



Rural Ontario  
Municipal Association

2022

# Annual Report



[www.roma.on.ca](http://www.roma.on.ca)

# Message from the Chair



The Rural Ontario Municipal Association (ROMA) Board hit the ground running in 2022. It was a tremendous year for our Board, starting with the launch of a ground-breaking report that will direct ROMA's advocacy work over the next couple of years, and ending with the Board's participation in rural Ontario's signature event.

ROMA's 2022 conference was once again held virtually, but nonetheless was well attended by more than a thousand delegates from across rural Ontario. It was a proud moment at the conference when ROMA launched its flagship paper, *Opportunities for Rural Ontario in a Post-COVID World*.

This document will not sit on a shelf. It's a living plan that will guide the Board's work over the next few years, focusing on the issues and challenges that matter to rural Ontarians the most, and a plan for action to find practical, workable solutions to those challenges. It's a plan for rural communities, led by the people who live in them.

The *Opportunities* paper is incredibly timely as we recover from the pandemic. COVID-19 changed our communities in fundamental ways. It widened the gaps in terms of attainable housing and access to services. At the same time, it highlighted the value and economic benefits rural Ontario brings to the rest of our beautiful province, and the need to manage growth on our own terms.

Overwhelmingly, we heard from rural stakeholders that attainable housing was one of the more pressing issues facing our communities. In 2022, ROMA formed an Attainable Housing Task Force, comprised of industry experts, municipal staff and

ROMA Board members. Together, with rural consulting firm Pivotal Momentum Inc., they developed an Attainable Housing report that explores creative approaches and practical steps to address the housing crisis, and help rural Ontarians get a foot in the door.

As the rural arm of the Association of Municipalities of Ontario (AMO), our Board advocates through AMO on rural matters and works in collaboration with AMO to have its say in provincial discussions that impact rural places. Over the past year, our Board also sat in one-on-one meetings with provincial Ministers to discuss issues critical to the wellbeing of our communities.

Our Board was also proud to represent ROMA at the 2022 International Plowing Match & Rural Expo, held in beautiful North Grenville. Here, we spent three days talking to people from all walks of rural life. This local perspective confirmed our work and efforts continue to move in the right direction.

I commend our Board members for their continued dedication to improving quality of life for all rural Ontarians – within their own communities, and in their role on our Board. Their tenacity, determination, and ability to take challenges faced by rural Ontario and turn them into opportunities, is valued and appreciated.

Thank you,

A handwritten signature in black ink that reads "Robin Jones".

**Robin Jones**  
ROMA Chair

# Board Members



**Robin Jones**

Chair, AMO Rural Caucus | Mayor, Village of Westport



**Eli El-Chantiry**

First Vice Chair/  
Zone 8 Representative |  
Councillor, City of Ottawa



**Christine Robinson**

Second Vice Chair,  
AMO Rural Caucus |  
Mayor, Municipality of  
West Grey



**Allan Thompson**

Immediate Past Chair,  
Zone 4 Representative |  
Mayor, Town of Caledon



**Dennis Crevits**

Zone 1 Representative |  
Councillor, Municipality  
of Central Elgin



**Peter Emon**

AMO Rural Caucus |  
Reeve, Town of Renfrew



**Lloyd Ferguson**

Zone 3 Representative |  
Councillor, City of  
Hamilton



**Janet Hager**

Zone 10 Representative |  
Councillor, Municipality  
of Red Lake



**Kim Love**

Zone 6 Representative |  
Mayor, Township of  
Madawaska Valley



**Sandra Datars Bere**

AMO Rural Caucus |  
City Manager, City of St.  
Thomas



**Pam Sayne**

Zone 5 Representative |  
Councillor, Township of  
Minden Hills



**Bill Vrebosch**

AMO Rural Caucus/  
Zone 9 Representative |  
Councillor, City of North  
Bay



**Cameron Wales**

Zone 7 Representative |  
Councillor, City of  
Brockville



**Chris White**

Zone 2 Representative |  
Mayor, Township of  
Guelph-Eramosa



**Rainey Weisler**

AMO Rural Caucus/  
Deputy Mayor |  
Municipality of Bayham



**Christa Lowry**

AMO Rural Caucus |  
Mayor, Municipality of  
Mississippi Mills

## ROMA Zones

*LIST OF UPPER & SINGLE TIER, AND  
GEOGRAPHIC DISTRICTS BY ZONE*

### ZONE 1

- City of Chatham-Kent
- Elgin County
- Essex County
- Lanark County
- Middlesex County

### ZONE 2

- Bruce County
- Grey County
- Huron County
- Perth County
- Wellington County
- Region of Waterloo

### ZONE 3

- County of Brant
- Haldimand County
- City of Hamilton
- Niagara Region
- Norfolk County
- Oxford County

### ZONE 4

- Dufferin County
- Halton Region
- Peel Region
- Simcoe County
- York Region

### ZONE 5

- Durham Region
- Haliburton
- City of Kawartha Lakes
- District of Muskoka
- Northumberland County
- Peterborough County

### ZONE 6

- Frontenac County
- Hastings County
- Lennox and Addington
- Prince Edward County
- Renfrew County

### ZONE 7

- Leeds & Grenville
- Stormont, Dundas and Glengarry

### ZONE 8

- Lanark County
- City of Ottawa
- Prescott and Russell, United Counties

### ZONE 9

- Algoma District
- Cochrane District
- City of Greater Sudbury
- Manitoulin District
- Nipissing District
- Parry Sound District
- Sudbury District
- Timiskaming District

### ZONE 10

- District of Kenora
- Rainy River District
- Thunder Bay District



# 2022 Highlights

## 2022 ROMA Virtual Conference

After hosting a successful virtual conference in 2021 amidst the COVID-19 pandemic, ROMA was well-prepared to tackle a second fully virtual conference in 2022. Our online platform ensured more than 1,000 municipal professionals and delegates from across the province were able to come together for two full days of learning and connecting on key municipal issues. Chief Perry Bellegarde, former National Chief of the Assembly of First Nations, took part in an important conversation about building relationships with Indigenous communities. Best-selling author Dr. Bruce Lourie spoke to the urgency of climate change. Participants also had access to plenary sessions, workshops panel discussions on a variety of topics like rural housing, community safety and wellbeing, rural and Northern health, and climate change. There were also hundreds of delegation meetings between municipal and provincial officials on focused on municipal and provincial issues.

## Launching Opportunities for Rural Ontario in a Post-COVID World

A fully virtual conference provided an exciting opportunity to officially launch ROMA's plan for action: *Opportunities for Rural Ontario in a Post-COVID World*. In 2021, the Board committed itself to developing a roadmap for rural and economic recovery from the pandemic. *Opportunities for Rural Ontario* lays out a path forward to creating vibrant and resilient rural communities in this new and ever-changing world post-pandemic.

Discussions around the development of this plan revealed five key themes that are key to shaping Ontario's rural municipalities:

- Digital connectivity
- Housing affordability
- Access to services
- Workforce development
- Growth on our own terms

At ROMA 2022, the Board Chair Robin Jones announced that ROMA would be tackling Housing Affordability as its first priority, given the growing challenges surrounding housing attainability and availability in rural communities across Ontario.

## ROMA's Attainable Housing Task Force

ROMA formed an Attainable Housing Task Force in April 2022. It was comprised of housing industry experts, municipal staff and ROMA Board members who came together to develop practical steps to address the housing crisis.

As an initial step, ROMA surveyed member municipalities. Results of that survey informed the Task Force's work and shaped its approach. It was important to the group to seek creative, flexible and practical solutions for municipal governments, while also ensuring they took a deep dive into key pieces of legislation like the *Planning Act* and the *Provincial Policy Statement* to address barriers to attainable housing.

At the 2022 Association of Municipalities of Ontario conference, held in person in Ottawa, ROMA shared the finalized Task Force report with recommendations and collaborative approaches between all levels of government to address the attainable housing crisis.

## ROMA's Participation at the 2022 International Plowing Match

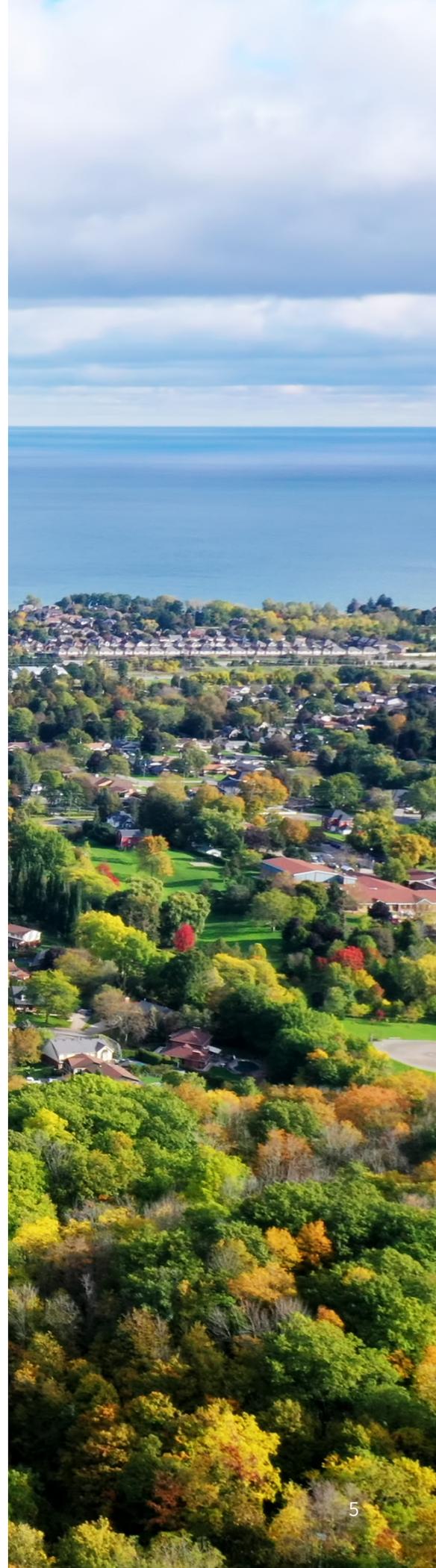
ROMA had the exciting opportunity in autumn to participate as an exhibitor at the 103rd International Plowing Match, held September 20 to 24 in Kemptville, located in North Grenville, United Counties of Leeds & Grenville.

The International Plowing Match is a much-anticipated annual event for Ontario's agricultural community, attracting more than 80,000 visitors over five days to celebrate all things agriculture and rural living.

ROMA Board members talked to hundreds of booth visitors to discuss rural challenges and priorities, along with ROMA's latest initiatives and advocacy work, including its work related to attainable housing. It gave the Board the opportunity for face-to-face discussions with the visitors from across the ten zones ROMA represents.

## Continued Support for Ontario's Rural Governments

ROMA continued its sponsorship of Teeny Tiny Summits in 2022, which made a much-awaited return in October and November. Two webinar sessions focused on attracting, inspiring and retaining volunteers in small communities, and the role of diversity, equity and inclusion in economic development. Thanks to ROMA's partnership with the Ontario Ministry of Food and Rural Affairs, Teeny Tiny Summits are offered as free virtual learning opportunities for municipal staff and councillors.



**Rural Ontario Municipal Association  
Financial Statements  
For the year ended December 31, 2022**

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## Independent Auditor's Report

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To the Directors of Rural Ontario Municipal Association

### Opinion

We have audited the financial statements of Rural Ontario Municipal Association ("ROMA"), which comprise the statement of financial position as at December 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of ROMA as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of ROMA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing ROMA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate ROMA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing ROMA's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



#### Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of ROMA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on ROMA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause ROMA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants  
Oakville, Ontario  
June 12, 2023

## Rural Ontario Municipal Association Statement of Financial Position

**December 31** **2022** **2021**

### Assets

#### Current

Cash	\$ 121,833	\$ 71,001
Investments (Note 3)	1,183,759	895,291
Accounts receivable	4,275	531
Prepaid expenses (Note 5)	76,026	13,670
Due from Association of Municipalities of Ontario (Note 4(a))	514	-
	<b>\$ 1,386,407</b>	<b>\$ 980,493</b>

### Liabilities and Net Assets

#### Current

Accounts payable and accrued liabilities	\$ 47,980	\$ 50,036
Government remittances payable	80,576	13,682
Due to Association of Municipalities of Ontario (Note 4 (a))	-	3,787
Deferred revenue (Note 5)	767,650	211,700
	<b>896,206</b>	<b>279,205</b>

#### Net assets

Internally restricted funds		
Teeny Tiny	23,500	23,500
Conference	300,000	300,000
ROMA Post Secondary Education Fund	50,750	41,250
Unrestricted	115,951	336,538
	<b>490,201</b>	<b>701,288</b>
	<b>\$ 1,386,407</b>	<b>\$ 980,493</b>

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

The accompanying notes are an integral part of these financial statements.

## Rural Ontario Municipal Association Statement of Operations

For the year ended December 31	2022	2021
<b>Revenue</b>		
Conference fees	\$ 408,076	\$ 443,461
Interest income	17,633	3,925
	<b>425,709</b>	447,386
<b>Expenditures</b>		
Conference (Note 4 (b))	326,328	275,879
Administration (Note 4 (b))	167,304	154,107
Professional fees	59,871	8,800
Sponsorship	44,426	38,500
Office and general	33,409	11,676
Other	5,458	469
	<b>636,796</b>	489,431
<b>Deficiency of revenue over expenditures</b>	<b>\$ (211,087)</b>	<b>\$ (42,045)</b>

The accompanying notes are an integral part of these financial statements.

**Rural Ontario Municipal Association  
Statement of Changes in Net Assets**

**For the year ended December 31**

	<u>Internally Restricted Funds</u>				<b>Total 2022</b>	Total 2021
	<b>ROMA Post Secondary Education Fund</b>	<b>Teeny Tiny</b>	<b>Conference</b>	<b>Unrestricted</b>		
<b>Balance, beginning of year</b>	<b>\$ 41,250</b>	<b>\$ 23,500</b>	<b>\$ 300,000</b>	<b>\$ 336,538</b>	<b>\$ 701,288</b>	\$ 743,333
Deficiency of revenue over expenditures	-	-	-	(211,087)	(211,087)	(42,045)
Fund transfers	9,500	-	-	(9,500)	-	-
<b>Balance, end of year</b>	<b>\$ 50,750</b>	<b>\$ 23,500</b>	<b>\$ 300,000</b>	<b>\$ 115,951</b>	<b>\$ 490,201</b>	\$ 701,288

The accompanying notes are an integral part of these financial statements.

## Rural Ontario Municipal Association Statement of Cash Flows

For the year ended December 31	2022	2021
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Deficiency of revenue over expenditures	\$ (211,087)	\$ (42,045)
Changes in non-cash working capital balances		
Accounts receivable	(3,744)	284
Prepaid expenses	(62,356)	22,260
Accounts payable and accrued liabilities	(2,056)	(7,608)
Government remittances payable	66,894	(1,761)
Due to/from Association of Municipalities of Ontario	(4,301)	4,810
Deferred revenue	555,950	(33,200)
	339,300	(57,260)
<b>Investing activity</b>		
Redemption (purchase) of investments	(288,468)	20,990
<b>Increase (decrease) in cash during the year</b>	<b>50,832</b>	<b>(36,270)</b>
<b>Cash, beginning of year</b>	<b>71,001</b>	<b>107,271</b>
<b>Cash, end of year</b>	<b>\$ 121,833</b>	<b>\$ 71,001</b>

The accompanying notes are an integral part of these financial statements.

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# Rural Ontario Municipal Association

## Notes to Financial Statements

**December 31, 2022**

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### 1. Basis of Presentation

Rural Ontario Municipal Association ("ROMA") is the rural municipal voice of the Province of Ontario. ROMA is affiliated with the Association of Municipalities of Ontario ("AMO") and a number of its Board members serve on the AMO Board of Directors. ROMA brings the rural perspective to the policy work of AMO, focusing on matters which affect rural communities so that they are brought to the attention of the provincial and federal governments. Policy and research activities undertaken by ROMA are performed by the staff of AMO and from time to time, consultants.

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### 2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Accounting standards for not-for-profit organizations require entities to select policies appropriate for their circumstances from choices provided in the specific standards. The following are details of the choices selected by ROMA and applied in these financial statements.

#### Funds

The Teeny Tiny reserve was established by ROMA to provide financial support for the Teeny Tiny summit initiative, which is designed to help the smallest of communities make the most of their potential through an asset based approach.

The Conference reserve was established to maintain an annual ROMA conference self-insurance reserve.

The ROMA Post Secondary Education Fund was established to provide scholarships to rural Ontario students.

These funds are internally restricted by the Board of Directors. Funds are not available for general purposes and require the approval of the Board prior to use.

#### Use of Estimates

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

#### Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost less impairment. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs incurred on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

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## Rural Ontario Municipal Association Notes to Financial Statements

**December 31, 2022**

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### 2. Significant Accounting Policies (continued)

#### Revenue Recognition

Conference fees are recognized as revenue when the event occurs. Interest income is recognized as revenue in the period it is earned.

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### 3. Investments

	<u>2022</u>	<u>2021</u>
ONE Investment High Interest Savings Account (HISA) bearing interest at bank prime rate less 2.235% (2021 - bank prime rate less 1.735%)	<u>\$ 1,183,759</u>	<u>\$ 895,291</u>

Cash and short-term investment in HISA follows the ROMA cash management policy. Excess cash beyond short-term needs is invested in short-term investments (HISA), which is impacted by day-to-day cash needs and accumulated net assets, including longer term or multi-year restricted programs, such as self-insurance for ROMA conference and Teeny Tiny summit initiative.

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### 4. Related Party Balance and Transactions

- a) Amounts due to/from AMO are unsecured, due on demand and are non-interest bearing.
  - b) Included in administration expense is \$93,072 (2021 - \$84,999) of administration and occupancy costs charged by AMO. Included in conference expenses is \$35,000 (2021 - \$35,000) of administration and support costs charged by AMO. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by both parties.
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### 5. Annual Conference

The registration and sponsorship fees received in fiscal 2022 relating to the 2023 conference are reflected as deferred revenue. The deposits and advances paid by ROMA to its suppliers and vendors for the 2023 conference in fiscal 2022 are reflected as part of prepaid expenses.

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## Rural Ontario Municipal Association Notes to Financial Statements

**December 31, 2022**

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### 6. Financial Instruments Risks

#### Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of market changes in interest rates. ROMA is exposed to interest rate risk on its investments.

#### Liquidity risk

Liquidity risk is the risk that ROMA will encounter difficulty in meeting the obligations associated with its financial liabilities. ROMA is exposed to this risk mainly in respect of its accounts payable and accrued liabilities, government remittances payable, and amount due to AMO. ROMA reduces exposure to liquidity risk by ensuring that it maintains adequate cash reserves to pay creditors.

#### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. ROMA's main credit risks relate to its accounts receivable, investments and amount due from AMO. Based on creditworthiness of ROMA's counter parties, no allowance for doubtful accounts is required.

It is management's opinion that ROMA is not exposed to significant interest rate, credit or liquidity risk arising from its financial instruments.



Rural Ontario  
Municipal Association

## Rural Ontario Municipal Association (ROMA)

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