



Rural Municipality of Belfast (RMB)

Mayor: Garth Gillis; Chief Administrative Officer: Bob Brooks; *Incorporated 1972*

Special Council Meeting

2023/24 – 2026/27 STRATEGIC PLANNING SESSION MINUTES

Wednesday, June 7, 2023 at 6:00 PM

Upstairs Hall, Wood Islands Market

In Attendance:

Council:	Deputy Mayor Lynn Docherty (Chair)	Councillor Katherine Bryson
	Councillor Trisha Carter	Councillor Billy Gamble
	Councillor James Kinnee	
Regrets:	Mayor Garth Gillis	Councillor Charley McGivern
Administration:	CAO Bob Brooks	Admin - Ashley Feschuk
Public:	2 members of the public were present: (Representative Sherry Pelkey from BAWG and Robert MacDonald)	
Livestream:	143 Facebook views and growing at time of Minutes preparation	

Item Order of Business

In March 2023, Council Members confirmed that they wanted to create a New Strategic Plan for the municipality 'in-house' using RMB administrative resources; and that it would be based on: the Previous Strategic Plan, ideas brought forward since the new Council took office; and ideas brought up during the Strategic Planning Session itself. The Strategic Planning Session was facilitated by RMB's CAO Bob Brooks. It should also be noted that this session was open to the public and was livestreamed on Facebook @ [facebook.com/belfastpei](https://www.facebook.com/belfastpei).

1. **Call to Order** – The 2023/24 – 2026/27 Strategic Planning Session was called to order by Deputy Mayor Lynn Docherty at 6:10 PM.
2. **Declarations of Conflict of Interest** – **No** members declared a Conflict of Interest in this session to create a new Strategic Plan for the Municipality.
3. **Approval of Agenda** – The Special Council Meeting has a set Agenda, with no additions. This particular Special Council Meeting was called for Council to discuss and design a new Strategic Plan for the Municipality for the fiscal years 2023/24 through 2026/27 (a four-year plan).

Moved by **Councillor Carter** and seconded by **Councillor Gamble** to adopt the Special Council Meeting Agenda as presented.

Votes for: 3 Votes against: 1 Result: **Motion Carried**

4. **Public Presentations (if any)** – There were no requests for any public presentations.

Strategic Planning Session (Facilitated by RMB CAO - Bob Brooks) - Deputy Mayor Lynn Docherty presented CAO Bob Brooks, tasked with facilitating the Strategic Planning Session for RMB's next 4-year plan...

5. **Starting Draft of the 2023/24 – 2026/27 RMB Strategic Plan (@ May 26, 2023)** – The starting draft for RMB's next Strategic Plan was drawn up by the administrative team of RMB (*at the request of Council*). This starting draft was based on RMB's current Strategic Plan, and the ideas suggested by Council to-date. To give time and encourage public participation, this starting draft was announced in the Belfast Newsletter, announced in RMB's Facebook site, and placed on the RMB Website for public review and comment. This draft was also supplied to Council at least one week in advance for their preparation.

Context: The following Context Item discussed is Human Resource (HR) activity (in very general terms). Because HR activity is typically an In-Camera Item; this section was kept very general, so that Council could better understand the context of what HR Resources and structure that the RMB is currently working under. No HR financial discussion took place at this time. The annual CAO contract will be discussed in October 2023, and any other financial line items will be discussed during budget proceeding.

HR: RMB HR activities break down into four sections: (Administration/Website/Social Media/Events), (Financial), (Legislation/Bylaws/Policies), and (Lands/Development/Projects). Public Office Hours: 20 hours/week per the *Municipal Government Act* (MGA). For the current workload (as required by the MGA and per Council passage of the 2023/24 Budget and Financial Plan), HR resources are limited; that said, current HR positions are as follows:

- a) **One Chief Administrative Officer (CAO)**, contracted/paid to work only 85 hours per month, currently averaging 109 hours per month for 2023. Contracted on an annual basis from January 1st - December 31st. Four months worth of monthly time logs were sent to Council-Only, so Council might better understand the types of duties being performed by the CAO. These statistics for 2023 should be kept in mind for any additional desired tasks. 2024 hours and beyond for the CAO will be discussed during the 2024 CAO Contract Negotiations in October, per the New Strategic Plan.
- b) **One Part-Time Administration Person**, currently working 20 hours per week; during public office hours. Due to increased workload demands, the CAO budgeted for Administration to move to 25 hours per week as of September 1, 2023. In addition to assisting the CAO with ALL the required MGA administrative/legislative activities; this position spearheads all Social Media, Livestreaming, Website and Events duties.
- c) **One Part-Time Administration Person**, currently working as required (over 100 hours in 2022). This position is responsible for the coordination of the RMB Municipal Emergency Management Plan (MEMP). Similar hours are expected in 2023/24.
- d) **One Part-time Development Officer**, as approved in the 2023/24 Budget and Financial Plan, RMB will have a Part-Time Development Officer, that will help RMB through the final consultation and approval process of the new Official Community Plan and Development Bylaw (hours as required). This position is expected to start performing Development Officer duties, when RMB's Official Plan and Development Bylaw come into force, planned for April 1, 2024.

HR Summary – Important Reminder: Council has only one employee, per the MGA, which is the CAO. The CAO is responsible for all other RMB staff.

Components of the Strategic Plan (*discussed, confirmed and/or amended*):

Introduction: (*currently reads*)

In July 2019, the Rural Municipality of Belfast (RMB): its Council, Administration and Residents; with the help of MRSB Group, developed its first ever Strategic Plan for the municipality.

The *Vision and 2019-2022 Roadmap* was almost entirely focused on bringing the municipality into compliance with the new *Municipal Government Act* (MGA). This ACT standardized the types of legislation that municipalities from all across Prince Edward Island would be required to have within its own operation. The MGA also provided flexibility so that each municipality had the ability to customize each of the pieces of the MGA to the individual visions and practices of the municipalities.

Having achieved the goals from the first Strategic Plan, and with the election of a new Council for RMB; it is now time for the next Strategic Plan. *RMB is again hoping for some great participation from Council, Administration and the Public in designing RMB's future Vision (to be removed and replaced with)*: Thanks to the residents of RMB, Council Members, and Administration who all had a hand in this new RMB Strategic Plan for the fiscal years 2023/24 through 2026/27 (4 years).

Conclusion:

Council recommended going forward with the Introduction as written.

Background: (*currently reads*)

RMB acknowledges that Prince Edward Island (Epekwitk) (PEI) is unceded Mi'kmaq territory.

The RMB municipal area is located in the eastern region of PEI and was incorporated in 1972. As per the 2021 Canadian Census of Population, RMB has a population of 1,687 and encompasses a total land area of 230 square kilometers (the second largest municipality, by area in PEI). PEI is currently experiencing significant population growth; and while there are no specific population projections available for RMB; like the rest of the Island, the population is expected to continue to grow significantly (*with the completion of the Official Plan, specific RMB population projections may become available*).

RMB is located in southeastern Queens County and has historically been predominantly an agricultural and fishing area; however today, the municipality also hosts a number of distinct and prominent commercial sectors. The municipality is located approximately 30-minutes (driving) from the Province's capital, Charlottetown, and less than 20 minutes' drive to the Town of Three Rivers to the north-east.

RMB boasts a range of services and amenities, including recreational facilities, a school, general store/gas station, post office, and restaurants; and RMB is generally bordered by the Northumberland Straight to the south and west, Orwell Bay to the north-west, and unincorporated area inland; and also boasts some of the lowest tax rates for municipal areas in PEI.

Conclusion:

Council recommended going forward with the Background as written.

Vision: (*as amended*)

A vibrant, sustainable rural municipality for all residents and visitors that promotes community engagement, **diversity and inclusion**, social and economic development, and environmental stewardship.

Conclusion:

Council recommended going forward with a slight addition to the Vision as amended.

Mission: (*as amended*)

Provide transparency, **fiscal responsibility**, open communication and due diligence, supporting access to resources, information and services to the people of the municipality, while preserving and enhancing the quality of life.

Conclusion:

Council recommended going forward with a slight addition to the Mission as amended.

2023/24 Roadmap (Action Items):

Ongoing and Committed for 2023/24 (*currently reads*):

1. Code of Conduct Regulations (New)

During the recent May 17, 2023 Council Meeting, Councillor Bryson informed Council that there were New Code of Conduct Regulations, per the **Municipal Government Act** (MGA) effective April 1, 2023. The new Code of Conduct Regulations outline the minimum standards that municipalities are required to adhere to in their Code of Conduct Bylaw. MGA Section 82(6)(F) requires Council to put in place a code of conduct POLICY for employees, and provides some minimum requirements. It is not known when the new Regulations will be released to the municipalities; however, once released, RMB will have six months to update our Bylaw.

2. Code of Conduct Bylaw (To Be Amended)

During the recent May 17, 2023 Council Meeting, Councillor Bryson also informed Council that the Province is looking at a revised/amended Bylaw as well. As above, it is not known when the new Bylaw will be released to the municipalities; however, once released, RMB will have six months to update our Bylaw.

3. Code of Conduct Training (New)

Council was also informed that coming in the Summer of 2023, mandatory online code of conduct training will be required of all municipal staff, mayors and councillors (six-month window). Those not completing the training within six-months, will not be allowed to remain in their role until the training is completed. It was also reminded that anyone breaking the code of conduct regulations is subject to a \$500 fine per offence.

Suggested Options:

- a. As this is an MGA requirement, the only option is to add the Code of Conduct items to the RMB 2023/24 workload/action item list. There will be significant RMB Administration Human Resource activity required (**unbudgeted**), as well as significant Council activity required.

Conclusion:

Council recommended going forward with the three Code of Conduct requirements.

4. **2023/24 Community Grants Program**
5. **2023/24 – 2026/27 Strategic Plan (4-Year Plan)**
6. **Official Plan and Development Bylaw – Completion**
 - a. Review of previous comments with Development Officer;
 - b. Further public consultation;
 - c. Preparation and public review of new draft; and
 - d. Passage of Official Plan and Development Bylaw with a plan to Come-Into-Force by **April 1, 2024**.

Conclusion:

Council also recommended going forward with the three remaining Roadmap items for 2023/24 (6 items in total).

7. Designation/Decision on use of Reserve Funds (\$65,000 at April 1, 2023)

- a. **Reserve Fund for future Office Expansion...**
 - i. Due to the current HR workload activity in the RMB office (3 desk spaces), as well as the planned requirement for a future Development Officer' and additional requirements as Council deems necessary; it is conceivable that RMB will need to expand at some time in the future.

Suggested Options:

- ii. There are four options/ways to prepare/complete this next evolutionary phase of RMB's growth:
 1. Start a Reserve Account that specifically puts away funds annually to save for the expansion;
 2. Raise taxes at the time the funds are required;
 3. Borrow the necessary funds at the time of requirement; or
 4. Refuse to expand if required.

Conclusion for (a.):

Council recommended to create an "**Office Expansion Reserve**", utilizing \$25,000 from the current reserve funds. Council will consider growing that fund during future annual Budget deliberations.

- b. **Reserve Fund for Warming Centre #1 (per Council Direction in 2023/24 Budget)**
 - i. An additional \$5,000 was set aside in the 2023/24 Budget under the Municipal Emergency Management Plan to be used in an emergency for a Warming Centre (if required) for this fiscal year.
 - ii. Any unspent funds for the 2023/24 fiscal year will then be placed into a Emergency Reserve for future local emergencies.

Suggested Options:

- iii. There are three conceivable options moving forward:
 1. Set aside \$5,000 each fiscal year until Council feels there are sufficient funds in that emergency reserve;
 2. Set aside a different amount each fiscal year **\$5000** until Council feels there are sufficient funds in that emergency reserve;
 3. Cap the amount for the reserve at \$5,000; or?

Conclusion for (b.):

Council recommended utilizing \$5,000 from the current reserve funds to add to the already created "**Emergency Reserve**". Council will consider growing that fund during future annual Budget deliberations by an additional \$5,000 per year until Council feels it should be capped.

- c. **Reserve Fund for 2nd Warming Centre Generator at Wood Islands through WIADC**
 - i. During previous Council discussions, it was recognised that because the RMB area is so large, it would be prudent to have a second Warming Centre option at our disposal; depending on where the emergency takes place.
 - ii. PEI Emergency Measures will only help with costs of one Warming Centre operating during an emergency, but it does not matter which one is operating.
 - iii. WIADC is currently looking into the requirements and the costs of an automatic generator system that would power a Warming Centre for the area (*tbd*).

Suggested Options:

- iv. There are three conceivable options moving forward:
 - 1. Set aside \$5,000 each fiscal year until the finances are realized for the Warming Centre #2 generator (with installation);
 - 2. Set aside a different amount each fiscal year until the finances are realized for the Warming Centre #2 generator (with installation); or
 - 3. Do not set aside funds for a second Warming Centre generator.

Conclusion for (c.):

Council recommended utilizing \$5,000 from the current reserve funds to create a “**2nd Warming Centre Generator Reserve**”. RMB will work with WIADC to assess the required capacity and costs. Council will consider further requirements during future annual Budget deliberations.

Total suggested current reserve funds utilized was \$35,000; leaving \$30,000 remaining. Council is recommending that the use of the remaining current reserve funds should be determined during the regular annual Budget deliberations.

- 8. **Events for 2023/24 (*events RMB currently either controls or participates in*)**
 - a. Kilted Pace (September)
 - b. Halloween (October)
 - c. Remembrance Day (November)
 - d. Christmas Tree Lighting (Late November)
 - e. Islander Day (March)

Conclusion:

Considering how busy RMB is for the 2023/24 fiscal year; Council recommended not adding any more events to the calendar for this year.

- 9. **Website Improvements (*current and ongoing*)**

- a. Events Calendar – ongoing public engagement and updating
- b. Photo Gallery – ongoing public engagement and updating
- c. Regular Website Monitoring and Improvements as required – ongoing
- d. Regular Website feeding of information to provider – ongoing

Conclusion:

Council is recommending no additional tasks (other than those already listed above) regarding Website Improvements for this fiscal year.

10. Facebook Livestream Improvements (*current and ongoing*)

- a. Sound Quality – looking at improved sound to be combined with budgeted PA System
- b. Video Quality – ongoing monitoring for possible improvements

Conclusion:

Council agrees with the tasks listed for Facebook Livestream Improvements. Council also suggested that a yearly upgrade budget of \$1,000 be considered at the next Budget Meeting. RMB should look at owning its own livestream camera, rather than using the personal property of Administration's Ashley Feschuk. RMB will look into that.

11. Social Media Growth and Exposure

Conclusion:

Council is recommending no additional Social Media Outlets at this time – monitoring only.

12. Advocacy

- a. RMB currently advocates for business, residents, and organizations through letters of support, letters of concern, or simply offering a forum through our Council meetings to bring up issues – with follow-up (*ongoing*)

Conclusion:

Council is recommending to continue with the current practices of Advocacy for RMB.

13. Possible Consultation on New Canada Community Building Fund (CCBD) for next Four-Year Cycle (*New*)

The current CCBD funding cycle (formerly known as the Gas Tax Fund) for 2019 through 2024 is winding up. While we have yet to hear any official announcements, it is conceivable that the Canada/PEI Infrastructure Secretariat will ask RMB to start the Proposal Call for future projects (2024 through 2029). RMB will need to prepare documents and start promotions and advertising for project proponents. RMB will likely hear about the next CCBF iteration in December 2023. (*unbudgeted*)

Conclusion:

RMB will continue to work with the Canada/PEI Infrastructure Secretariat and let Council know if there is a Proposal Call to start in the 2023/24 fiscal year.

14. *NEW* Initiatives for 2023/24:

- a. Due to the large number of Ongoing and Already Committed initiatives for 2023/24; the finalized Budget and Financial Plan for 2023/24; and the limited Human Resource Capacity that RMB has at present - Administration is suggesting that any other new or additional initiatives be planned for 2024/25 and beyond.
- b. Financial and Human Resource needs can be addressed during the next Budget Cycle in February and March 2024 for the 2024/2025 Budget and Financial Plan.

Conclusion:

Council agreed with the suggestion of no additional new initiatives for the 2023/24 fiscal year.

2024/25 Action Items:

Ongoing and Committed for 2024/25 (*currently reads*):

1. **2024/25 Community Grants Program**
2. **Official Plan and Development Bylaw – Launch**
 - a. Introduction of RMB Development Officer;
 - b. Public Education of Development Bylaw Requirements and Forms; and
 - c. Website and System Changes for Development Bylaw introduction and utilization.
3. **Municipal Emergency Plan Update** – with Memorandum of Understanding (MOU) for Belfast Rec Centre (RMB Warming Centre #1)

Conclusion:

Council agreed with the suggestion for an MOU with the Belfast Rec Centre for the operation of a Warming Centre, but would also like to see it happen as soon as possible, to help be better prepared for any unforeseen emergency. RMB will work toward that goal.

4. **Events for 2024/25** (*events RMB currently either controls or participates in*)

- a. Kilted Pace (September)
- b. Halloween (October)
- c. Remembrance Day (November)
- d. Christmas Tree Lighting (Late November)
- e. Islander Day (March)
- f. Meet and Greet (**New**)?

During the April 19th Council Meeting, Council committed to discuss a possible new event for RMB during the Strategic Planning Session. Creating a NEW Meet and Greet event.

Conclusion:

After discussing a number of options, Council agreed that RMB residents might be better served if Council and Administration participated in the already established Belfast Days (already known as a Meet-and-Great event); which takes place every June in the Selkirk Park area. RMB already provides financial support through the Community Grants Program; however, RMB will also work with the Belfast Days organizers to see how RMB can participate in the event.

5. **Continued Website Improvements**

Conclusion:

Council agreed that Website Improvements happen on an ongoing basis, and that Council consider adding \$500 to the Budget each year for those continued improvements.

6. **Continued Facebook Livestream Improvements**

Conclusion:

Council agreed that Facebook Livestream Improvements happen on an ongoing basis and that Council consider an additional budget allocation each year.

7. Continued Social Media Growth and Exposure - Monitoring

Conclusion:

Council is recommending no additional Social Media Outlets at this time – monitoring only.

8. Continued Advocacy

Conclusion:

Council is recommending to continue with the current practices of Advocacy for RMB.

Possible Other NEW Initiatives for 2024/25:

9. Animal Control Bylaw/Action (**New**)?

During the recent May 17, 2023 Council Meeting, the issue of Animal Control was raised and Council committed to discuss the matter during the Strategic Planning Session. During the meeting the CAO reiterated his personal knowledge of how Animal Control processes for 'incidents/bites/dangerous actions' currently works on the Island.

Suggested Options:

- a. Should Council wish to take on this issue in the form of a Bylaw; an approximate 2-year public consultation and approval process period would be required, on top of a Public Referendum; as this would be a very contentious issue for the municipality. There would be a significant RMB Human Resource requirement as well as a significant budgetary requirement. There would also be a requirement for ongoing RMB contracting costs, should this proposed bylaw be accepted;
- b. Another option could be a public awareness campaign, talking about: keeping your dog on a leash, licensing, pick up after the animal, etc. This option would also have possible promotion budget implications (depending on scope);

Conclusion:

Council acknowledged that responsible pet owners are already adhering to Option B; however, recognizes that a Bylaw or Legislation would be a huge and costly undertaking with no guarantee that either would come to fruition. As RMB is not currently doing any initiatives for Animal Control; Council is recommending that RMB start with an Animal Control Public Awareness Campaign, utilising current RMB promotional vehicles. Council may also consider a budget allocation during the 2024/25 Budget deliberations for other promotional vehicles.

10. Dark Sky Reserve (**New**)?

During the April 19th Council Meeting, Council committed to discuss a possible new initiative (Policy/Bylaw/Public Promotion - Dark Sky Reserve). *"Would the community be interested in developing a dark sky reserve, if possible, or even just promoting actions to reduce light pollution? For example: Many people want lighting for security etc. however, if you use motion sensor lights, then they don't have to be on all of the time. Or, often covers can be added to a light fixture to direct the light downwards"*. (RMB resident - Maggie Morrison)

Conclusion:

Council acknowledged that there may be legal, liability and safety issues with a legislated solution; however, did like the idea of a Public Awareness Campaign, utilising current RMB promotional vehicles. Council also suggested working with the Belfast Area Watershed Group (BAWG) and that more research would need to be done with BAWG first, before any Promotional Program takes place.

11. Other (*New*)

Look into possible projects through the Federation of Canadian Municipalities (FCM Green Funds) – criteria, eligibility and suggestions

Conclusion:

Council is recommending that RMB consult with the FCM Green Funds administrators regarding: criteria, eligibility, types of projects covered, etc. Council asked that the results of the research and/or a Proposal, be brought forward for Council consideration.

2025/26 Action Items:

Ongoing and Committed for 2025/26 (*currently reads*):

1. **2025/26 Community Grants Program**
2. **Official Plan and Development Bylaw – Operations (*ongoing*)**
3. **Municipal Emergency Plan Update (*ongoing*)** – with possible MOU for Wood Islands and Area Development Corporation (WIADC) (RMB Warming Centre #2)

Conclusion:

Council is recommending the continuation of items 1, 2, and 3; and likes the idea of working with WIADC on a possible 2nd Warming Centre for the RMB area. If talks and the funding are successful; an MOU with WIADC would be required for the Warming Centre operation.

4. **Events for 2025/26 (*events RMB currently either controls or participates in*)**
 - a. Belfast Days (June)
 - b. Kilted Pace (September)
 - c. Halloween (October)
 - d. Remembrance Day (November)
 - e. Christmas Tree Lighting (Late November)
 - f. Islander Day (March)

Conclusion:

Council is recommending no additional events at this time.

5. **Continued Website Improvements (*ongoing*)**

Conclusion:

Council is recommending to continue ongoing Website Improvements.

6. **Continued Facebook Livestream Improvements (*ongoing*)**

Conclusion:

Council is recommending to continue ongoing Livestream Improvements.

7. **Continued Social Media Growth and Exposure – Monitoring (*ongoing*)**

Conclusion:

Council is recommending no additional Social Media Outlets at this time – monitoring only.

8. **Continued Advocacy (*ongoing*)**

Conclusion:

Council is recommending to continue with the current practices of Advocacy for RMB.

Possible NEW Initiatives for 2025/26:

9. Other (*New*)?

Conclusion:

Council is recommending no additional New Initiatives for this fiscal year.

2026/27 Action Items:

Ongoing and Committed for 2026/27 (*currently reads*):

1. 2026/27 Community Grants Program
2. Official Plan and Development Bylaw – Operations (*ongoing*)
3. Municipal Emergency Plan Update (*ongoing*)

Conclusion:

Council is recommending the continuation of items 1, 2, and 3.

4. Preparations and Implementation for Municipal General Election – November 2026
5. Preparations and Implementation to replace current CAO (*retirement*) – December 2026

Conclusion:

Council is in agreement with new items 4 and 5, and understand that both processes will take up significant Council and Administrative time in the 2026/27 fiscal year. Both processes will also require Council consideration during the 2026/27 Budget deliberations.

6. Events for 2026/27 (*events RMB currently either controls or participates in*)
 - a. Belfast Days (June)
 - b. Kilted Pace (September)
 - c. Halloween (October)
 - d. Remembrance Day (November)
 - e. Christmas Tree Lighting (Late November)
 - f. Islander Day (March)

Conclusion:

Council is recommending no additional events at this time.

7. Continued Website Improvements (*ongoing*)

Conclusion:

Council is recommending to continue ongoing Website Improvements.

8. Continued Facebook Livestream Improvements (*ongoing*)

Conclusion:

Council is recommending to continue ongoing Livestream Improvements.

9. Continued Social Media Growth and Exposure - Monitoring (*ongoing*)

Conclusion:

Council is recommending no additional Social Media Outlets at this time – monitoring only.

10. Continued Advocacy (*ongoing*)

Conclusion:

Council is recommending to continue with the current practices of Advocacy for RMB.

Possible NEW Initiatives for 2026/27:

11. Other (*New*)?

Conclusion:

Council is recommending no additional New Initiatives for this fiscal year.

Next Steps:

6. **Next Steps:**
 - a. **CAO** to compile a new Draft Strategic Plan, based on June 7th Strategic Plan discussions;
 - b. **Administration and CAO** to Draft Minutes from Strategic Plan Meeting;
 - c. **Administration** to Post 2nd Draft Strategic Plan and Draft Meeting Minutes for Council and Public Review and further comment;
 - d. **CAO** to bring 2nd Draft Strategic Plan and Draft Minutes to a Council Meeting; and
 - e. **Council** to deliberate on the 2nd Draft Strategic Plan and determine next steps – i.e. Accept; Amend; or send back for further consultation/deliberation.

7. **Adjournment** – As there was no further business...

Moved by **Councillor Carter** to adjourn the meeting at: **8:57 PM**

Deputy Mayor Lynn Docherty thanked the CAO and Administration on the work to bring this Strategic Planning Session forward, and thanked Council and the public for their participation toward this new vision for RMB.

Ashley/Bob