of**

**MEAFORD, Municipality of**

**MELANCHTHON, Township of**

**MERRICKVILLE-WOLFDOWN, Village of**

**MIDDLESEX CENTRE, Township of**

**MIDDLESEX, County of**

**MIDLAND, Town of**

**MILTON, Town of**

**MINDEN HILLS, Township of**

**MINTO, Town of**

**MISSISSAUGA, City of**

**MISSISSIPPI MILLS, Town of**

**MONO, Town of**

**MONTAGUE, Township of**

**MOONEAM, Township of**

**MOOSONEE, Town of**

**MORLEY, Township of**

**MORRIS-TURNBERRY, Municipality of**

**MULMUR, Township of**

**MUSKOKA LAKES, Township of**

**MUSKOKA, District of**

**NAIRN & HYMAN, Township of**

**NEEBING, Municipality of**

**NEW TecUMSEH, Town of**

**NEWMARKET, Town of**

**NIAGARA FALLS, City of**

**NIAGARA, Region of**

**NIAGARA-ON-THE-LAKE, Town of**

**NIPigon, Township of**

**NIPissing, Township of**

**NORFOLK County**

**NORTH ALGONA WILBERFORCE, Township of**

**NORTHBAY, City of**

**NORTH DUMFRIES, Township of**

**NORTH DUNDAS, Township of**

**NORTH FRONTENAC, Township of**

**NORTH GIENGARR, Township of**

**NORTH GRENVILLE, Municipality of**

**NORTH HURON, Township of**

**NORTH KAWARTHA, Township of**

**NORTH MIDDLESEX, Municipality of**

**NORTH PERTH, Municipality of**

**NORTH STORMONT, Township of**

**NORTHEASTERN MANITOULIN AND THE ISLANDS, Town of**

**NORTHERN BRUCE, Municipality of**

**NORTHUMBERLAND, County of**

**-47-**

**NORWICH, Township of**

**O'CONNOR, Township of**

**OAKVILLE, Town of**

**OIL SPRINGS, Village of**

**OLIVER-PAPOONGE, Municipality of**

**OPASATKA, Township of**

**ORANGEVILLE, Town of**

**ORILLIA, City of**

**ORO-MEDONTE, Township of**

**OSHAWA, City of**

**OTONABEE-SOUTH MONAGHAN, Township of**

**OTTAWA, City of**

**OWEN SOUND, City of**

**OXFORD, County of**

**PARRY SOUND, Town of**

**PEEL, Region of**

**PELEE, Township of**

**PELHAM, Town of**

**PEMBROKE, City of**

**PENETANGUSHENE, Town of**

**PERRY, Township of**

**PERTH EAST, Township of**

**PERTH SOUTH, Township of**

**PERTH, County of**

**PERTH, Town of**

**PETAWAWA, Town of**

**PETERBOROUGH, City of**

**PETERBOROUGH, County of**

**PETROVIA, Town of**

**PICKERING, City of**

**PICKLE LAKE, Township of**

**PLUMMER ADDITIONAL, Township of**

**PLYMPTON-WYoming, Township of**

**POINT EDWARD, Village of**

**PORT COLBORNE, City of**

**PORT HOPE, Municipality of**

**POWASSAN, Municipality of**

**PRESCOTT & RUSSELL, United Counties of**

**PRESCOTT, Separated Town of**

**PRINCE EDWARD, County of**

**PRINCE, Township of**

**PUSLINCH, Township of**

**QUinte WEST, City of**

**RAINY RIVER, Town of**

**RAMARA, Township of**

**RED LAKE, Municipality of**

**RED ROCK, Township of**

**REFREV, County of**

**REFREV, Town of**

**RICHMOND HILL, Town of**

**RIDEAU LAKES, Township of**

**RUSSELL, Township of**

**SABLES-SHANPAN RIVERS, Township of**

**-47-**
AMO MEMBERS

Association of Municipalities of Ontario

SAUGEEN SHORES, Town of
SAULT STE. MARIE, City of
SCHREIBER, Township of
SCUGOG, Township of
SEGuin, Township of
SEVERN, Township of
SHELburne, Town of
SHUNIAH, Municipality of
SIMCOE, County of
SIoux LOOKOUT, Municipality of
SIoux NARROWS-NESTOR FALLS, Township of
SMITH-ENNISMORE-LAKEFIELD, Township of
SMITHS FALLS, Separated Town of
SMOOTH ROCK FALLS, Town of
SOUTH ALGONQUIN, Township of
SOUTH BRUCE PENINSULA, Town of
SOUTH BRUCE, Municipality of
SOUTH DUNDAS, Township of
SOUTH FRONTENAC, Township of
SOUTH GLENGARRY, Township of
SOUTH HURON, Municipality of
SOUTH RIVER, Village of
SOUTH STORMONT, Township of
SOUTH-WEST OXFORD, Township of
SOUTHGATE, Township of
SOUTHWEST MIDDLESEX, Municipality of
SPANISH, Town of
SPRINGWATER, Township of
ST. CATHERINES, City of
ST. CHARLES, Municipality of
ST. CLAIR, Township of
ST. JOSEPH, Township of
ST. MARYS, Town of
ST. THOMAS, City of
STIRLING-RAWDON, Township of
STONE MILLS, Township of
STORMONT, DUNDAS & GLENGARRY, United Counties of
STRATFORD, City of
STRATHROY-CARADOC, Township of
STRONG, Township of
SUNDRI Vinylage of
TAY VALLEY Township
TAY, Township of
TECUMSEH, Town of
TEHKUMMAH, Township of
TEMAGAMI, Municipality of
TEMISKAMING SHORES, City of
TERRACE BAY, Township of
THAMES CENTRE, Municipality of
THE ARCHIPELAGO, Township of
THE BLUE MOUNTAINS, Town of
THE NATION Municipality
THE NORTH SHORE, Township of
THESSALON, Town of
THOROLD, City of
THUNDER BAY, City of
TILLSONBURG, Town of
TIMMINS, City of
TINY, Township of
TRENT HILLS, Municipality of
TUDOR & CASHEL, Township of
TWEED, Municipality of
TYENINAGA, Township of
UXBRIDGE, Township of
VAL RITA-HARTY, Township of
VAUGHAN, City of
WAINFLEET, Township of
WARWICK, Township of
WASAGA BEACH, Town of
WATERLOO, City of
WATERLOO, Region of
WAWA, Municipality of
WELLAND, City of
WELLESLEY, Township of
WELLINGTON NORTH, Township of
WELLINGTON, County of
WEST ELGIN, Municipality of
WEST GREY, Municipality of
WEST LINCOLN, Township of
WEST NIPISSING, Municipality of
WEST PERTH, Municipality of
WHITBY, Town of
WHITCHURCH-STOUFFVILLE, Town of
WHITE RIVER, Township of
WHITESTONE, Municipality of
WHITWATER REGION, Township of
WILMOT, Township of
WINDSOR, City of
WOODSTOCK, City of
WOOLWICH, Township of
YORK, Region of
ZORRA, Township of

AFFILIATES

Association of Municipal Tax Collectors of Ontario
Association of Municipal Managers, Clerks and Treasurers of Ontario
Municipal Administrators Branch of Parks & Recreation Ontario
Municipal Engineers Association
Municipal Finance Officers' Association
Ontario Good Roads Association
Ontario Municipal Administrators Association
Ontario Municipal Human Resources Association
Ontario Municipal Social Services Association

ASSOCIATES

Algoma District Services Administration Board
Association Française des Municipalités de l’Ontario (AFMO)
Association of Local Public Health Agencies
Conservation Ontario
Credit Valley Conservation
District of Cochrane Social Services Administration Board
District of Perry Sound Social Services Administration Board
District of Temiskaming Social Services Administration Board
Federation of Ontario Public Libraries
Kenora District Services Board
Manitoulin-Sudbury District Social Services Administration Board
Ministry of Community and Social Services
Municipal Property Assessment Corporation
Nipissing District Social Services Board
Ontario Association of Community Futures Development Corporations
Ontario Association of Police Services Boards
Ontario Association of Property Standards Officers
Ontario Building Officials Association
Ontario Library Association
Ontario Non-Profit Housing Association
Ontario Sewer and Watermain Construction Association
Parks and Recreation Proseeds Ontario
Rainy River District Social Services Administration Board
Social Housing Services Corp.
South Nation River Conservation Authority

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## DISTRICTS
- Manitoulin Municipal Association
- Northeastern Ontario Municipal Association
- Northwestern Ontario Municipal Association
- Thunder Bay District Municipal League

## PARTNERS
- Canadian Red Cross Ontario Zone
- Cubex Ltd.
- Ipcor Ontario Infrastructure Ontario
- Johnson Controls L.P.
- Iational Public Relations
- EB International
- Logers Cablesystems
- Iion Gas Limited
President:
Doug Reycraft, Mayor
Municipality of Southwest Middlesex
Councillor, County of Middlesex*

Past President:
Roger Anderson, Chair
Region of Durham*

Secretary-Treasurer:
Jim Wilson, CAO
County of Haliburton*

Past Secretary-Treasurer:
Larry McCabe, CAO
Town of Goderich*

COUNTY CAUCUS
Chair: Carolyn Jamieson, Councillor
County of Lambton*

Directors
Ellen Anderson, Councillor
County of Grey
Ron Gerow, Warden
County of Peterborough
Chair, Eastern Warden’s Caucus
John Oosterhof, Warden
County of Dufferin
Chair, Western Warden’s Caucus
Jim Pine, CAO
County of Hastings
Jim Vandenhoeck, Deputy Warden
County of Frontenac

LARGE URBAN CAUCUS
Chair: Sandra Hames, Councillor
City of Brampton*

Directors
Leonore Foster, Councillor
City of Kingston
Diane Freeman, Councillor
City of Waterloo
Hazel McCaig, Mayor
City of Mississauga
Chair, Large Urban Mayor’s Caucus of Ontario (LUMCO)
Joe Pavlova, CAO
Municipality of Chatham-Kent
Lynn Peterson, Mayor
City of Thunder Bay
Lou Turco, Councillor
City of Sault Ste. Marie

NORTHERN CAUCUS
Chair: Frank Gillis, Deputy Mayor
Town of Espanola
Chair, Federation of Northern Ontario Municipalities (FONOM)*
Chair: Anne Kossilowsky, Mayor
City of Dryden
Chair, Northern Ontario Municipal Association (NOMA)*

Directors
Mac Bain, Councillor
City of North Bay
Michael “JJ” Doody, Councillor
City of Timmins
Ron Nelson, Mayor
Township of O’Connor
Michael Power, Mayor
Municipality of Greenstone

REGIONAL & SINGLE TIER CAUCUS
Chair: Peter Hume, Councillor
City of Ottawa*

Directors
Michael Collins, Councillor
Region of Niagara
Bill Fisch, Chair & CEO
Region of York
Marjory Morrison, Mayor
Town of Caledon
Councillor, Region of Peel
Russ Powers, Councillor
City of Hamilton
Ken Seling, Chair
Region of Waterloo
Chair, Mayors and Regional Chairs of Ontario (MARCO)*
Donna Villemaire, Councillor
City of Kawartha Lakes

RURAL CAUCUS
Chair: Bill Vrebosch, Mayor
Township of East Ferris
Chair, Rural Ontario Municipal Association (ROMA)*

Directors
Bill Davis, Deputy Reeve
Municipality of Dysart et al
Ron Eddy, Mayor
County of Brant
Mike Galloway, Clerk
Township of Essa
Eleanor Renaud, Councillor
Township of Elizabethtown-Kitley
Allen Taylor, Mayor
Township of East Garafaxa

SMALL URBAN CAUCUS
Chair: Garry McNamara, Mayor
Town of Tecumseh
Chair, Ontario Small Urban Municipalities (OSUM)*

Directors
Paul Grenier, Councillor
City of Welland
Deb Haswell, Councillor
City of Owen Sound
Bob Kilger, Mayor
City of Cornwall
Norman Sandberg, Councillor
Town of Collingwood
Mark Urbanski, CAO
Town of North Perth

ASSOCIATION FRANCAISE DES MUNICIPALITES DE L’ONTARIO (AFMO)
Chair: Lorraine Dicaire, Councillor
Township of Russell

* Executive Committee Member
AMO STAFF

Executive Director
Pat Vanini, Executive Director
pvanini@amo.on.ca; ext. 316

Lorna Rudor, Executive Assistant
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Policy Services & Government Relations
Brian Rosborough
Director of Policy
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Milena Avramovic
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Craig Reid
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Lovely Devaya
Administrative Assistant
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Corporate Services
Nancy Plumridge
Director of Administration & Business Development
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Snezana Vukelic
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Deborah Hannah
Business Systems Analyst
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Naveed Haq
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Steven Cundari
IT Technician
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Navmeet Dhaliwal
Special Events & Business Development Co-ordinator
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Julia Shi
Information Analyst/Researcher
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Jennifer Heaton
Accounts Payable Clerk/Administrative Assistant
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Anita Surujdeo
Accounts Receivable/Special Events Clerk
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Stephanie Archambault
Receptionist/Administrative Assistant
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Local Authority Services Ltd.
Nancy Plumridge,
President and Secretary-Treasurer
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Scott Vokey,
Energy Services Coordinator
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Robert Storey
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Energy Systems Operator
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Ontario Centre for Municipal Best Practices
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Project Manager
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