

MINUTES

Ontario Small Urban Municipalities
Executive Committee Meeting (Zoom)
Friday, March 1st, 2024 at 9:00am

COMMITTEE MEMBERS:

Hilda MacDonald- Mayor, Town of Leamington- Chair
Bob Kwapis- Councillor, Town of Newmarket- Vice-Chair
Ron Elliott- Councillor, Town of Minto
Jamie McGarvey- Mayor, Town of Parry Sound
Lynn Dollin- Mayor, Town of Innisfil
Deb Doherty- Councillor, Town of Collingwood
Nicole Beatty- Deputy Mayor, Town of Cobourg
Gail Ardiel- Councillor, Town of the Blue Mountains
Michelle Smibert- Deputy Mayor, Municipality of Thames Centre

REGRETS:

Larry David McCabe- Councillor, City of Stratford
Tanya Vrebosch- Councillor, City of North Bay

ADMINISTRATIVE OFFICER:

Larry J. McCabe

ALSO PRESENT:

Petra Wolfbeiss- AMO Staff
Victoria van Veen- AMO Staff
Lora Tigno- AMO Staff
Cinia Dominutti-AMO Staff
Janet-Lynne Dumford- Councillor, Town Orillia, for part of the meeting
Redbrick Communications Representative, for part of the meeting- Farah Tayabali and Alec MacKinnon

BUSINESS:

1. MINUTES:

Moved by: Deb Doherty

Seconded by: Lynn Dollin

That the minutes of October 28th, 2023 and the minutes of November 20th, 2023 be approved.

2. 2024 Conference update and discussion and planning for the Conference. AMO staff will update the Committee on the Conference organization to date. Representatives from Orillia will be joining for this part of the meeting only.

- Venue
- Program
- Sponsorship and Exhibitors update
- Registration update
- Host golf event

A detail discussion occurs with regards to the 2024 Conference and the above noted subjects concerning the conference.

With regards to the program the AMO Staff are acknowledged for their hard work in preparing the program for the conference based on input from the Committee at their last meeting.

The Committee are brought up to date on the Sponsorship, Exhibitors and the Registration to date.

With regards to a Host golf event it is noted that there will be no organized golf event but rather tee times will be looked into by the Host for those that want to golf on the Wednesday and they will be on their own with regards to golf.

A copy of the draft program is appended to the minutes.

3. Redbrick Communications- OSUM Communications Strategy update. Redbrick Communications will join the meeting at 10:00am.

Farah Tayabali and Alec MacKinnon are present from Redbrick Communications and present a slide deck presentation on the Communication Plan for OSUM. The Committee provide input and following the presentation Chair Hilda thanks the Redbrick representatives for the presentation noting that they will proceed with the implementation of the plan as outlined.

4. E-mail from Parry Sound, dated October 30th, 2023, confirming hosting of the 2026 OSUM Conference. Confirmation from Town of Collingwood outstanding.

The information concerning the hosting is received, noting that the dates for the 2025 and 2026 conferences will be confirmed later in the agenda.

5. E-mail from Afshin Majidi, dated November 3rd, 2023, noting that in Principle D&O coverage is now in place for OSUM.

The information confirming that in Principle D&O coverage is now in place is received.

6. E-mail from the City of Orillia, confirming that Orillia has approved from the Corporate Services Department assistance in the amount of \$12,200.00 to cover the rental payments and fees associated with hosting the 2024 Ontario Small Urban Municipalities Conference.
The information concerning the payment of fees in the amount of \$12,200.00 to be paid by Orillia is received.
7. Resolution received from Parry Sound for consideration:
 - a. Draft concerning housing as a top priority in municipalities across the province.
Following discussion:
Moved by: Bob Kwapis
Seconded by: Gail Ardiel
That the draft resolution from Parry Sound concerning housing as a top priority in municipalities across the province be received, at this time.
"CARRIED"
 - b. Resolution passed by Parry Sound concerning the vibrance of downtowns continues to be a challenge and a priority for municipal council across Ontario.
Following discussion:
Moved by: Nicole Beatty
Seconded by: Ron Elliott
That the resolution from Parry Sound concerning the vibrance of downtowns continues to be a challenge and a priority for municipal council across Ontario, be received, at this time.
"CARRIED:"
8. Conference dates for 2025 and 2026 as follows:
 - 2025 scheduled for April 30th to May 2nd, 2025, Town of Collingwood (tentative)
 - 2026 scheduled for April 29th to May 1st, 2026, Town of Parry Sound (confirmed)Following discussion:
Moved by: Bob Kwapis
Seconded by: Jamie McGarvey
That the dates for the 2025 OSUM Conference be confirmed as April 30th, to May 2nd, 2025 in Collingwood and the dates for 2026 OSUM Conference be confirmed as April 29th, 2026 to May 1st, 2026 in Parry Sound and
That the deadline for confirmation of Collingwood, to Host the Conference, be April 1st, 2024.
"CARRIED"
9. Income Statement and Balance Sheet, as at December 31st, 2023. The Income Statement and Balance Sheet are received.

10. 2024 Budget and E-mail Larry J. concerning the establishment of two Reserves being Stabilization and Conference Reserves. A motion of the Executive Committee required to approve the 2024 Budget and to establish the Reserves.

Following discussion:

Moved by: Nicole Beatty

Seconded by: Gail Ardiel

That the OSUM Executive Committee approve the 2024 Budget as presented (copy attached) and authorize the establishment of two Reserves in the amount of \$25,000.00 each from prior years surplus as follows;

- Reserve for Stabilization \$25,000.00
- Reserve for Conference \$25,000.00 and

That the AMO Finance Staff proceed to establish the Reserves on behalf of the OSUM Executive Committee in 2024.

"CARRIED"

11. E-mail, Petra concerning proposed changes to Host Roles and Responsibilities (copy attached). At this time Petra, AMO Staff Member, present the Committee with amendments to the Host Roles and Responsibilities by adding the following two clauses to the policies:

2. ENGAGEMENT

The Annual Conference is the primary source of revenue for OSUM. The delivery of the Conference and all costs incurred are based on the mutual understanding as outlined in this Criteria Document. Unforeseen or additional costs will require discussion and agreement between the Host and the OSUM Executive prior to the Conference proceeding, as agreed. The OSUM Executive reserves the right to cancel the agreement should financial commitments by the Executive exceed their budget and capacity, resulting in a budget deficit.

9. HOST COSTS

Communities interested in hosting the OSUM Annual Conference can anticipate costs in the range of approximately \$20,000.00 - \$25,000.00. These costs will be associated with:

- In community pre-event dinner with the OSUM Executive and AMO staff
- Welcome reception (food and beverage, audio visual, entertainment)
- Associated costs such as busing, dependent on venue selection -labour costs

12. Other Business. – None

ADJOURN:

Moved by: Bob Kwapis

Seconded by: Lynn Dollin

That the OSUM Executive Committee hereby adjourns at 11:41am to meet again at 4:00pm, in Orillia on Wednesday, May 1st, 2024 or at the call of the Chair for a Zoom meeting, prior to the May 1st meeting, if required.

"CARRIED"

Chair Hilda Macdonald

Administrative Officer Larry McCabe

Wednesday, May 1

1:00pm – 3:00pm

Study Tours

5:00pm – 7:00pm

Welcome Reception, sponsored by City of Orillia

7:00pm

Dinner on Own – see Flash Your Badge package

Thursday, May 2

8:00am – 6:00pm

Trade Show Open

8:15am – 9:45am

Plenary Program

8:15am – 8:20am

Welcome Remarks

Don McIsaac, Mayor, City of Orillia

8:20am – 8:30am
Leamington

Chairs Remarks, Chair, Hilda McDonald, Mayor, Municipality of

8:30am – 8:35am

OSUM General Meeting

Larry J. McCabe, Administrative Officer

8:35am – 8:50am

Chief Ted Williams, Chippewas of Rama First Nation

8:50am – 9:00am

The Hon. Doug Ford, Premier of Ontario

9:10am – 9:20am

Colin Best, AMO President

9:20am – 9:25am

Sponsor Remarks

9:25am – 9:45am

AMO's Social and Economic Prosperity Review

Lindsay Jones, Director of Policy and Government Relations, AMO

9:45am – 10:15am

Coffee Break with Exhibitors, sponsored by Enbridge

10:15am – 12:00pm

Plenary Program

10:15 – 10:25am

Marit Stiles, Leader of the Official Opposition and NDP

10:30 – 11:30am

Revitalizing the Local Media Landscape

- Tai Huynh, Founding Editor-in-Chief and Publisher, The Local
- April Lindgren, Professor, School of Journalism, Toronto Metropolitan University
- Will Pearson, Co-founder and Author, Peterborough Currents

11:30 – 11:45am

Hydro One Remarks

11:45 – 11:55am

Bonnie Crombie, Leader of the Ontario Liberal Party

12:00pm – 1:30pm

Lunch, sponsored by NWMO

1:00pm – 1:30pm

Dessert with Exhibitors, Sponsored by Enbridge

1:30pm – 3:00pm

Plenary Program

1:30 – 1:40pm

Mike Schreiner, Leader, Green Party of Ontario

4:00 – 4:30pm

Economic Development in Small Urban Municipalities

This session will explore how to build a foundation for prosperity and resiliency in small urban municipalities using community economic development approaches. Presenters will look at what is community economic development and why it's vital for your community. Practical tools and tactics as well as local examples will be shared along with free resources to support economic development in your community.

- Carolyn Puterbough, Agriculture & Rural Economic Development Advisor, Ministry of Agriculture, Food, and Rural Affairs
- Karen Fischer, Agriculture & Rural Economic Development Advisor, Ministry of Agriculture, Food, and Rural Affairs

6:30pm

Dinner on Own – see Flash Your Badge package

Friday, May 3

8:30am – 9:45am

Plenary Program

8:30am – 9:10am
Institute

Political Polarization, Andrew Parkin, Executive Director, Environics

9:10am – 9:20
Engagement Advisor, AMO

Healthy Democracy Project, Stewart McDonough, Municipal

9:20 – 9:45
innovation in AI

Current International Action on AI Cyber Security, examples of local

9:45am – 10:15am

Coffee Break, sponsored by Enbridge

10:15 – 11:45am

Plenary Program

10:15 – 10:25am

The Hon. Paul Calandra, Minister of Municipal Affairs and Housing

10:30 – 10:40am

Robin Jones, Chair, ROMA

10:40 – 11:40am

Ending Homelessness panel

Moderator: Jamie McGarvey, Mayor, Parry Sound

- Kieth Riel, Councillor, City of Peterborough
- Alex Bierk, Councillor, City of Peterborough
- Marilyn Struthers, Facilitator for the Social Finance & Housing Group Institute of Southern Georgian Bay

11:40 – 11:45am

Conference Closing

12:00pm

Bagged Lunch

OSUM Communications Update

March 2024



Strategic Approach

- Develop a stronger identity for OSUM, including a clearer sense of purpose.
- Build a stronger sense of community within the small urban sector, with an initial focus on building involvement through greater conference engagement and marketing through a variety of channels.
- Conduct more proactive media relations, using the conference as the key and initial platform for coverage.

First steps

- Update the website
 - Reflect new positioning and remove dated information
 - Policy info - to be further fleshed out
 - Colour scheme to be updated to create more visual appeal
- Set up OSUM LinkedIn, re-posting from AMO and ROMA.
 - Create strong visual templates
 - Update promo video
 - Focus on conference promo
 - Social media calendar
- Developing communications to Clerks about the conference, policy priorities with small urban lens.

Tactics – next priorities

- Leverage the conference as the key media moment to focus on Ontario's small urban sector.
- Identify local media and province-wide/urban media targets.
- Begin engaging media well before conference, with focus on local impact of event; relevant issues for small town Ontario; Minister's appearance, etc.
- Invest in photos and video to create content for sharing.
- Develop and distribute media advisory and then follow up new release (one during event and one post).

Pre-conference promotion	Timing
Conference promotion and content	March - April
Leverage AMO and ROMA LinkedIn	Late February
LinkedIn Launch	Late February
Conference Content	
Speech – OSUM Chair	Mid-March
Local outreach	
Communications to Clerks re conference content	Early March
Local Toolkit: Media Relations Memo; Media Advisory Template; Social Media Content	End of March
Media Materials/Relations	
OSUM Media Advisory – distributed twice	April
OSUM Conference Backgrounder	
News release during conference	
Media relations – advance outreach	
Media guide (TBD)	
Media room and other set up (signage, sign up/registration, media inquiry coordination)	
Social media	
On site support at conference	May 1-3
Once to 2x/day posts on LinkedIn during conference	
Post Conference	
Media and social media analysis	

What can you do?

- Testimonial quote about the conference for social media posts
- Follow OSUM on LinkedIn and include OSUM in your own profiles
- Reshare content from LinkedIn
- Other content ideas welcome



OSUM Conference Host Roles and Responsibilities

(Revised March 1, 2024)

Proposed Criteria for OSUM Host Municipality

1. **Membership**

Must be a member in good standing with AMO.

2. **Engagement**

The Annual Conference is the primary source of revenue for OSUM. The delivery of the Conference and all costs incurred are based on the mutual understanding as outlined in this *Criteria Document*. Unforeseen or additional costs will require discussion and agreement between the Host and the OSUM Executive prior to the Conference proceeding as agreed. The OSUM Executive reserves the right to cancel the agreement should financial commitments by the Executive exceed their budget and capacity, resulting in a budget deficit.

3. **Conference Facility**

The following space requirements must be met. However, creative solutions used to meet these criteria will be given consideration.

- Plenary room set up:
 - accommodate up to 200 people seated in rounds of 6
 - space for a stage to hold a head table for 4 plus podium
 - space for projection and large screen and AV table
- Trade Show: The Exhibitors experience in the Trade Show is vital to the success of the conference. Exhibitors must be guaranteed an excellent interaction with the delegates. The Host Municipality must demonstrate how the flow of delegates can be achieved through the Trade Show. Ideally, the trade show is connected to the plenary hall and there is an ability to walk directly from the trade show into the plenary without exiting to the foyer
 - space for a minimum of 40 booths (8'x10)
 - ability to host reception in addition to the booths
- Additional space:
 - Board room (accommodate 20 people)
 - Potentially additional meeting space for breakout session
- Catering: buffet meals

4. **Conference Facility/Hotel Locations**

If the distance from the Conference Facility to the recognized conference hotel(s) is greater than 0.5 km, then a regular and frequent shuttle service must be provided by the Host Municipality, at its expense, to each hotel where this is the case.

5. **Hotel Requirements**

The Host Municipality must demonstrate that there are a minimum of 120 hotel guest rooms per night. The hotel(s) must be CAA rates as "Three Star" or above. These hotels must be able to accommodate accessibility concerns and should not be cost prohibitive to OSUM and their attendees. Anticipated pick up is as follows:

Proposed Criteria for OSUM Host Municipality

- Tuesday, April 30: 60
- Wednesday, May 1: 120
- Thursday, May 2: 100

6. *Additional Activities*

The Host Municipality may wish to host pre-conference events on the Tuesday immediately prior to the first program day. Traditionally, this has included a golf tournament. If the Host Municipality would like to offer this opportunity, the planning and accounting is entirely their responsibility. The Host Municipality may also consider offering study tours or out trips this day, which would also be their responsibility. AMO will promote these activities.

7. *Accessibility*

It is important that all facilities used during the conference are barrier free, and that venue staff have been trained in disability awareness. The Host Municipality must demonstrate that the accommodation/conference venue(s) can accommodate the needs of people with disabilities.

8. *Overview of Host Responsibilities*

The Host Municipality must accept the responsibilities for expenses, as demonstrated by a resolution by council, which will include:

- a. Organize and host an OSUM Executive dinner and site tour the fall prior to the conference
- b. Hosting and financing the Welcome Reception, which could include a local sponsor(s) e.g. BIA, local bank, etc. but **not** one of AMO's regular conference sponsors. This is 100% the Host's responsibility. If an alternate site is selected that is not within walking distance, busing must be included
- c. Providing a local planning committee and main contact who will work with OSUM and AMO to coordinate hotels, contracts, promotions, and the Host dinner event
- d. Providing shuttle buses between hotels, if necessary
- e. Providing buses, if necessary
- f. Providing civic greetings from the Mayor to delegates
- g. Local tourism bureau may provide the conference with a staffed Tourism Booth or provide delegates with tourism materials
- h. In the event an OSUM election is necessary, the host municipality will appoint a Returning Officer and conduct the election. The host will provide all staff and materials required. The election is to be conducted in the same manner as a municipal election whereby all registered members comprise the voters list. Election results are announced during the conference
- i. Encourage local media to cover the convention and issue publicity announcements

Proposed Criteria for OSUM Host Municipality

9. Host Costs

Communities interested in hosting the OSUM Annual Conference can anticipate costs in the range of approximately \$20,000-\$25,000. These costs will be associated with:

- In community pre-event dinner with the OSUM Executive and AMO staff
- Welcome reception (food and beverage, audio visual, entertainment)
- Associated costs such as busing, dependent on venue selection-labour costs

			Jan 29 Convo	Budget: Version 1
				2024
Revenue				
	4100-301-10	Delegate Registration	\$ 61,000.00	\$ 56,000.00
	4101-301-10	Delegate Cancellation Fees	\$ 75.00	\$ 100.00
	4102-301-00	Sponsorship - Conference	\$ 65,000.00	\$ 85,000.00
	4103-301-11	Exhibitor Fees - Conference	\$ 20,000.00	\$ 17,000.00
	4107-301-14	Companion Fees - Conference	\$ 500.00	\$ -
	4114-301-10	Golf Registration (Host)	\$ -	\$ -
	4800-101-00	Interest Income	\$ 4,900.00	\$ 4,900.00
	Total Revenue		\$ 151,475.00	\$ 163,000.00
Expenses				
	Conference Expenses			
	5012-301-00	Room Rental	\$ 3,000.00	\$ 3,000.00
	5113-301-00	Golf Expenses	\$ -	\$ -
	5121-301-00	Delegates Breakfast	\$ 3,200.00	\$ 4,000.00
	5122-301-00	Delegates Coffee Break	\$ 2,500.00	\$ 2,500.00
	5123-301-00	Delegates Lunch	\$ 10,000.00	\$ 5,500.00
	5125-301-00	Companion Meals	\$ -	\$ -
	5126-301-00	Delegate Reception	\$ 1,500.00	\$ 3,500.00
	5127-301-00	Food & Beverage - Social Event	\$ -	\$ 1,500.00
	5128-301-00	Gratuities	\$ 2,000.00	\$ 2,500.00
	5131-301-00	AV - Plenary and Show Services	\$ 20,000.00	\$ 16,000.00
	5132-301-00	Speakers Fees	\$ 10,000.00	\$ 12,000.00
	5133-301-00	Speakers Travel & Accommodation	\$ 1,500.00	\$ 3,000.00
	5136-301-00	Badges, Holders	\$ 250.00	\$ 1,500.00
	5148-301-00	Staff Travel & Accommodation	\$ 500.00	\$ 3,000.00
	5152-301-00	Conference Co-ordinator Fee	\$ 25,000.00	\$ 25,000.00
	5155-301-00	Internet & Electrical	\$ 500.00	\$ 500.00
	5160-301-00	Gifts & Acknowledgement	\$ 100.00	\$ 500.00
	5194-301-00	Misc. Conference Expenses	\$ 500.00	\$ 1,500.00
	6200-301-00	Communications - Redbrick	\$ 30,000.00	\$ 30,000.00
	6805-101-00	Sponsorship Expense	\$ 100.00	\$ 1,000.00
	7620-301-00	Postage, Stationary, Fax	\$ 50.00	\$ 250.00
	7700-301-00	Supplies	\$ 50.00	\$ 200.00
	8014-301-00	Printing - Program & Signage	\$ 500.00	\$ 1,500.00
	8101-101-00	Credit Card Charges	\$ 3,000.00	\$ 3,000.00
	Total Conference Expenses		\$ 114,250.00	\$ 121,450.00
	General Expenses			
	6300-101-00	Administrative Officer Fee	\$ 10,000.00	\$ 15,000.00
	6500-101-00	Travel & Accommodation	\$ 3,500.00	\$ 3,500.00
	6600-101-00	Meeting Expenses	\$ 3,500.00	\$ 3,000.00
	6700-101-00	Gifts & Acknowledgements	\$ 200.00	\$ 500.00

	6810-101-00	Donations	\$	1,000.00	\$	3,000.00
		Total General Expenses	\$	18,200.00	\$	25,000.00
		Administrative Expenses				
	6301-101-00	Professional Fees - Financial	\$	5,000.00	\$	5,000.00
	6302-101-00	Professional Fees	\$	500.00	\$	1,000.00
	7500-101-00	Insurance	\$	1,200.00	\$	1,200.00
	7600-101-00	Courier	\$	50.00	\$	100.00
	7620-101-00	Postage	\$	25.00	\$	100.00
	7700-101-00	Stationary & Supplies	\$	200.00	\$	200.00
	8100-101-00	Bank Charges	\$	100.00	\$	100.00
	8900-101-00	Misc. Expense	\$	200.00	\$	500.00
	7054-103-00	Website SSL Certificates	\$	1,500.00	\$	1,500.00
		Total Administrative Expenses	\$	8,775.00	\$	9,700.00
		Total Expenses	\$	141,225.00	\$	156,150.00
		Excess of Revenue over Expenses from Operations	\$	10,250.00	\$	6,850.00