



300 Dufferin Avenue
P.O. Box 5035
London, ON
N6A 4L9

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Chair and Members
Corporate Services Committee

**RE: Report of the Federation of Canadian Municipalities Board of Directors Meeting –
Penticton, BC, March 12-15, 2019**

OVERVIEW

The Board of Direction of the Federation of Canadian Municipalities (FCM) met from March 12-15, 2019 in Penticton, British Columbia. FCM is the national voice of local government, with over 2,000 member municipalities representing more than 90 per cent of Canadians. FCM is a member-first organization, advocating for municipal priorities at the federal level and delivering capacity-building tools and programs. FCM's priorities are driven by an elected Board of Directors whose 73 members represent cities and communities of all sizes and regions. The board also empowers and oversees various committees and forums.

BOARD SUMMARY

At this meeting, FCM's Board of Directors approved the Strategic Plan (2019-2024), which was more than a year in the making. This is a map to a future where municipalities have taken their place as full partners among the orders of government; empowered with legislative and fiscal tools that recognize their autonomy and potential and with enhanced capacity to build local solutions to national priorities.

Board members also reviewed FCM's intensive efforts to shape Federal Budget 2019 – with an eye to scaling up efforts for the coming election. Several days later, we would all learn that we'd secured major results, including a one-time doubling of Gas Tax Fund transfers and a \$1.01 billion investment in FCM's programming. Budget 2019 also launches a plan for universal broadband access. This is a direct response to the high-profile advocacy campaign mandated and shaped by FCM's board and its Rural Forum.

Throughout the week, board members conducted pressing business through meetings of standing committee, regional caucuses, and provincial and territorial association representatives. Board members also adopted several resolutions from members calling for action on key national priorities.

THE ROAD TO FEDERAL ELECTION 2019

Last year, I was appointed by the FCM President to serve as Vice-Chair of the FCM Elections Readiness Working Group. The appointment was timely, as Federal Election 2019 is just seven short months away. My colleagues at FCM and I continue to work diligently to prepare to seize on the opportunities this election will present to the municipal sector. Board members reviewed progress on the building blocks of FCM's pre-election campaign, which includes the development of tangible initiatives, tools and resources. FCM's outreach to all national parties continues to intensify. Pre-election strategies relate to the following streams:

- Government relations;
 - Municipal policy platform development;
 - Communications and media; and,
 - Member/stakeholder engagement.
- FCM's outreach to all national parties continues to intensify.

Efforts are ramping up toward FCM's 2019 Annual Conference in Quebec City, as a major public-facing milestone for our message. Party leaders and senior officials will be attending

the conference and this provides a premier opportunity to demonstrate our greatest strength: FCM members and our local voices.

I look forward to bringing back additional information in the months ahead about how London can help to lead the municipal movement in advance of Federal Election 2019. The Annual Conference is an excellent opportunity to continue to demonstrate that city building is nation building.

Respectfully submitted by:

A handwritten signature in black ink, appearing to read 'J. Morgan', with a long horizontal stroke extending to the right.

Josh Morgan
Councillor, Ward 7
Member FCM Board of Directors

FOCUS ON FEDERAL BUDGET 2019

As we met in Penticton, Budget 2019 was just days from being announced. For weeks, Board members had been busy reaching out to local MPs and media to support FCM's pre-budget advocacy. Together, we had been driving the message that this budget was a critical time to deliver for Canadians: by empowering the local governments closest to their daily lives.

Two working days after we left Penticton, we saw our efforts pay off in Budget 2019. This is a budget that elevates our municipal-federal partnership as the way to build better lives for Canadians across the country.

- ▶ Doubling next year's Gas Tax Transfer puts tools directly in local hands. Growing this proven funding for municipalities means more projects move forward—from roads and bridges to public transit.
- ▶ Prioritizing rural broadband access acts directly on local expertise. We led the way in making a powerful case for a plan to achieve universal high-speed Internet in Canada.
- ▶ Investing in FCM doubles down on delivering directly for Canadians. Delivering \$1.01 billion through FCM's Green Municipal Fund will make life more secure and affordable for millions of Canadians.

This budget marks a turning point for FCM and local government. By elevating our partnership, it charts a path toward a fully modernized federal-municipal relationship that puts the right tools in local hands. With months to go until a pivotal federal election, that's something all national parties can agree is critical to getting more done for Canadians.

In Penticton, our Election Readiness Working Group specifically reviewed FCM's pre-budget tactics with an eye to scaling up for Election 2019. Those tactics ranged from a direct advocacy blitz to an advertising campaign on broadband that micro-targeted federal decision makers on social media and select publications.

FCM'S STRATEGIC PLAN (2019-2024)

In Penticton, board members approved FCM's next five-year strategic plan. This caps more than a year of engagement with members, staff, stakeholders and Canadian thought-leaders. Through a chain of board meetings leading to this one, directors brought deep insight to the vision and values that will guide FCM in the years ahead.

As FCM enters an exciting new phase—fresh off a turning-point budget, heading into an election—all members should feel energized by the guidance offered by this strategic plan. It's a map to a future where municipalities have taken their place as full partners among orders of government, empowered with legislative and fiscal tools that recognize their autonomy and potential, with enhanced capacity to build local solutions to national priorities.

Strategic Goals:

Our strategic plan guides FCM to focus energy and resources to achieve six goals over the next five years.

1. New intergovernmental arrangements that formally recognize the role of empowered municipalities as full partners in nation-building.
2. Municipalities that have modern fiscal tools providing the resources and autonomy to address a broad range of locally-defined priorities.
3. Federal policy and regulatory frameworks that enable municipalities to efficiently deliver local programs and services.
4. A new generation of FCM's capacity-building initiatives that support municipal innovation, and are delivered through strategic partnerships with the federal government and relevant stakeholders.
5. An FCM that utilizes innovative approaches, tools and skills in convening municipal leaders to address emerging priorities.
6. An FCM that is led by a modernized model of governance, is appropriately resourced, and continues to be a nimble and efficient organization achieving maximum results for the municipal sector.

ROAD TO FEDERAL ELECTION 2019

A full year ago, FCM's Board of Directors identified the 2019 federal election as potentially transformative for municipalities, calling for the most intensive pre-election advocacy push in the history of our organization.

In Penticton - seven months from Election Day - board members checked on our progress and our strategy for the months ahead. This included a comprehensive update led by Policy and Public Affairs Executive Director Carole Saab. She elaborated on the core building blocks of our campaign: government relations; platform development; communications and media; member and stakeholder engagement; and the last-stretch campaign.

FCM's success in shaping Federal Budget 2019 shows that our strategy is on track. We had targeted this budget as a key milestone to advance our narrative: that empowering local leaders is the best way to build better lives for Canadians. This budget elevates our federal-municipal partnership in important ways. In doing so, it sets the tone for what's possible in Election 2019.

Our goal is to ensure that deep municipal empowerment is baked into the election platforms of all the national parties. Our efforts should foster healthy competition among parties to put forward the best commitments; the ones that best empower the governments closest to people's everyday hopes and challenges.

Ahead of Budget 2019, FCM tested communications approaches that can be scaled up toward the election. These included rich and consistent storytelling - through earned media, op-eds and government relations - emphasizing how local leaders build better lives. Another example is a cost-effective advertising campaign that "micro-targeted" federal decision makers through social media and select publications.

In Penticton, board members re-enforced a core idea: FCM members are our best campaign tool. They provide the local voice and the local context that can make our message connect with real people. FCM is developing to support their efforts to reach out through traditional and social media, and directly with local MPs and candidates.

FCM's pre-election efforts are building toward our next big public-facing milestone: FCM's 2019 Annual Conference in Quebec City. This is a vital opportunity to connect with all parties and their leaders and to start getting them on record making early public commitments to local governments.

COMMITTEE & FORUM HIGHLIGHTS

FCM's Board of Directors oversees various committees and forums that provide crucial direction and insight on a wide range of issues and priorities. Highlights from the March 12-15 meeting include:

- ▶ **Election Readiness Working Group:** Discussed federal party election platforms; FCM's evolving election priorities, tools and tactics that were deployed in the run-up to the Budget 2019; and those that will be needed for the federal election (including "teasing" out priority issues, and developing new tools for outreach and engagement).
- ▶ **Environmental Issues and Sustainable Development:** Reviewed the national plastic waste strategy, federal policy recommendations on municipal waste management, infrastructure investments to reduce climate risks, household energy efficiency and the Municipalities for Climate Innovation Program. Also updated FCM policy on GHG emissions.
- ▶ **Increasing Women's Participation in Municipal Government:** Discussed FCM's Women in Local Government Scholarships and Awards and Toward Parity in Municipal Politics. There was also brief discussion of the recent Cabinet shuffle combining International Development and Women and Gender Equality portfolios.
- ▶ **International Relations:** Delved into federal plans to develop a national strategy on the Sustainable Development Goals (SDGs), efforts to align FCM programming with Canada's Feminist International Assistance Policy, FCM international projects, and engagement in global networks.
- ▶ **Municipal Finance and Intergovernmental Arrangements:** Discussed Election 2019 proposals for new fiscal tools, research and advocacy for a modernized federal-municipal relationship, issues related to Canada Post, and Canada's ongoing free trade negotiations. Also approved FCM's support of Halton's case on federal-municipal jurisdiction through the Legal Defense Fund.
- ▶ **Municipal Infrastructure and Transportation Policy:** Discussed funding through the Investing in Canada Plan, transit funding, impacts of autonomous vehicles, and policy updates to enable advocacy on natural infrastructure projects. Also discussed FCM submissions and legal cases related to telecommunications, FCM's Municipal Asset Management Program, and the federal government's inter-city bus strategy.
- ▶ **Northern and Remote Forum:** Discussed northern climate adaptation and GHG mitigation programs, the Arctic and Northern Policy Framework, the Nutrition North Canada program, the

National Broadband Strategy, and the Northern and Remote Forum workshop at FCM's Annual Conference and Tradeshow.

- ▶ **Rural Forum:** Received a briefing on FCM's advocacy and research on rural economic development and rural issues related to federal policy development and programming. Also discussed FCM's National Broadband Strategy, rural-specific programming at the 2019 Annual Conference, and rural priorities related to FCM's election work on new fiscal tools.
- ▶ **Social-Economic Development:** Advanced housing policy and election priorities related to homelessness, supportive housing and housing affordability. Discussed FCM's reconciliation priorities for the election, particularly related to the Urban Programming for Indigenous Peoples program, and municipal-First Nation partnerships.
- ▶ **Standing Committee on Community Safety and Crime Prevention:** Expanded FCM's policy on substance use, addiction and emergency recovery. Recommended additional effort to address rural crime. Discussed flood insurance, floodplain mapping, the Emergency Management Strategy, DFAA eligibility criteria, federal actions on guns and gangs, and FCM advocacy on cannabis legalization.

RESOLUTIONS

FCM members submit resolutions for the board's consideration on subjects of national municipal interest. Our resolutions process recognizes diverse voices while providing a focus for building a united municipal voice to drive concrete action. Resolutions considered in Penticton include the following:

- ▶ **Federal Support for Energy Infrastructure Projects:** Board members discussed and amended a resolution recognizing the crisis facing some of Canada's energy-producing regions. The final text calls on the federal government to support nation building energy infrastructure projects that respect local jurisdiction, provide revenue to municipalities and meet high environmental standards. It also calls on them to provide support to energy producing regions, including by investing in projects that enable a transition to renewable energy production.
- ▶ **Expand the Airports Capital Assistance Program:** With a focus on opening up peripheral regions, the Board adopted a resolution to urge the federal government to increase funding and extend eligibility for the Airports Capital Assistance Program to all small airports, including those providing commercial passenger service to fewer than 1,000 passengers per year.
- ▶ **Gender-Based Violence:** The Board approved a resolution to endorse in principle the federal government's national strategy to address gender-based violence. The resolution also calls on FCM to advocate for municipalities to be consulted on how the strategy and the funding is implemented.
- ▶ **Priority Funding of Flood Prevention Capital Projects:** The Board approved a resolution calling on the federal government to make infrastructure funding for flood prevention projects—such as the Disaster Mitigation and Adaptation Fund (DMAF), which has a \$20 million minimum threshold—more accessible to small communities.
- ▶ **Streamlined Process for Sediment Management:** Building on FCM's advocacy on the federal Fisheries Act, the Board approved a resolution calling on Fisheries and Oceans Canada to provide guidance to municipalities on how to remove debris from rivers and creeks in order to reduce flood risk in a way that limits harm to fish and fish habitat and does not require federal approval.
- ▶ **Affordable Housing for Seniors:** The Board approved a resolution calling on the federal government to work with community partners to develop solutions for the lack of seniors' housing and to provide the necessary long-term funding to support the construction of a full range of affordable seniors' housing choices. This resolution points to the need for funding under the National Housing Strategy to support seniors housing, especially in smaller communities, and continues FCM's longstanding affordable housing advocacy.
- ▶ **Investing in Indigenous Peoples:** In the spirit of reconciliation, the Board adopted a resolution calling on the federal government to undertake the investments needed to address the root causes of inequity between Indigenous and non-Indigenous Canadians. As a first step, the resolution urges collaboration with Indigenous peoples.

IN A NUTSHELL

- ▶ **FCM's elected Board of Directors met in Penticton, British Columbia, this March 12-15.** FCM is the national voice of local government, with nearly 2,000 members representing more than 90 per cent of all Canadians.
- ▶ **In Penticton, the board launched FCM's five-year strategic plan.** Its six strategic goals are built to elevate municipalities as full partners among orders of government—empowered by tools that recognize their potential to build better lives.
- ▶ **Budget 2019 is a turning point.** Two working days after leaving Penticton, we saw months of work pay off: with a budget that elevates our federal-municipal partnership as the key to building better lives.
- ▶ **We reviewed FCM's progress toward Federal Election 2019.** We continue to ramp up intensive efforts targeting all national parties—encompassing government relations, platform development, communications, and member/stakeholder engagement.