

# 2003 ANNUAL REPORT



ASSOCIATION OF MANITOBA MUNICIPALITIES



# AMM Members

## Rural Municipalities

Albert  
Alexander  
Alonsa  
Archie  
Argyle  
Armstrong  
Arthur  
Bifrost  
Birtle  
Blanshard  
Brenda  
Brokenhead  
Cameron  
Cartier  
Clanwilliam  
Coldwell  
Cornwallis  
Daly  
Dauphin  
De Salaberry  
Dufferin  
East St. Paul  
Edward  
Ellice  
Elton  
Eriksdale  
Ethelbert  
Fisher  
Franklin  
Gilbert Plains  
Gimli  
Glenella  
Glenwood  
Grahamdale  
Grandview  
Grey  
Hamiota  
Hanover  
Harrison  
Headingley  
Hillsburg  
Kelsey  
La Broquerie  
Lac du Bonnet  
Lakeview  
Langford  
Lansdowne  
Lawrence  
Lorne  
Louise  
Macdonald  
McCreary  
Miniota  
Minitonas  
Minto  
Montcalm  
Morris  
Morton  
Mossey River  
Mountain  
North Cypress  
North Norfolk  
Oakland  
Ochre River  
Odanah  
Park  
Pembina  
Piney  
Pipestone  
Portage la Prairie  
Reynolds  
Rhineland  
Ritchot  
Riverside  
Roblin  
Rockwood  
Roland  
Rosedale

## LGD's

Mystery Lake  
Pinawa

Rosburn  
Rosser  
Russell  
St. Andrews  
Ste. Anne  
St. Clements  
St. Francois Xavier  
St. Laurent  
Ste. Rose  
Saskatchewan  
Shellmouth-Boulton  
Shell River  
Shoal Lake  
Sifton  
Siglunes  
Silver Creek  
South Cypress  
South Norfolk  
Springfield  
Stanley  
Strathclair  
Strathcona  
Stuartburn  
Swan River  
Tache  
Thompson  
Turtle Mountain  
Victoria  
Victoria Beach  
Wallace  
Westbourne  
West St. Paul  
Whitehead  
Whitemouth  
Whitewater  
Winchester  
Woodlands  
Woodworth

## Villages

Benito  
Binscarth  
Bowsman  
Cartwright  
Crystal City  
Dunnottar  
Elkhorn  
Ethelbert  
Glenboro  
MacGregor  
McCreary  
Notre-Dame-de-Lourdes  
Powerview  
Riverton  
St. Claude  
St. Lazare  
St. Pierre-Jolys  
Somerset  
Waskada  
Wawanesa  
Winnipegosis

## Towns

Altona  
Arborg  
Beausejour  
Birtle  
Boissevain  
Carberry  
Carman  
Churchill  
Deloraine  
Emerson  
Erickson  
Gilbert Plains  
Gillam  
Gladstone  
Grand Rapids  
Grandview  
Gretna  
Hamiota  
Hartney  
Killarney  
Lac du Bonnet  
Leaf Rapids  
Lynn Lake  
Manitou  
Melita  
Minitonas  
Minnedosa  
Morden  
Morris  
Neepawa  
Niverville  
Oak Lake  
Pilot Mound  
Plum Coulee  
Rapid City  
Rivers  
Roblin  
Rosburn  
Russell  
Ste. Anne  
Ste. Rose du Lac  
Shoal Lake  
Snow Lake  
Souris  
Stonewall  
Swan River  
Teulon  
The Pas  
Treherne  
Virden  
Winnipeg Beach

## Cities

Brandon  
Dauphin  
Flin Flon  
Portage la Prairie  
Selkirk  
Steinbach  
Thompson  
Winkler  
Winnipeg

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## President's Message

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On behalf of the Board of Directors of the Association of Manitoba Municipalities (AMM), I am pleased to present our 2003 Annual Report. This report represents our fifth year as an organization and reflects many of our activities over the past year.

On June 3, 2003, Manitobans went to the polls and re-elected Premier Gary Doer and the New Democratic Party. The AMM has worked very hard over the past four years to keep the provincial government accountable and sensitive to the needs of municipalities. Your Board of Directors is committed to ensuring municipal concerns are heard loud and clear throughout the new mandate of this provincial government.

On the policy and lobbying efforts of the AMM, we accomplished a great deal and made significant progress on many of the issues facing municipalities. Some of these initiatives included:

- \* An agreement with the Province on a single-tier social assistance system for Manitoba.
- \* An agreement with Manitoba Telecom Services on municipal rights-of-way, one of the first such agreements reached with a private company in Canada.
- \* A continuation of the infrastructure program for municipalities over the next 10 years.
- \* A compensation program for municipalities affected by Treaty Land Entitlements.
- \* A certification program for water and wastewater operators.

In addition to these accomplishments, we achieved progress on issues such as policing, financial assistance for producers affected by BSE and drought, an economic development strategy for municipalities, housing, library funding, rural water funding and by-law enforcement. We were also pleased to see that the AMM's number one priority for the year, education funding from property taxes, was a major issue during the provincial election campaign. It is our hope that in 2004 the Minister of Education's Working Group, which includes the AMM, will develop a long-term strategy that will reduce Manitoba's reliance on property taxes as a mechanism for funding education.

This past year saw the Municipalities Trading Company of Manitoba Ltd. (MTCML) continue to grow and provide excellent service and savings to our members. We were particularly pleased to provide a \$300,000 rebate to our members out of the Trading Company this past year. Coupled with the rebate of \$250,000 given in 2002, municipalities have received \$550,000 over the past two years out of the Trading Company, based on the amount of business done by each municipality.

The success of our Association could not have been accomplished without the excellent work of our Board of Directors and staff. Their commitment and dedication to the work of our Association is to be commended. I would also like to thank all 199 member municipalities of our Association. It is only with your support, advice and encouragement throughout the year that we are able to accomplish the things we do on your behalf. The work you do day after day in your communities makes our province a better place to live, work and play.

Sincerely,

A handwritten signature in black ink that reads "Stuart Briese". The signature is written in a cursive, flowing style.

Stuart Briese  
President

## Executive Director's Message



I am pleased to provide the Executive Director's message for the fifth report of the Association of Manitoba Municipalities (AMM).

This past year was an exciting and productive year for the AMM. At our Strategic Planning session in January 2003, the Board of Directors agreed to a number of strategic directions for the AMM.

Some of these directions included:

- \* Enhancing the professional development needs of the Board, staff and membership. This included offering four professional development seminars to our membership over the past year.
- \* Total review of the AMM by-laws.
- \* Better tracking of our resolutions and timelines for these resolutions. Much progress was made in this area, including a status report on resolutions included with the annual report.
- \* Further development of a database that allows staff to track all issues and resolutions brought to the AMM for action.
- \* Ensuring that the number one issue for the AMM, education funding from property taxes, was a major issue in the provincial election campaign.

This year we were fortunate to once again recruit some excellent staff to complement our existing AMM staff. This has led to a professional team of dedicated staff that are committed to serving the Board of Directors and our membership.

On the financial side, the AMM and MTCML continue to be strong, as shown in the financial statements in this report. The AMM is committed to continuous improvement in the services, events and programs we offer to our membership, while at the same time being financially responsible in our operations.

I would like to thank the Board of Directors for their support and guidance throughout the year. I would also like to thank our staff for all their efforts in making the AMM a first-rate, professional organization that continues to evolve in order to meet the needs of municipalities into the future. In addition, I would like to recognize the Manitoba Municipal Administrators Association (MMAA) for their contribution to the success of the AMM. Their advice and input are truly appreciated. Finally, I would like to acknowledge our member municipalities. They are an excellent group of devoted municipal officials dedicated to the betterment of their communities.

We hope you find this annual report a valuable resource on the AMM and the issues facing municipalities.

Sincerely,

A handwritten signature in cursive script that reads "Joe Masi".

Joe Masi  
Executive Director

## AMM Board of Directors



### Community Services Committee

Back Row: Councillor Jae Eadie, City of Winnipeg, Councillor Rick Martel, Town of Altona, Councillor Art Rempel, City of Steinbach, Mayor Lorne Boguski, Town of Roblin, Mayor Stan Ward, Town of Virden

Front Row: Mayor Shirley Kalyniuk, Town of Rosburn, Councillor Steve Lupky, Town of Arborg, Reeve Karen Caldwell, RM of Pipestone

### Property Services Committee

Back Row: Reeve Albert Nabe, RM of Shell River, Reeve Roger Wilson, RM of Birtle, President Wally Melnyk, Manitoba Municipal Administrators Association (MMAA) (not a member of Property Services Committee)

Front Row: Reeve George Harbottle, RM of Alexander, Councillor Doug Dobrowolski, RM of Macdonald, Reeve Harold Foster, RM of Bifrost

Missing: Councillor Bert Lagimodiere, Town of The Pas



## AMM Executive & Staff

### Executive

#### Back Row:

Reeve Garry Wasylofski -  
Rural Vice-President,  
Mayor Ron Bell -  
Urban Vice-President

#### Front Row:

Executive Director, Joe Masi,  
Councillor Stuart Briese, President



### Staff

Back Row: Janna Switzer, Policy Analyst, Tyler MacAfee, Director of Policy & Communications, Cindy Miller, Communications Coordinator, Doris Klippenstein, MTCML Finances & Sales

Middle Row: Julia Green, Administrative Assistant, Erin Boutang, Policy Analyst, Stacy Roteliuk, Events Coordinator

Front Row: Patti De Baets, AMM Finance & Promotions, Joe Masi, Executive Director, Linda Hargest, Director of Administration & Marketing

### Major Issues

#### Task Force on Economic Development

The AMM completed its Task Force on Economic Development final report in 2003. It was intended to strengthen Manitoba's existing economic development capacity and promote a coordinated, community-driven, economic development strategy. During 2002-2003, the Task Force held a number of consultative sessions with both economic development practitioners and municipalities to gain a better understanding of the models now in place, and their strengths and deficiencies. The Task Force made a number of conclusions and recommendations that are reflective of municipal objectives. The AMM will now use this report as the blueprint for its lobbying efforts in this area with a view to influencing provincial and federal policy in the realm of economic development.

#### Infrastructure

An ongoing and important issue for the AMM is building a strong infrastructure for communities. Currently, the provincial and federal governments are not meeting the basic infrastructure funding requirements necessary to maintain existing municipal infrastructure, let alone invest in the future. It is clear that there is a need for a permanent and ongoing infrastructure program so that the problem of crumbling municipal infrastructure can be addressed. The AMM has been actively lobbying both the provincial and federal governments to increase funding for a range of infrastructure priorities including rural water infrastructure, natural gas expansion, recreational facilities, roads and rural airports. While the AMM was pleased with the new \$1.2 billion Municipal Rural Infrastructure Fund (MRIF), which includes a base allocation of \$15 million for Manitoba with the remaining funds being allocated on a per capita basis, the AMM will continue to lobby all levels of government to bring the additional funding needed to Manitoba to ensure the development and maintenance of a strong infrastructure base which is a key component for supporting a competitive economy and decent quality of life.

#### Single-Tier Social Assistance

The AMM and the Department of Family Services and Housing have come to an agreement for the Province to take over the administration of income assistance. Under the new system, the Province will administer the program in exchange for a fee from municipalities. This cost-neutral model was agreed upon based on a seven-year average of municipal assistance from 1995 to 2001. The AMM has actively lobbied on this issue and was pleased to help bring single-tier social assistance to fruition. The AMM looks forward to the implementation of this agreement in April 2004.



The AMM consulted with several economic development stakeholder groups in order to develop its final report.

#### Education Funding

Education funding is a critical issue for municipalities. This matter was most heatedly debated during the 2003 provincial election, largely raised as a result of the AMM's concerted lobbying efforts. The AMM believes the Province should develop a long-term strategy that will reduce Manitoba's reliance on property taxes as a mechanism for funding education. The current funding system places an unfair burden on property owners and cuts into the ability of municipalities to provide property services, such as infrastructure. The AMM believes an 80:20 funding formula represents a fair compromise, with 80 per cent of education funding coming from provincial general revenues. The AMM is represented on the Minister of Education's Working Group and expects final recommendations from this committee in early 2004.

#### Planning Act Review

The Provincial Government is currently undertaking a review of land-use planning laws meant to promote consistency in law, while establishing enabling and flexible rules that balance provincial and local interests in a way that is open and accountable. The AMM is represented on the Review's Technical Advisory Committee, and will maintain four points throughout the Review: First, the AMM believes that the principle of local control should be applied to all land-use decisions in Manitoba; second, the AMM believes that there should not be an appeal to an authority that overrides municipal land-use decisions; third, the AMM believes that Municipal Board hearings and amendments should only take place when at least ten per cent of ratepayers object to a proposal; and finally, the AMM believes that the Province needs to improve its current development plan approval process. The AMM will continue to work diligently on this issue to ensure that an improved planning law process will work to the benefit of municipalities.

### Major Issues

#### AMM-MTS Municipal Access Guidelines

In conjunction with MTS, the AMM has developed guidelines for access to municipal rights-of-way. These guidelines, one of the first of its kind in Canada, outline specifically how MTS will acquire access to install buried cable, buried pipe, and other facilities on municipal rights-of-way. The AMM was pleased with the willingness of MTS to work with the AMM in developing these guidelines, and both parties will continue to monitor their use and update them as required.

#### BSE and Drought

Manitoba municipalities have been hit hard by the BSE crisis as its negative impact on producers has created an environment of economic uncertainty. The AMM has been actively lobbying both the provincial and federal governments to work towards not only the end goal of a complete reopening of the U.S. border to all Canadian beef products, but the interim goal of creating a national program for mature breeding stock, and an interest-free cash advance program for producers. The implementation of these programs would ensure money reaches producers and would provide municipalities with some relief from their current state of concern and uncertainty and allow them to meet their financial obligations. While there has been a partial reopening of the U.S. border, the AMM realizes that this is not sufficient for producers, and in turn municipalities, and will continue to actively lobby both levels of government to bring about meaningful change.

The drought in some areas of the province is further impacting an already fledgling sector of the economy. Prior to a meeting with the Premier, the AMM met with those municipalities most greatly impacted to hear their concerns. The AMM expressed these concerns to the Premier, who then offered to meet with municipalities to hear the concerns first-hand. The AMM is also lobbying for a transportation program designed to move livestock to feed or feed to livestock to help alleviate the burden on producers. The AMM was pleased with the transportation component of the recently announced funding for producers, and will continue to push for further assistance from both levels of government.



Representatives from some of Manitoba's municipalities affected by BSE and drought met with the Premier this summer to try to resolve the crisis.

#### Intensive Livestock Operations Legislation

The AMM has been involved in many discussions with Manitoba Intergovernmental Affairs and other key stakeholders regarding livestock planning legislation. The AMM believes that, as the level of government closest to the people, municipalities must be responsible for making decisions regarding land use and that a provincial "one size fits all" model of land-use planning is not appropriate for Manitoba. In addition, municipalities must have the final say in all land-use decisions in their jurisdictions. The AMM has made its position clear to the Province on numerous occasions, including during the provincial consultations. The AMM is continuing to lobby to ensure that its position is heard as the legislation is drafted.

#### Increase to the Highways Capital and Maintenance Budgets

The AMM continues to lobby for increased provincial funding for highway construction and maintenance. While the Province continues with its 5-year, \$120 million annual investment in the highways capital budget, the AMM urges the Province to increase the budget to \$300 million per year in order to meet the estimated \$3 billion over ten years necessary to meet the needs of Manitoba's highway system. The AMM will continue to lobby the Province to address this growing gap and to improve a valued component of the infrastructure of Manitoba.



President Briese discusses the AMM's disappointment with the highways capital budget with CBC Radio's legislative coverage of the 2003 Provincial budget.

#### Livestock Disposal and Rendering

The AMM is actively involved with a committee mandated to explore options for the regular livestock disposal waste stream in Manitoba. This committee, which includes Manitoba Intergovernmental Affairs, Agriculture and Food, and Conservation, is exploring regional plans and disposal sites across the province. As the disposal of this waste is a responsibility allocated to municipalities under The Environment Act, the AMM is working with the rest of the committee to find a workable system in the new reality after BSE. The AMM is committed to keeping municipalities up-to-date on the progress of the committee.

### Major Issues



The AMM tries to keep members informed of its lobbying efforts on a consistent and timely basis. AMM events, like the June District Meetings, allow the AMM Executive and Board Directors to update members on various issues.

#### Manitoba Water Strategy and Drainage Funding

The AMM was pleased with the release of the final Manitoba Water Strategy report, and was happy to note that many of the recommendations from the steering committee, which included AMM representation, were contained in the report. The AMM is looking forward to moving ahead with the Strategy, as it is important for the Province and municipalities.

Particularly important for municipalities is the issue of drainage. The AMM is actively lobbying on this topic, and was pleased that an additional \$1 million was allocated for drainage projects in the 2003 Budget, as was promised at the Ministerial Forum at last year's Annual Convention. However, there is more to be done, and the AMM will continue to lobby for greater increases in funding.

#### Treaty Land Entitlement Tax Loss Compensation

With treaty land entitlements granting parcels of land to various First Nations in Manitoba, municipalities are losing portions of their tax base. To address this loss in tax base, the AMM worked with the Provincial Government and negotiated a compensation package for affected municipalities equivalent to five times the value of the tax loss to allow municipalities to adjust for the loss of revenue. In instances where municipalities are exceptionally impacted by the agreements, the Province is committed to considering additional compensation beyond the five times model. The AMM is extremely pleased with the compensation packages and will continue to monitor this issue as it moves into the implementation phase. TLE seminars are currently being held throughout the Province explaining the compensation package for municipalities.

#### Water and Wastewater Treatment Plant Operators

The AMM has long been urging the Province to develop regulations to ensure that all water and wastewater treatment plant operators are certified. The AMM was pleased that, after working with the AMM and other key stakeholders, the Province implemented the Water and Wastewater Facility Operators Regulation in April of 2003. The regulation outlines specifics including how current employees are to be certified, the time period for this to be accomplished, various classes of certificates, and classification of facilities. This regulation is truly a success and will help ensure that all Manitobans benefit from clean, safe, potable water for future generations.



The AMM shares many of the same issues with municipalities across Canada. This year, the AMM hosted a meeting of Executive Directors from other Canadian municipal organizations.

#### Prairie Grain Roads Program

The Prairie Grain Roads Program (PGRP) has been a success in helping to rebuild the major grain transportation routes in Manitoba. In 2003, there were 20 municipal grain road projects approved, totaling more than \$8 million and 163 kilometres of roadway. While focused on grain roads, the program allows municipalities to enhance economic development and build safe transportation routes throughout the province. The results of these road improvements have positive economic effects for entire communities. Since its inception, the PGRP has approved 68 projects, which upgraded more than 600 kilometres of road.



At the 2002 Annual Convention, the AMM hosted round table discussions for the first time. The discussions were well received and helped the AMM better understand the issues and concerns surrounding the large and small urban and the rural municipalities.

## Highlights

The AMM had the opportunity in 2003 to meet with many of the Ministers in Premier Doer's 2003 Cabinet, as well as with senior officials from various departments. At each of these meetings, the AMM profiled issues of concern to municipalities. The policy papers developed for these meetings are available on the AMM website at [www.amm.mb.ca/policies](http://www.amm.mb.ca/policies). The following list outlines some of the concerns that, in addition to those in the earlier section, the AMM profiled in its lobbying at the provincial level in 2003.

### Premier

- \* The need for interest-free cash advances for livestock producers
- \* The need for assistance for those areas of the Province impacted by drought

### Manitoba Aboriginal and Northern Affairs

- \* The elevated legal costs of negotiating treaty land entitlements and municipal development and services agreements

### Manitoba Conservation

- \* Increased funding for drainage
- \* Funding for Conservation Districts
- \* The implementation of the new Household Hazardous Waste Program
- \* Equitable taxation of permanent park residents

### Manitoba Culture, Heritage and Tourism

- \* Increased funding for libraries
- \* Increased funding for the Community Places Program

### Manitoba Energy, Science and Technology

- \* Expanded cellular service to remote areas

### Manitoba Finance

- \* Municipal exemptions of retail sales tax on mechanical and electrical contracts



President Brieze speaks at a news conference on the West Nile virus provincial program.

### Manitoba Health

- \* Municipal concerns with the Provincial West Nile virus plan
- \* Increased funding for regional palliative care
- \* The elimination of the community contributions component of health capital projects
- \* Changes to the Province's differential policy on inter-facility patient transfers



The AMM has met with the Premier on an annual basis to discuss municipal issues and concerns on behalf of its membership.

### Manitoba Intergovernmental Affairs

- \* Filling Municipal Service Officer vacancies
- \* Expanding rural and northern internet service
- \* Infrastructure grants for recreation facilities
- \* Expansion of rural water services

### Manitoba Justice

- \* Improved policing across Manitoba
- \* Implementation of a cost-neutral by-law enforcement system



As a member of the Prairie Urban Municipal Association (PUMA) and the Prairie Association of Rural Municipalities (PARM), the AMM shares concerns and best practices with the other Prairie municipal associations twice a year.

### Manitoba Labour and Immigration

- \* Reimbursement for firefighters attending Firdale
- \* Including municipalities as employers in essential services legislation
- \* Reversing new policy of municipal financial responsibility for the use of water bombers

### Manitoba Public Insurance Corporation

- \* Increased reimbursement for municipalities responding to motor vehicle fires

### Manitoba Transportation and Government Services

- \* Greater compensation for municipalities under the Disaster Financial Assistance Agreement
- \* Compensation for municipalities that provide community hostings
- \* Certification of municipal emergency plans

### Federal Brief

The AMM had the opportunity in 2003 to raise Manitoba municipal concerns at the federal level on numerous occasions. Whether in meetings with the Manitoba Federal Liberal Party Caucus, meetings with the Federal opposition parties, in our submission to the Federal Finance Sub-Committee, or through the Federation of Canadian Municipalities (FCM), the AMM has continually raised municipal concerns at the federal level. The AMM has focused its federal lobbying on three main concerns.

#### Infrastructure Funding:

The AMM has been pushing for infrastructure renewal in five key areas. The first is an ongoing, permanent infrastructure program that will allow municipalities to better prioritize their infrastructure needs. The AMM has also been recommending that the recent \$1 billion allocated to municipal infrastructure through the program be used in the first two-years of the ten year program. Secondly, the AMM has been lobbying for a national highway program to address the \$17.4 billion infrastructure deficit on Canada's National Highway System (NHS). The federal government collects \$5 billion annually from gasoline taxes yet returns a mere 2.5% to the NHS, and the AMM is calling on the federal government to fund a national highway program by dedicating the revenue from the federal fuel tax. Thirdly, the AMM has been urging the federal government to increase funding to the Airport Capital Assistance Program to ensure that municipalities are able to finance much-needed airport capital projects. Fourthly, the AMM has been urging the federal government to implement a permanent and long-term commitment to rural water and wastewater infrastructure along the lines of a 10-year, \$180 million federal/provincial/municipal program. Finally, the AMM has been urging the federal government to establish a tri-partite program for the repair, upgrading and building of recreational facilities in municipalities throughout Manitoba.

#### Fisheries and Oceans:

The AMM has also been actively lobbying to ensure that the Department of Fisheries and Oceans (DFO) inspections and enforcement are done in a reasonable and practical way that will allow municipalities to begin projects in a timely manner



The AMM met with former Progressive Conservative leader Joe Clark and MP Rick Borotsik last Spring as part of Mr. Clark's visit to Manitoba.



Last winter, the AMM made a presentation to the House of Commons Standing Committee on Finance.

without adding undue costs and using much needed infrastructure dollars. The AMM wholeheartedly supports the maintaining and preserving of fish habitat, as this is not an issue that should be taken lightly. However, the AMM believes that DFO needs to adopt a more flexible interpretation of its mandate and show sensitivity to the needs of municipalities. Municipalities are willing to comply with DFO guidelines, however these guidelines must be both transparent so that municipalities know what is expected, and reasonably applicable to projects. The AMM is pleased that DFO is currently reviewing some of its practices and will continue to lobby to help develop a workable system in Manitoba.

#### The Western Canadian Community Crisis:

In Manitoba and across Canada, farmers are struggling to deal with continued low commodity prices, while at the same time farm input costs such as fertilizer, fuel and chemicals continue to rise. Coupled with an aging population and export subsidizations from other major trade partners, this crisis is continuing to grow. This is not just a rural agriculture problem but a concern for western Canadian communities. The effects of a single cow found to have BSE this year has shown that urban areas are not immune, as all areas of Manitoba have felt the impact of the closure of international borders to Canadian livestock. The drought this summer has only further exacerbated the problem. This summer has highlighted what has been known by many communities all along - what happens in the most rural areas has implications for urban centres. The current crisis is truly more than just a rural crisis - it is a community crisis that threatens the very social fabric of western Canada. As such, the AMM has been working diligently to bring attention to this reality and help bring aid to those communities most greatly in need, to strengthen and preserve a valuable way of life that is the cornerstone of Western Canada.

### Policy Events

#### Housing Now! Conference

Housing has been a concern for many municipalities and communities in Manitoba and an issue the association has worked diligently on in the last year. The AMM, along with The Canada Mortgage and Housing Corporation (CMHC) and The Manitoba Housing and Renewal Corporation (MHRC), held a one day conference on Saturday April 12th, 2003 in Winnipeg to provide an opportunity for municipalities and other key stakeholders to not only identify housing issues, challenges and needs in their communities but also to discuss workable solutions. By bringing together all three levels of government along with key industry stakeholders, the Housing Now! conference hoped to begin the process of developing workable solutions to the housing needs in Manitoba. The AMM was pleased with the discussions that occurred in Winnipeg as well as the final conference report that was sent to all municipalities in early October. The AMM has developed an action list stemming from the conference and has begun to work with CMHC and MHRC to address some of the needs, issues and challenges that were raised.



The AMM's Housing Conference was April 12, 2003

#### Policing Meeting

An issue that is often raised to our association by municipalities is policing. Many municipalities, urban and rural, have expressed concern with not only the escalating costs of policing, but also the level of service and the impact of recent detachment amalgamations. Stemming from a resolution passed at last year's convention, the AMM in early September held a meeting of the large urban centres (over 5000 people) to discuss their specific policing concerns. With the RCMP, Manitoba Justice, Manitoba Intergovernmental Affairs as well as the seven large urban centres in Manitoba represented, the group managed to flesh out some of the major concerns. The group agreed to form a working committee to further discuss concerns and to propose workable solutions to improve the level of policing service in Manitoba. The AMM was pleased with the discussion that took place in September and will continue to lobby for improved policing service in not only large urban centres but in all Manitoba municipalities.



A large urban policing committee was formed after a September meeting with the RCMP.

#### Task Force on Economic Development

Economic development is fundamental to the survival of Manitoba communities, and as such, an issue of great importance to the AMM. In August 2002, the AMM created a special Task Force to explore this issue and to recommend models that will help facilitate the delivery of economic development in Manitoba in an effective and efficient manner. The Task Force held consultations across the Province in late May to receive input on different economic development models. The results were compiled in a comprehensive report that has been submitted to the AMM Board of Directors. The Task Force found that there is no single standard model for economic development as each community and region is unique. However, all levels of government and all communities should assess their current economic development process to ensure that the best value is being received for the time and money being spent. The AMM is pleased with the work of the Task Force and is looking forward to using the blueprint developed in the report for direction in future lobbying.

#### Manitoba Airport Operators Committee

In late May 2003, the Manitoba Airport Operators Committee held its annual meeting in Winnipeg. Delegates received an update on proposed legislation from Transport Canada as well as an overview of the Federation of Canadian Municipalities' federal lobbying efforts on the issue of airport funding. The meeting was well attended and the AMM was pleased with the discussions that occurred throughout the day. The committee, with representatives across the province, agreed to hold another meeting in conjunction with the AMM Annual Convention in late November.

## AMM External Committees

### **President Stuart Briese**

- \* Federation of Canadian Municipalities
- \* Infrastructure Council of Manitoba
- \* Prairie Grain Roads Program Management Committee
- \* Provincial/Local Consultative Committee on Infrastructure

### **Vice-President Ron Bell**

- \* Prairie Grain Roads Program Management Committee
- \* Provincial/Local Consultative Committee on Infrastructure
- \* Policing Committee

### **Vice-President Garry Wasylowski**

- \* Provincial Water Strategy Steering Committee
- \* Agriculture Guidelines Development Committee
- \* Lake Winnipeg Stewardship Board
- \* Provincial/Local Consultative Committee on Infrastructure
- \* Climate Connection Working Group

### **Reeve Roger Wilson**

- \* Burial Sites for Disposal of Livestock Working Committee
- \* Inter Utility Committee
- \* AMM-MTS Guidelines Committee
- \* Vision 2020 Steering Committee

### **Reeve Albert Nabe**

- \* Conservation District Commission
- \* Manitoba Airport Operators Committee
- \* Provincial Water Strategy Advisory Committee
- \* 2020 - Manitoba's Transport Vision Advisory Committee
- \* Operation Lifesaver Committee
- \* Hudson Bay Route Association
- \* Manitoba Habitat Heritage Group

### **Councillor Doug Dobrowolski**

- \* Manitoba Disaster Appeals Board
- \* Drainage Guidelines Committee
- \* Office of the Fire Commissioner Advisory Committee
- \* Manitoba Emergency Services College Advisory Committee
- \* By-law Enforcement Working Group
- \* Aggregate Road Hauling Review Committee
- \* Rivers West Committee

### **Mayor Lorne Boguski**

- \* Manitoba Disaster Appeal Board
- \* West Nile Virus Working Group
- \* Housing Now! Committee

### **Reeve George Harbottle**

- \* Conservation Agreements Board
- \* Vision 2020 Advisory Committee

### **Councillor Art Rempel**

- \* Vision 2020 Advisory Committee

### **Councillor Steven Lupky**

- \* Manitoba Product Stewardship Board
- \* Household Hazardous Waste Working Group
- \* Planning Law Review Technical Advisory Committee
- \* Manitoba Planning Excellence Awards Judging Panel

### **Councillor Rick Martel**

- \* Certification of Water & Wastewater Plant Operators Review Committee
- \* 2020 - Manitoba's Transport Vision Advisory Committee
- \* Minister's Working Group on Education Funding
- \* "Tools for Change" Committee

### **Councillor Bert Lagimodiere**

- \* 2020 - Manitoba's Transport Vision Advisory Committee
- \* AMM-MTS Guidelines Committee
- \* Household Hazardous Waste Working Group
- \* Manitoba Airport Operators Committee
- \* Building Standards Board

### **Mayor Stan Ward**

- \* 2020 - Manitoba's Transport Vision Advisory Committee
- \* Manitoba Public Insurance Vehicle Fire Advisory Committee
- \* Manitoba Product Stewardship Board
- \* "Tools for Change" Committee
- \* Building Officials Training Certificate Program

### **Reeve Karen Caldwell**

- \* "Tools for Change" Committee

### **Reeve Harold Foster**

- \* Rural Forum
- \* 2020 - Manitoba's Transport Vision Advisory Committee
- \* Manitoba Technical Erosion Committee
- \* Community Liaison Committee to the Canadian Science Centre for Human and Animal Health.

### **Mayor Shirley Kalyniuk**

- \* 2020 - Manitoba's Transport Vision Steering Committee
- \* Office of Rural & Northern Health Advisory Committee

### Communications

Communications was again a high priority for AMM Board and staff this year. The focus was on further developing media relations while continuing to provide effective and timely information to its members.

#### Technology

One area of communications the AMM wanted to expand was the use of technology in better communicating with members. At the Municipal Officials Seminar in February, the AMM, for the first time, set-up an "internet café" where delegates were invited to "surf" the AMM Web site and to see what valuable information was available to them.

Another use of technology the AMM is constantly encouraging members to use is email. Trying to keep our members across Manitoba uniformly informed is often a challenge, but with the AMM's quick email and fax distribution lines, members have been able to get timely information and respond quickly.

Last year, the AMM implemented an extensive municipal database that tracked all policies and resolutions. The database, with its multimedia capabilities, was used at last year's Convention for the first time. The database enables policy staff to enter and keep track of all policies and resolutions, whether they are active or inactive. It also allows policy staff to manipulate information right in the database without having to re-write or duplicate any information. The database was used as a presentation tool during Convention, June District Meetings and Resolution Committee meetings. The database is also used throughout the year during Community and Property Services meetings as well as daily by policy staff to keep on top of all AMM issues.



The media is one way the AMM promotes municipal issues.

#### Magazine

The Municipal Leader magazine is used as another source of information for its members. With four issues published yearly, members have the chance to read more about issues and stories related to municipalities. This year's issues offered special reports on various topics: the winter issue report was on housing, including programs and services and highlighting the AMM Housing Now! Conference; the spring issue looked at public-private partnerships as well as how to "green" your municipality; the summer issue focused on economic development in Manitoba while the recent fall issue offered two special reports - municipal technology and municipal buildings.

#### Media

This year, the AMM had over 320 hits in the media on over 40 different issues. Since the AMM covers so many diverse issues, media attention was a constant challenge. However, with our tracking system for news, the AMM has been able to track its progress of what issues are being covered and which media the AMM is featured in the province and Canada. Some of the most widely covered issues include: education taxes on property, land use planning, the BSE and drought crises, the Provincial Water Strategy and quality of water, municipal and provincial smoking bans, and West Nile virus. The AMM also received widespread coverage of its events, and has received excellent coverage before and after the provincial and federal budgets.

#### Follow-up

With the extensive capabilities of the AMM's resolution and policy database, issues have been easily monitored not only with members, but also with the provincial and federal government. One such issue that the AMM has kept very close watch of is the BSE and drought situation across certain parts of the province. From the beginning with the closing of the border, AMM has done a lot of lobbying, not only on its own, but also with the Federation of Canadian Municipalities (FCM), the Prairie Association of Rural Municipalities (PARM), and have met directly with many of the affected municipalities in Manitoba. Along with these lobbying efforts, the AMM has regularly sent out letters, emailed information, and made personal phone calls to our members that are affected. The AMM will continue to work to help resolve this issue.

Overall, the AMM had a very successful year communicating effectively with its members as well as the media. This area will continue to grow as the AMM continues to be the strong voice for Manitoba municipalities.

# Communications & Events

## Events

The AMM offers a wide variety of events to its members. Added to the traditional events, the AMM often schedules various meetings throughout the year and has included new this year, an educational program in response to the high interest expressed by its members.

### Municipal Officials Seminar and Trade Show

Held during the first week of February in Brandon, the two-day Municipal Officials Seminar and Trade Show provides members with an opportunity to participate in education and policy related workshop sessions.

In conjunction with the Municipal Officials Seminar, the AMM also hosts its largest trade show event. This is a one-day only trade show and is held on the first day of the seminar.

### Mayors, Reeves and CAO's Meetings

The annual Mayors, Reeves and CAO's Meetings are a series of meetings held over a two-week period in each of the AMM's seven districts. The main purpose of each of these meetings is to enhance communication between the AMM and its membership.

### June District Meetings

The June District Meetings are a series of meetings held throughout the province in each of the AMM's districts. Along with educational workshops and information on current policy issues, resolutions are brought forward at these meetings, which, if past, will eventually go to the Convention where they are voted on by the entire AMM body. In addition, every second year each district has an opportunity to elect its Director on the AMM Board.



The AMM hosted a Ukrainian delegation at the Central District June Meetings in MacGregor.



### Convention

The annual Convention is the largest, and in some ways most important event hosted by the AMM. Resolutions are voted on, by-laws and policies are reviewed, and a variety of policy and educational sessions are provided. The convention is typically held during the last week in November and the location alternates between Winnipeg and Brandon. In conjunction with the Convention, the AMM also hosts a three-day display event.

### Education Program for Elected Officials

For the first time, the AMM offered municipal officials four educational sessions this year. These sessions focused on professional development and leadership dealing with specific issues affecting municipal leaders. The four sessions offered this year were: Making Meetings Work, Board of Revision, Labour Relations for Elected Officials, and Developing a Long Term Plan.



The Municipalities Trading Company of Manitoba Ltd. (MTCML) is the business arm of the AMM. The Trading Company allows AMM members to purchase products and services at lower prices through the power of bulk buying. This year has been another great success. Sales remain consistent and the stable pool of official suppliers has been changing and growing.

The MTCML provides a major source of revenue for the AMM and allows the AMM membership dues to remain one of the lowest in Canada. The MTCML rebate, given to members based on their individual sales through the trading company, was increased from \$250,000 in 2002 to \$300,000 in 2003.

## Official Suppliers

There are 27 Official Suppliers to the MTCML. These suppliers offer hundreds of products and services that municipalities use. The Trading Company has individual contracts with each of these suppliers that ensure the best possible pricing for the purchasing members. In return, suppliers have direct contact with Manitoba's municipal market and can be a part of regular marketing opportunities through the AMM (mailings, Convention, trade shows, etc.) Each of our suppliers has shown long term commitment to the MTCML, creating a stable purchasing environment for the members of the AMM. The official suppliers of the MTCML are:

Acklands Grainger Inc. - Commercial, Industrial and Safety Supplies  
Airmaster Sales - Signs  
All Things Energy - Petroleum Purchasing Program  
Armtec - Culverts  
Bridgestone Canada Inc. - Tires  
CD Awards - Promotional Items  
Darwen Road Technologies Ltd. - Dust Control  
Denray Tire - Bandag Tires  
Dust Free Road Maintenance - Dust Control  
EPB Environmental Services Ltd. - Livestock Development Plans  
Fort Distributors Ltd. - Dust Control, ENI Stabilizer and Road De-Icing Products  
Goodyear Canada Inc. - Tires  
Guardian Traffic Services Manitoba Ltd. - Traffic Control Equip.  
Grand & Toy - Office Supplies  
Hayhurst Elias Dudek Inc. - Insurance  
Kal Tire - Recapped and Retread Tires  
Manitoba Telecom Services - Long Distance and Cell Packages  
Michelin - Tires  
Norquay Printers Ltd. - Envelopes, Letterhead, etc.  
Shippam & Associates Inc. - Promotional Materials  
Souris Rock Shop - Name Badges, Desk Plates  
Strongco Equipment - Grader Blades  
SVB Inc. - Toner, Cartridges and Print Ribbons  
Swat Team Pest Services Inc. - Gopher and Rat Poison  
Tire Craft - Tires  
Viceroy Distributors - Mosquito Control Equipment  
Westman Steel Industries - Culverts



## Corporate Members

Nine companies make up the Corporate Members list of the AMM. These members assist the buying group in providing many services and hosting various events throughout the year. The Corporate Members of the AMM are:

Borland Construction  
Hayhurst Elias Dudek Inc.  
Innovative Municipal Products Inc.  
Manitoba Heavy Construction Association  
Manitoba Hydro  
Manitoba Pork Council  
Pommen Group  
Robert Watson, Attorney-at-Law  
Strongco Equipment



# AMM By-Laws

WHEREAS the Manitoba Association of Urban Municipalities and the Union of Manitoba Municipalities have amalgamated to form the Association of Manitoba Municipalities Inc. (the "Association");

AND WHEREAS it is deemed expedient that certain rules and regulations necessary to the conduct of the government of the Association be now made:

NOW THEREFORE, the Association does hereby enact as follows:

## Article 1 - Interpretation

### Section 1 - Definitions

In this By-law the following definitions shall apply:

"Association" means the Association of Manitoba Municipalities.

"Board of Directors" means the board of directors of the Association.

"Chief Administrative Officer" has the meaning prescribed in The Municipal Act (Manitoba).

"Chief Executive Officer" means the President of the Association.

"Director" means the directors and the members of the Executive Committee elected pursuant to Article 4.

"Districts" mean the Districts as described in Section 1 of Article 2.

"Elected Official" shall mean a reeve, mayor, councillor or other individual holding an elected municipal office in a member municipality.

"Executive Committee" means the committee comprised of the President, Vice-President Rural and Vice-President Urban.

"Executive Director" means the person appointed pursuant to Article 5 Section 1.

"Honorary Life Member" means the person(s) appointed pursuant to Article 3 Section 5.

"Life Member" means the person(s) appointed pursuant to Article 3 Section 6.

"Officer" means either of the President, Vice-President Rural or Vice-President Urban.

"President" means the person elected to fill the position of President pursuant to Article 5.

"Regular Member" means a regular member which meets the criteria established pursuant to Article 3 Section 2.

"Rural" means a rural municipality as defined in The Municipal Act (Manitoba).

"Urban" means an urban municipality as defined in The Municipal Act (Manitoba).

"Vice-President Rural" means the person elected to fill the position of Vice-President Rural pursuant to Article 5.

"Vice-President Urban" means the person elected to fill the position of Vice-President Urban pursuant to Article 5.

### Section 2

Where the context so requires, the singular shall include the plural; the plural shall include the singular; and the masculine shall include the feminine.

## Article 2 - Division of the province into districts

### Section 1 - Provincial Districts

For the purpose of electing Directors and determining voting privileges at District meetings, the Province of Manitoba shall

be divided into eight (8) Districts, in accordance with the attached Schedule "A". All municipal corporations that fall within the boundaries of a District described in the attached Schedule "A" shall be part of that District upon becoming a Regular Member of the Association.

### Section 2 - Limitation on Voting

In addition to any other rights granted under this By-Law, representatives from the City of Winnipeg are entitled to attend District meetings of the Interlake District and as part of the Interlake District vote on any matter with the exception of elections for members of the Board of Directors representing that district.

## Article 3 - Membership

### Section 1 - Membership

Membership in the Association is divided into the following four (4) categories:

1. Regular Membership;
2. Associate Membership;
3. Corporate Membership; and
4. Honorary Life Membership.

### Section 2 - Regular Membership

Regular membership in the Association shall be open to any incorporated municipality in the Province of Manitoba. Regular Members shall have the right to select delegates to attend the annual convention and vote at the annual District meeting.

# AMM By-Laws

## Section 3 - Associate Members

Associate membership in the Association will be open to First Nations, any community, school board, hospital board and other associations. Associate members will be assessed a fee for services but shall not have voting privileges. Associate memberships shall be subject to yearly review by the Board of Directors.

## Section 4 - Corporate Members

Corporate membership shall be made available to any business or individual deemed by the Executive Committee to be an asset to the Association in terms of the objectives of the Association. Upon payment of current membership dues, such business or individual shall be granted membership. Corporate members do not have voting privileges. Corporate memberships are subject to yearly review by the Board of Directors.

## Section 5 - Honorary Life Members

The Board of Directors may name no more than two (2) persons per year to be Honorary Life Members of the Association in recognition of their outstanding and exemplary service to the Association or to its member associations, and to the community. Honorary Life Members shall be entitled to attend the annual conventions of the Association and shall not be charged registration fees. An Honorary Life Member that is no longer an Elected Official may participate in all annual conventions but will not be entitled to vote thereat.

## Section 6 - Life Members

The Board of Directors may from time to time name persons to be Life Members of the Association in recognition of their

outstanding and exemplary service to the community. Life Members shall be entitled to attend the annual conventions of the Association and shall not be charged registration fees. A Life Member that is no longer an Elected Official, may participate in all annual conventions but will not be entitled to vote thereat.

## Section 7 - Annual Membership Fees

Membership fees shall be set annually by the Board of Directors prior to the commencement of the next Fiscal Year.

## Section 8 - Termination of Membership

Any member which has not paid membership dues in full prior to the date of the annual convention shall automatically cease to be a member of the Association. Any member may at any time withdraw from membership by submitting to the Association a written notice of withdrawal. Any member which has withdrawn from membership or which has forfeited membership in the Association may be reinstated as a member on making application therefor, and on payment of membership dues for the then current year.

## Article 4

### Section 1 - Board of Directors

The Association shall have a Board of Directors which shall be comprised of the members of the Executive Committee, who shall not hold any other Board position, plus fourteen (14) additional Board Members. The Board Members shall be comprised of Elected Officials representing one of eight (8) Districts as follows:

Parklands	2 representatives
Western	2 representatives

Mid-Western	2 representatives
Central	2 representatives
Eastern	2 representatives
Interlake	2 representatives
Northern	1 representative
Winnipeg	1 representative

The representation to the Board of Directors for Parklands, Mid-Western, Western, Central, Eastern and Interlake Districts, shall be comprised of one (1) representative from an urban municipality and one (1) representative from a rural municipality in each of the respective Districts. The representative from the Northern District shall be from any of the member municipalities of that District.

### Section 2 - Ex-Officio Representatives

The Manitoba Municipal Administrators Association may appoint an ex-officio representative to the Board of Directors. This representative will be allowed to participate in discussions, however, will not be allowed to vote on any mailer put before the Board of Directors for consideration.

### Section 3 - Directors hold elected Municipal Office

Only Elected Officials are eligible to be Officers or Directors of the Association. Should a Director cease to hold such a municipal office, such person shall no longer be entitled to sit as a Director and his or her position on the Board of Directors shall be automatically vacated.

### Section 4 - Election of the Board of Directors

The election of Directors from each District, except the City of Winnipeg, shall take place at the annual District meeting of each District.

## **Section 5 - Appointment of the City of Winnipeg District**

The Director for the City of Winnipeg shall be appointed by the council of the City of Winnipeg.

## **Section 6 - Term of Office**

The term of office for all Directors shall be for two years. Each Director shall hold office until the second annual District Meeting following their election to office. Any retiring Director is eligible for re-election if otherwise qualified.

## **Section 7 - Vacancies on the Board**

Any vacancy occurring on the Board of Directors among the elected Directors shall be filled by a special meeting of the District for which the vacancy has occurred. The Director elected at the special meeting shall serve for the full unexpired term of the vacant directorship for which he or she has been elected.

## **Section 8 - Meetings**

Meetings of the Board of Directors shall be set by the Executive Committee prior to the start of each Fiscal Year. The Board of Directors shall meet a minimum of eight (8) times each Fiscal Year. The Board of Directors shall also meet at such other times during the year as the President may direct. Notices will be provided of any proposed meeting, setting out the time, place and topic(s) of the proposed meeting. Unless all Directors are present at any meeting directed by the President, the only topic(s) to be discussed at that meeting shall be as provided for by the notice.

## **Section 9 - Quorum**

A majority of the total Board of Directors entitled to vote at meetings of the said Board of Directors shall constitute a quorum.

## **Section 10 - Participation by telephone or other communication**

A Director may participate in a meeting of the Board of Directors by means of such telephone or other communication facilities as to permit all persons participating in the meeting to hear each other, and a Director participating in the meeting by that means is deemed to be present at the meeting. A Director intending to participate in a meeting otherwise than in person shall give the Association as much notice as is reasonably practical in order to facilitate that Director's participation.

## **Section 11 - Special Meetings of the Board of Directors**

A special meeting of the Board of Directors may be called upon a request in writing made by two thirds (2/3) of the Directors.

## **Section 12 - Chairperson**

The President of the Association shall preside as chairperson of the Board of Directors.

## **Section 13 - Responsibilities of the Board**

The Board shall administer the day to day business and affairs of the Association and shall report to the membership of the Association at the annual convention or any special meeting.

## **Article 5 - Executive Committee**

### **Section 1 - Executive Officers**

The Association shall have an Executive Committee consisting of a President, a Vice-President Rural, and a Vice-President Urban. The President must be an Elected Official from any Regular Member. The Vice-President Rural must be an Elected Official that is a Regular Member from a rural municipality.

The Vice-President Urban must be an Elected Official that is a Regular Member from an urban municipality.

### **Section 2 - Nomination of Executive Officers**

Nominations for the positions of President, Vice-President Urban and Vice-President Rural shall be made from the floor at the annual convention of the Association, provided that the nominee is either present or consents in writing to the nomination.

### **Section 3 - Election of Executive Officers**

The election of the President and Vice-Presidents shall take place at the annual convention by way of a vote of all registered and attending delegates entitled to vote. Those registered and attending delegates entitled to vote shall vote for the office of President and both Vice-Presidents.

### **Section 4 - Executive Officers to hold Elected Office**

Only Elected Officials in the Province of Manitoba are eligible to be Executive Officers of the Association. Should an Officer cease to be an Elected Official, he or she shall no longer be entitled to hold his or her office and his or her position on the Executive Committee shall be automatically vacated.

### **Section 5 - Term of Office**

The term of office for President and Vice-Presidents shall be for one year. There shall be no limit on the number of years that a President or Vice-President can hold office.

### **Section 6 - Filling vacancies on the Executive Committee**

Upon the resignation or vacation of office

# AMM By-Laws

by the President, the Board of Directors shall appoint one (1) of the two (2) Vice-Presidents as President. If neither of the Vice-Presidents are able or willing to serve as President, the Board of Directors shall select a Director to serve as President.

Upon the resignation or vacation of office by any one of the Vice-Presidents, the Board of Directors shall select a Director to serve as Vice-President. The Vice-President Rural must be replaced by a director from a rural Regular Member and the Vice-President Urban must be replaced by a Director from an urban Regular Member.

## **Section 7 - Authority of Executive Committee**

Except as otherwise specifically restricted by the Board of Directors, the Executive Committee, by consensus, shall possess and may exercise during intervals between meetings of the Board, all the power of the Board in the administration of the business and the affairs of the Association.

## **Section 8 - Executive decisions subject to Board approval**

Any Executive Committee action shall be subject to the ratification of the Board at the meeting of the Board of Directors next following the said action.

## **Article 6 - Executive Director**

### **Section 1 - Appointment of Executive Director**

The Board shall from time to time, appoint an Executive Director, who shall be charged with the general management and administration of the Association and shall ensure that the provisions of the by-laws, policies and procedures of the Association are maintained and enforced.

## **Section 2 - Terms and Conditions**

The Executive Director shall hold office at the pleasure of the Board of Directors on such terms and conditions as the Board may determine.

## **Section 3 - The Executive Director**

The Executive Director shall have sole administrative and management responsibility of the Association as chief administrative officer within the policy guidelines defined by the Board of Directors and the Executive Committee, and shall report to the Executive Committee and Board of Directors as requested.

## **Article 7 - Duties of the Executive Officers**

### **Section 1 - The President**

The President shall be the Chief Executive Officer of the Association and shall preside, if present, over all meetings of the Board of Directors and the Executive Committee. The President may appoint chairpersons of all standing committees and ad hoc committees except where otherwise provided in these By-Laws. The President shall be ex-officio, a member of all committees of the Association. The President shall have full voting privileges and shall be recognized in determining a quorum. The President shall generally supervise and coordinate the affairs and activities of the Association in accordance with established policies.

### **Section 2 - The Vice-Presidents**

In the absence or disability or refusal to act of the President, the Board shall choose one of the Vice-Presidents to assume the office of the President. Such Vice-President shall be vested with all the powers and shall perform all the duties of the President.

The Vice-Presidents shall also have such other powers and perform such duties (if any) as may from time to time be assigned to them by the Board.

## **Article 8 - Committees**

### **Section 1 - Committees**

The Board of Directors from time to time may establish such committees and make such external committee appointments as it may deem appropriate.

## **Article 9 - Annual and District Conventions**

### **Section 1 - Annual Convention**

The Association shall hold an annual convention at a location in Manitoba on such a day in each calendar year and at such time and place as may be determined by the Board of Directors. The annual convention shall be held no later than eighteen (18) months following the date of the last annual convention.

### **Section 2 - Representation**

Each member in good standing may be represented at any annual convention of the Association by as many delegates as they wish to appoint for that purpose. Each delegate so appointed shall have the right to take part in all discussions but only Elected Officials and Chief Administrative Officers of any member municipality shall be entitled to vote at any election and on any question at the annual convention. Each Elected Official and Chief Administrative Officer shall have the right to exercise one (1) vote.

### **Section 3 - Quorum**

The quorum for any meeting at an annual convention shall be one hundred (100) Regular Members of the Association present at the annual convention.

# AMM By-Laws

## **Section 4 - Annual District Meetings**

Each District shall hold an annual District meeting at a time and place as determined by the Board of Directors. The annual District meeting must take place no later than thirty (30) days prior to the annual convention. The purpose of the annual District meeting shall be to elect the Directors to represent the District for the next term and to conduct such other business as the members of the District see fit.

## **Section 5 - Voting at Annual District Meetings**

All Elected Officials and the Chief Administrative Officers of any Member of the District shall be entitled to vote at the annual District meeting. The representative(s) from the City of Winnipeg shall have the additional privilege of voting on any question at a meeting of the Interlake District with the exception of the election of Directors to the Board of Directors.

## **Section 6 - Casting votes**

Subject to any provisions to the contrary which may be contained in these By-Laws or in the Articles of Incorporation of the Association or as may be prescribed by law, all questions arising at any annual convention or annual District meeting shall be decided by a majority of the votes cast. In case of an equality of votes the motion shall be declared lost.

The Chair of the meeting shall have a vote but not a second or casting vote. Every question shall be decided in the first instance by a show of hands but any elected representative of a member council may demand that a poll be taken. Such poll shall be taken in such manner as the Chair shall direct.

## **Article 10 - Corporate Seal and Signing Authority**

### **Section 1 - Corporate Seal**

The Association shall have a corporate seal as imprinted hereon, and the said corporate seal shall be held in the custody of the Executive Director.

### **Section 2 - Signing Authority**

The funds of the Association shall be drawn, accepted, endorsed and signed by such Officers of the Association and in a manner as the Board of Directors may from time to time prescribe.

Contracts, documents, or any instrument in writing requiring the signature of the Association shall be signed by any two of the President, a Vice-President or Executive Director. Signed documents shall be binding on the Association without further authorization or authority.

## **Article 11**

### **Section 1 - Registered Head Office**

The Head Office of the Association shall be at the existing Association of Manitoba Municipalities Building in the City of Portage la Prairie, Manitoba or such other place in the Province of Manitoba as the Board of Directors may from time to time decide.

### **Section 2 - Fiscal Year**

The Fiscal Year of the Association shall be from September 1 to August 31 in each year.

### **Section 3 - Appointment of Auditors**

Auditors of the Association shall be appointed yearly by the Board of Directors. No Officer or Director of the Association may be appointed or act as auditor.

## **Section 4 - Financial Report**

The auditor's financial report shall be presented to the members of the Association at the annual convention and a printed copy of the said report shall be forwarded to each member prior to the annual convention.

## **Section 5 - Banking**

All dues and other revenues of the Association shall be deposited to any chartered bank, trust company or credit union or other investment company as the Executive Committee may from time to time designate. The Executive Director shall furnish reports to the Executive Committee and the Board of Directors at regular intervals of the Association's revenues and expenditures.

## **Section 6 - Remuneration**

The members of the Executive Committee, the Board of Directors and the committees of the Association shall serve with remuneration as established from time to time by the Board of Directors.

## **Article 12 - Enacting, repealing and amending By-Laws**

### **Section 1 - Annual Convention**

The By-Laws of the Association may be enacted, repeated or amended by a majority vote at any annual convention of the Association provided that notice of any proposed amendments to the By-Laws must be submitted to the Board of Directors at least sixty (60) days in advance of the opening date of the annual convention and mailed to each member, by ordinary mail, not less than fourteen (14) days in advance of the opening date of the annual convention.

### **Section 2**

This By-law shall be subject to review at the first annual convention of the Association.



THE EXCHANGE

chartered accountants

**Auditors' Report**

To the Members of  
Association of Manitoba Municipalities

We have audited the balance sheets of the Association of Manitoba Municipalities, General and Trading Account as at August 31, 2003 and the statements of income and balance of fund, General Account and Trading Account, and combined statement of cash flows for the year then ended. These statements are the responsibility of 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 of Manitoba Municipalities as at August 31, 2003 and the results of its operations and changes in its cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.

*The Exchange*

chartered accountants

Winnipeg, Manitoba  
September 18, 2003

# Financial Statement

**General Account  
Balance sheet  
As at August 31, 2003**

	2003	2002
ASSETS		
Current	\$ 35,854	\$ -
Cash and short-term deposits	297,013	302,398
Accounts receivable	70,000	103,500
Receivable from Trading Account	34,036	26,909
Prepaid expenses	<u>436,903</u>	<u>432,807</u>
Segregated cash	8,149	8,149
Garrison Trust fund	50,000	38,151
Legal fund, note 5	90,346	76,205
Employee benefits reserve, note 6	50,000	-
Building reserve, note 7	<u>198,495</u>	<u>122,505</u>
Property and equipment, notes 1 and 2	<u>459,845</u>	<u>462,045</u>
	<b><u>\$ 1,095,243</u></b>	<b><u>\$ 1,017,357</u></b>
LIABILITIES		
Current		
Bank overdraft	\$ -	\$ 28,902
Accounts payable and accrued liabilities	80,572	36,115
Prepaid revenue	294,514	301,628
	<u>375,086</u>	<u>366,645</u>
Garrison Trust fund	8,149	8,149
Legal fund, note 5	50,000	38,151
Employee benefits reserve, note 6	90,346	76,205
Building reserve, note 7	50,000	-
	<u>198,495</u>	<u>122,505</u>
FUND BALANCE		
Balance of fund	<u>521,662</u>	<u>528,207</u>
Approved on behalf of the board:	<b><u>\$ 1,095,243</u></b>	<b><u>\$ 1,017,357</u></b>

 Director

 Director

# Financial Statement

## General Account Statement of Income and Balance of Fund Year ended August 31, 2003

	2003	2002
Revenue		
Membership dues	\$ 292,810	\$ 282,577
Associate membership	750	750
Convention	296,329	209,601
Rental revenue	36,000	36,000
Merx revenue	1,120	1,160
Education	13,800	-
Newly elected seminar	19,300	-
Miscellaneous	1,378	3,369
Housing Conference	14,106	-
Trade show	44,610	37,356
Seminar revenue	69,100	64,800
Fall Forum	-	22,300
Interest earned	3,245	3,692
Administration fees, Manitoba Good Roads Association	2,500	5,000
Corporate membership	4,500	4,500
Pre-conference seminar	18,990	8,930
Magazine	8,787	6,084
Advertising - bulletin	1,150	1,125
	<u>828,475</u>	<u>687,244</u>
Expenses		
Functions, page 31	320,381	260,583
Executive, page 31	363,553	366,433
Other, page 31	286,524	215,808
Staffing, page 32	489,562	454,454
	<u>1,460,020</u>	<u>1,297,278</u>
Administration expense recovered	(25,000)	(25,000)
	<u>1,435,020</u>	<u>1,272,278</u>
Administration dividend, Trading Account	(180,000)	(162,000)
	<u>1,255,020</u>	<u>1,110,278</u>
Operating loss	426,545	423,034
Other income		
Dividend, Trading Account	420,000	425,000
Net income (loss)	<u>(6,545)</u>	<u>1,966</u>
Balance of fund, beginning of year	528,207	526,241
Balance of fund, end of year	<u>\$ 521,662</u>	<u>\$ 528,207</u>

# Financial Statement

**Trading Account  
Balance sheet  
As at August 31, 2003**

	2003	2002
ASSETS		
Current		
Cash	\$ 1,406,137	\$ 1,017,920
Accounts receivable	761,494	807,512
Inventory, note 1	30,901	23,321
	<hr/>	<hr/>
	2,198,532	1,848,753
Segregated cash		
Self-insurance loss pool, note 3	5,845,380	3,140,793
	<hr/>	<hr/>
	\$ 8,043,912	\$ 4,989,546
	<hr/>	<hr/>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 937,616	\$ 600,692
Payable to General Account	70,000	103,500
	<hr/>	<hr/>
	1,007,616	704,192
Self-insurance loss pool, note 3	5,845,380	3,140,793
FUND BALANCE		
Balance of fund	1,190,916	1,144,561
	<hr/>	<hr/>
	\$ 8,043,912	\$ 4,989,546
	<hr/>	<hr/>

Approved on behalf of the board:

Stuart Brown Director

Joe Mas Director

## Financial Statement

### Trading Account Statement of Income and Balance of Fund Year ended August 31, 2003

	2003	2002
Sales	\$ 6,590,833	\$ 6,771,708
Cost of sales	6,440,616	6,601,747
	<hr/>	<hr/>
Gross profit (2003 - 2.3%, 2002 - 2.0%)	150,217	169,961
Insurance administration fees	657,284	425,853
Interest	392,863	387,643
	<hr/>	<hr/>
	1,200,364	983,457
	<hr/>	<hr/>
Expenses		
Administration dividend, General Account	180,000	162,000
Advertising and promotion	7,005	6,996
Miscellaneous	(2,378)	(3,441)
Interest and bank charges	408	103
Membership Rebate	548,994	-
Write-down of inventory	(20)	3,455
	<hr/>	<hr/>
	734,009	169,113
	<hr/>	<hr/>
Net income	466,355	814,344
Balance of fund, beginning of year	1,144,561	755,217
	<hr/>	<hr/>
	1,610,916	1,569,561
	<hr/>	<hr/>
Dividend, General Account	420,000	425,000
	<hr/>	<hr/>
Balance of fund, end of year	\$ 1,190,916	\$ 1,144,561
	<hr/>	<hr/>

## Financial Statement

### Combined Statement of Cash Flows Year ended August 31, 2003

	2003	2002
Cash Provided by (Used in):		
Operations		
Net income, Trading Account	\$ 466,355	\$ 814,344
Operating loss, General Account	(426,545)	(423,034)
Add: non-cash charges		
Depreciation	41,330	37,875
	<u>81,140</u>	<u>429,185</u>
Increase in non-cash working capital balances	410,963	55,416
	<u>492,103</u>	<u>484,601</u>
Cash flows from operations		
Investments	(39,130)	(58,490)
Purchase of fixed assets	<u>                    </u>	<u>                    </u>
Increase in cash	452,973	426,111
Cash, beginning of year	989,018	562,907
	<u>                    </u>	<u>                    </u>
Cash, end of year	\$1,441,991	\$ 989,018
	<u>                    </u>	<u>                    </u>
Represented by:	\$ 35,854	\$ (28,902)
General Account	1,406,137	1,017,920
Trading Account	<u>                    </u>	<u>                    </u>
	\$ 1,441,991	\$ 989,018
	<u>                    </u>	<u>                    </u>

# Financial Statement

## Notes to Financial Statements August 31, 2003

### 1. Significant Accounting Policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles. Because a precise determination of many assets and liabilities is dependent upon future events, the preparation of financial statements for a period necessarily involves the use of estimates which have been made using careful judgement. The financial statements have, in management's opinion, been properly prepared within the reasonable limits of materiality and within the framework of the significant accounting policies summarized below:

(a) Fund Accounting

The Association accounts for its operations in two funds as follows:

General Account

This fund includes transactions relating to the day-to-day operations of the Association.

Trading Account

This fund includes transactions relating to the day-to-day operations of the wholly-owned subsidiary, the Municipalities Trading Company of Manitoba Ltd.

(b) Inventory

Inventory is valued at the lower of specific cost and net realizable value.

(c) Property And Equipment

Property and equipment are stated at cost less applicable government grants. Depreciation is recorded on the straight-line basis using the following annual rates:

Building	-	2.5%
Office equipment	-	10%
Construction and renovations	-	2.5%
Sign	-	10%
Computer hardware	-	30%
Computer software	-	100%
Vehicle	-	25%
Photocopier	-	20%

# Financial Statement

## Notes to Financial Statements August 31, 2003

### 2. Property and Equipment

	Cost	Accumulated Depreciation	2003 Net Book Value	2002 Net Book Value
Land	\$ 90,000	\$ -	\$ 90,000	\$ 90,000
Building	363,916	55,396	308,520	306,799
Office equipment	108,374	86,152	22,222	22,293
Sign	9,128	4,581	4,547	4,025
Computer hardware	200,950	181,594	19,356	16,129
Computer software	22,725	22,725	-	-
Vehicle	64,001	50,039	13,962	20,943
Photocopier	17,905	16,667	1,238	1,856
	<u>\$ 876,999</u>	<u>\$ 417,154</u>	<u>\$ 459,845</u>	<u>\$ 462,045</u>

### 3. Self-Insurance Loss Pool

	2001/2002 and Prior Pool	2002/2003 Pool	2003 Total	2002 Total
Balance, beginning of year	\$ 3,140,793	\$ -	\$ 3,140,793	\$ 3,081,914
Current year loss pool additions	-	4,447,229	4,447,229	3,083,669
	<u>3,140,793</u>	<u>4,447,229</u>	<u>7,588,022</u>	<u>6,165,583</u>
Insurance claims paid	1,030,669	261,387	1,292,056	2,577,668
Amounts rebated	417,122	-	417,122	417,122
Other costs	30,000	3,464	33,464	30,000
	<u>\$ 1,663,002</u>	<u>4,182,378</u>	<u>5,845,380</u>	<u>3,140,793</u>

# Financial Statement

## Notes to Financial Statements August 31, 2003

### 3. Self-Insurance Loss Pool, continued

The "self-insurance loss pool" is operated by the Association of Manitoba Municipalities. The pool is funded annually by proportionate contributions from participating municipalities.

This joint loss pool is responsible for paying the first \$500,000 (2002 - \$500,000) per claim of certain types of claims, up to a maximum of \$5,125,000 (2002 - \$4,125,000) in aggregate for the year.

	2003	2002
The segregated cash is recorded at cost as:		
Bank	\$ 9,859	\$ 9,509
Great West Life - Loss Pool fund (market value \$5,861,095)	5,835,521	3,131,284
	<u>\$ 5,845,380</u>	<u>\$ 3,140,793</u>

### 4. Operating Lease Commitment

The Association of Manitoba Municipalities leases a portion of its building to an unrelated company. The lease expires August 31, 2004.

The following is a two year schedule of the future minimum lease payments under the lease agreement:

2004	\$ 36,000
2005	36,000
2006	36,000
2007	36,000
2008	27,000

# Financial Statement

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## Notes to Financial Statements August 31, 2003

### 5. Legal Fund

During 1999, a Legal Fund was established to fund various matters that require the services of a lawyer, including preparation of by-laws, research and responding to any proposed legislative changes or lobbying on issues important to municipalities in Manitoba.

The Legal Fund will be funded, to a maximum of \$50,000, by retaining the excess premiums under the Municipal Insurance Programs that were previously rebated to municipalities each year.

### 6. Employee Benefits Reserve

This reserve was originally established to fund a human resource position and was augmented by the transfer of the general reserve in MAUM at December 31, 1998. Since that time, it has been used to fund superannuation, and the reserve is not to exceed \$100,000.

### 7. Building Reserve

This reserve has been established to fund major repairs, renovations, and expansion of the building.

# Financial Statement

## General Account Schedule of Expenses Year ended August 31, 2003

	2003	2002
<b>Functions</b>		
Municipal seminar	\$ 34,537	\$ 34,286
Trade show	23,804	23,182
Resolutions committee	2,713	2,320
Meeting expense	868	456
Pre-conference seminar	2,661	4,180
Fall forum	-	9,328
Education	9,599	-
Housing Conference	6,927	-
Newly elected officials seminar	6,986	-
Convention	232,286	186,831
	<u>\$ 320,381</u>	<u>\$ 260,583</u>
<b>Executive</b>		
Board - stipend	\$ 34,020	\$ 34,020
Board - sundry	1,776	2,521
Meeting expenses	327,706	327,066
Recoverable expenses	51	2,826
	<u>\$ 363,553</u>	<u>\$ 366,433</u>
<b>Other</b>		
Association fees	\$ 2,967	\$ 3,572
Audit fees	9,320	9,392
Bank charges	45	289
Building repairs and maintenance	17,422	15,047
Building reserve	50,000	-
Depreciation	41,330	37,875
Donations and gifts	3,034	3,170
Insurance	3,879	2,995
Legal	16,407	12,679
Magazine	-	37
Office	55,780	54,830
Postage	20,000	20,032
Printing and stationary	15,613	10,424
Promotional materials	720	2,837
Property taxes	26,322	19,025
Telephone	18,569	18,451
Vehicle expenses	5,116	5,153
	<u>\$ 286,524</u>	<u>\$ 215,808</u>

# Financial Statement

**General Account  
Schedule of Expenses  
Year ended August 31, 2003**

	2003	2002
<b>STAFFING</b>		
Management expenses	\$ 11,866	\$ 8,527
Staff expenses	14,738	9,366
Salaries	387,264	351,783
Employee benefits	55,315	49,891
Workers compensation	720	321
Employee benefits reserve	10,000	10,000
Staff training and recruitment	9,659	24,566
	<hr/>	<hr/>
	<b>\$ 489,562</b>	<b>\$ 454,454</b>
	<hr/>	<hr/>