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February 5, 2021

Chair Karen Redman
Regional Municipality of Waterloo
150 Frederick Street
Kitchener, Ontario, N2G 4J3

Dear Chair Redman,

Thank you for again for meeting with FCM President Garth Frizzell and my senior team to discuss the work FCM is doing to support municipalities in responding to the COVID-19 pandemic and to position our communities drive Canada's economic recovery. You and your fellow Ontario Chairs provided helpful perspectives on this important work and how we can deepen our collaboration in the coming months. Again, I send my regrets for being unable to participate due to health reasons. I appreciated our earlier conversation and hope we can connect directly again soon.

There is no question of the value of engagement and collaboration between FCM and the Mayors and Regional Chairs of Ontario (MARCO). I am committed to deepening this engagement and I am having productive conversations with mayors and chairs across Ontario about how to strengthen these partnerships. I am equally committed to the necessary review of our governance structure, including the structure of FCM's Big City Mayors' Caucus (BCMC).

The pandemic has necessarily delayed this work as we dedicate our resources to supporting the urgent needs of our members and the Canadians they serve. I am proud of our collective successes that have brought billions of dollars in operating funding to our members – including over \$3 billion for Ontario municipalities, over \$600 million to protect our most vulnerable residents through three top-ups to the Reaching Home program, and the launching of an innovative partnership between FCM and the Canadian Medical Association Foundation that delivered funding directly to all six Ontario regional governments.

Allow me to be candid, as I have been sharing this sentiment with the Mayors and Chairs I am meeting individually. I genuinely appreciate the current frustration given how long of a standing request this has been of FCM. And I'm sure my note today won't be entirely satisfactory on timelines, but I do want to share an honest and clear assessment and hope that you can have confidence in our intent. I am seven months into my role as CEO, and I will be prioritizing a serious and thorough governance review, which will include, but is not limited to, the issue of the membership of BCMC, in as timely a manner as possible. I'm sure you can appreciate that there are many intersections of this work in our overall governance model. I am hopeful that as we come through the second wave of this pandemic and the necessary associated response, we will be able to begin taking this on in earnest, outlining a timeline and process within the coming year.

This conversation is also quite active with our Board of Directors, with whom I am working closely. And in the meantime, as discussed, we will continue to foster increased

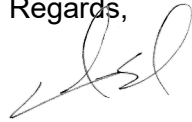


linkages with the Mayors and Regional Chairs of MARCO – I agree this is a gap we need to address immediately and that we stand to mutually benefit from increasing our direct work together. This is a long-term project and we are committed to taking the time to get it right. I should also note, that with a federal budget and election on the horizon, FCM's primary focus continues to be our advocacy and supporting our members in their response to the COVID-19 pandemic. I commit to dedicating the necessary resources and time to meaningfully consult the Ontario Chairs and ensure our work reflects the diverse needs and perspectives of our membership.

The Ontario Chairs have been strong champions on several key issues for FCM and I'm looking forward to continuing our engagement with you and your staff on our ongoing policy and advocacy work, and to maintaining open lines of communication with MARCO through our participation at your upcoming meetings. Your continued engagement underscores the importance of working together to empower municipalities with tools to build back better.

We look forward to our continued partnership with the you, the Ontario Chairs and MARCO. Please do not hesitate to be in touch with further questions or comments.

Regards,



Carole Saab
CEO

Cc:
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Chair Gary Carr, Halton Region
Chair Jim Bradley, Niagara Region
Chair Nando Iannicca, Peel Region
Chair Wayne Emmerson, York Region