



Region X Municipal Clerk Connection

Region X Newsletter 2024 - 2025

April 2025

Welcome to the Region X Update! From the scenic mountain town of Banff to the bustling metropolis of Toronto, from the rugged shores of Newfoundland to the diverse coastal communities of British Columbia, our profession forms the administrative backbone of local governance throughout Canada. This newsletter aims to strengthen our collective voice, highlight innovative practices, and foster a supportive network among colleagues who understand the unique complexities of municipal administration in the Canadian context. We invite you to contribute your insights, questions, and success stories as we build this valuable resource together.

Banff



Banff's vibrant community of approximately 8,000 permanent residents is as diverse and dynamic as the landscape that surrounds it.

British Columbia



British Columbia, Canada's westernmost province, features spectacular Pacific coastlines, towering mountain ranges, and lush rainforests. Home to diverse Indigenous cultures.

Toronto



As Canada's largest city and the capital of Ontario, Toronto stands as a vibrant metropolis renowned for its cultural diversity, with over 180 languages spoken among its 2.9 million residents.

Newfoundland/Labrador



Newfoundland, Canada's easternmost province, features rugged coastlines, colorful fishing villages, and unique cultural traditions. Offers breathtaking landscapes and rich maritime heritage dating back centuries.



Board of Directors



PRESIDENT
Lisa Garcia, MMC
Florence, AZ
Lisa.Garcia@florenceaz.gov



PRESIDENT ELECT
Dawn Abrahamson, MMC
Vallejo, CA
Dawn.Abrahamson@cityofvallejo.net



VICE PRESIDENT
Lee Frazier, MMC
Birmingham, AL
Lee.Frazier@birminghamal.gov



IMMEDIATE PAST PRESIDENT
Mary Ann Hess, MMC
Laurel, MS
mhess@brandonms.org

DIRECTORS – 2025 Expiration

Kathleen Montejo, MMC – I
Lewiston, ME
KMontejo@lewistonmaine.gov

Travis O. Morris, MMC – II
County of Albemarle, VA
tmorris2@albemarle.org

Tory Frink, MMC – III
Alamance County, NC
Tory.Frink@alamancecountync.gov

Carrie Mugford, MMC – V
North Manchester, IN
cmugford@northmanchester.in.org

Angela Johnson, MMC – VIII - East
Meeteetse, WY
meeteetse@townofmeeteetse.org

Ida Fierro, MMC – VIII - West
Bernalillo, NM
iferro@tobnm.gov

Jamie Newman, MMC – IX
Wasilla, AK
jnewman@cityofwasilla.gov

Lana Antony, MMC -- X
Coaldale, Alberta, CA
lane.antony@coaldale.ca

DIRECTORS – 2026 Expiration

Awilda Hernandez, MMC – II
Bowie, MD
ahernandez@cityofbowie.org

Sherri Gard, MMC – IV
Fort Smith, AR
sgard@fortsmithar.gov

Elena Hilby, MMC – VI
Sun Prairie, WI
ehilby@cityofsunprairie.com

Stephen Huycke, MMC - X
Richmond Hill, CA
stephen.huycke@richmondhill.ca

Leesa Ross, MMC – VII
Frontenac, MO
lross@cityoffrontenac.org

Julie Barnett, MMC – VIII East
Evans, CO
jbarnett@evanscolorado.gov

Colleen Mulvey, MMC – VIII West
Cedar Hills, UT
cmulvey@cedarhillsutah.gov

Linda Larter MBE, BA (Hons) – XI
Sevenoaks, UK
townclerk@sevenoakstown.gov.uk

DIRECTORS – 2027 Expiration

Kerri Parker, MMC – I
Meredith, NH
kparker@meredithnh.org

Lori McWilliams, MMC – III
Tequesta, FL
lmcmwilliams@tequesta.org

Curtis Green, CMC – IV
Broken Arrow, OK
CuGreen@brokenarrowok.gov

Kathy J. Walker, MMC – V
Nicholasville, KY
kathy.walker@nicholasville.org

Trish Gleason, MMC – VI
Dubuque, IA
Tgleason@cityofdubuque.org

Margo Gray – VII
South Elgin, IL
mgray@southelgin.com

Marc A. Donohue, MMC – IX
Eastvale, CA
mtonohue@eastvaleca.gov

Arnout J.O. van Kooij, MMC - XI
IJsselstein, The Netherlands
ajo.van.kooij@ijsselstein.nl

The IIMC Mission Statement:

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide.

Regions X and XI Affiliate Associations

The Memorandum of Understanding between the respective Organizations focuses on developing partnerships for the mutual promotion and benefit of each Organization, sharing a common goal of promoting the professionalism of their members, extending an annual reciprocal invitation to attend their respective annual conferences, reciprocating receiving newsletters and publications, identifying and exploring programmatic partnership opportunities that are in keeping with the overall goals of each Organization.

AMCTO (Toronto) • LGMA (British Columbia) • AMCA (Alberta) • PMA (New Foundland/Labrador)



Table of Contents

| | |
|--|----|
| Meet Your Incoming Region X Director..... | 3 |
| President's Message | 4 |
| Hello to Our Region X Fellow Canadians | 5 |
| Past IIMC Region X Director Wins Quill Award | 8 |
| IIMC Education Department | 8 |
| with an Update for 2025 | |
| 56th Annual Professional Municipal Clerks Weeks..... | 9 |
| IIMC Foundation— Facts, Fiction & More Facts..... | 10 |
| Athenian Leadership Society– | 11 |
| What Is An Athenian Dialogue? | |
| IIMC Region X Provincial Membership | 11 |
| 2025 Study Abroad Program..... | 12 |
| and Symposium–England | |
| IIMC Foundation | 13 |
| The Power of Language: | 14 |
| Municipal Clerks Are Not “Just” Clerks | |
| 2025 Online Professional Development | 15 |
| Course Schedule | |
| 2025 Study Abroad Tour | 16 |

The Jewel Box - St. Louis, MO



The Jewel Box (also known as the St. Louis Floral Conservatory and the City of St. Louis Floral Display House) is a greenhouse located in Forest Park, St. Louis, Missouri. It now serves as a

public horticultural facility and is listed on the National Register of Historic Places (NRHP).

It was designed by architect William C. E. Becker and built in 1936 by the Robert Paulus Construction Company. It consists of five stepped, composition-covered wood roofs with clerestories, rather than a regular glass roof, in order to prevent damage from frequent hailstorms.

www.stlouis-mo.gov/government/departments/parks/parks/Jewel-Box.cfm/

Meet Your Incoming Region X Director

As we thank outgoing Region X Director, Lana Antony, MMC, Coaldale, Alberta, for all her work and efforts in representing Canada, we welcome incoming director from Ontario, Steph Palmateer.



Steph Palmateer

City Clerk
Timmins, Ontario, Canada
Region X

Steph Palmateer is the current Director of Community Services and City Clerk for the City of Timmins with 30years of experience

in Municipal Administration. He was born in Kirkland Lake and raised in the Englehart area, where he began public service as an Assistant Clerk in the Township of Evanturel. He served as the Clerk-Treasurer of the Townships of Hudson and Kerns, the Chief Administrative Officer for the Town of Cobalt for 15 years, before moving to Timmins in 2013 and into the office of City Clerk.

Throughout his career, Palmateer has been actively involved with the Association of Municipal Managers and Clerks and Treasurers of Ontario (AMCTO). He represented Zone 8 as the representative on the AMCTO board of directors before becoming Vice President and then President from 2016-2017.

Palmateer is the proud Grandpa to five granddaughters and, on the weekend, enjoys golf and spending time with his wife at home on Star Lake.





President's Message



Lisa Garcia, MMC

IIMC President, 2024-2025

Dear Region X Members:

I am honored to write the inaugural message for the first Region X newsletter in more than a decade. IIMC is an esteemed nonprofit organization dedicated entirely to your professional growth and excellence. At IIMC, we are not just an Organization; we are a vibrant community committed to lifelong learning and advancement through our esteemed educational programs.

IIMC empowers our members with innovative networking solutions, essential services, and invaluable benefits, reaching every corner of the world. As a proud 501(c)(6) Organization, we place our members at the heart of everything we do. Each one of you play a pivotal role in our collective journey. Your participation and involvement are crucial. You are not just members; you are the very essence of our Organization. The driving force behind our mission.

Together, let's continue to strive for excellence, foster our professional networks, and uplift each other in our respective journeys. Your involvement on committees, your involvement in programs, and your contributions to IIMC enrich us all. Thank you for your belief in me, and the belief that together we can make a difference for us all.

In 2023, the IIMC Board of Directors voted not to increase Region X (Canada) membership dues for the next six years through 2030. The current IIMC dues for Region X members are: \$185.00US, \$225.00US and \$285.00US for full members and \$125.00US for additional and associate members. All full members are now paying a flat rate of \$185.00US through 2030.

The fixed fees are a stopgap measure for Region X. It also allows IIMC to continue to look for new methods of increasing membership and delivering more value to your membership.

Other highlights:

- Our revamped certification process has yielded impressive results, with a notable increase in CMCs and MMCs awarded. Region X now operates on an hours system rather than points, streamlining the certification process.
- In the realm of online education, our 2025 webinars have had great participation, averaging more than 40 people per session.
- The 2024 Conference in Calgary was hugely successful with nearly 800 attendees, 95 from Alberta and an all-time record of 130 overall members from the Region. Thank you, Calgary.

I want to take a moment to share just how deeply the Canadian Clerks have touched my heart. Throughout my tenure as IIMC President, I will have had the incredible privilege of visiting Canada four times—each visit more meaningful than the last.

Being sworn in as President in Calgary was an unforgettable milestone — one filled with warmth, unity, and a profound sense of international connection. I also had the honor of attending the AMCTO Conference, where I was inspired by the dedication and professionalism of our colleagues. And the journey isn't over yet. This April, I'm excited to return to visit both the Professional Municipal Administrators in Newfoundland and the Alberta Municipal Clerks Association). I look forward to learning more, strengthening relationships, and continuing to build bridges that span not only borders but hearts.

Lastly, we appreciate the relationships we have with our four outstanding associations: AMCA; LGMA, AMCTO and PMA. Our reciprocal affiliations truly make IIMC an International Organization.

Thank you.

Lisa Garcia, MMC
IIMC President



Hello to Our Region X Fellow Canadians



By Stephen Huycke, CMC
Richmond Hill, Ontario, CA



I'm very excited to join with Lana in launching Region X's first newsletter. I hope that this and future newsletters will help demonstrate how IIMC can be an important part of your career as a municipal clerk, corporate officer, legislative officer, or whatever title you hold.

I am privileged to represent Canada on the IIMC Board. As an international association, it is very challenging to ensure that IIMC is representing the needs of its diverse global membership. If you have any suggestions on how IIMC can better meet your needs, please do not hesitate to reach out.

One of the best ways to get involved in IIMC is to attend the annual conference. I encourage you to "Meet Me In St. Louis" from May 18 to 21, 2025. Lana and I had the opportunity to visit St. Louis during the November Mid-year Board Meeting. There is lots to see and do. If you have never been to an IIMC conference, I encourage you to attend. It is an amazing way to build your network on a global scale.

On a personal note, I would like to sincerely thank Lana for all her hard work on the Board these last couple of years. Lana has made a positive impact on IIMC and Region X. While her term as Region X Director will come to an end in May, Lana's contribution on your behalf will long outlast her 3 years serving as Region X Director.

Old Court House and Gateway Arch - St. Louis Missouri



The Old Courthouse was the site of the first two trials of the pivotal Dred Scott case in 1847 and 1850. It was also where Virginia Minor's case for a woman's right to vote came to trial in

the 1870s. You may tour this historic structure, and visit the restored courtrooms to learn more about our 19th century judicial system.

<https://www.nps.gov/jeff/planyourvisit/och.htm>

By Lana Antony
Coaldale, AB



I hope this message finds you well. Hello to all, from B.C. to P.E.I.!

Stephen and I had the pleasure of visiting St. Louis in November for our Board Mid-Year meeting, and what a beautiful city it is! We're looking forward to seeing everyone at the conference in May. The hotel is right next to the iconic Gateway Arch, and Stephen and I had the chance to take the tram up to the top—what an incredible view! The ride is a bit slow, but completely safe and secure, and I hope many of you get the opportunity to experience it while you're there.

As I've been reviewing the May 2025 conference agenda, I'm excited to say there are some fantastic speakers lined up. If you haven't chosen your track yet, I highly recommend doing so soon—it promises to be an informative and inspiring event!

Lately, I've received numerous inquiries from Region X members about the process of obtaining the Certified Municipal Clerk (CMC) designation, and I wanted to share a bit of advice. It does take some effort to gather everything, but it's absolutely worth it in the end. I recommend creating a dedicated folder on your desktop where you can store all the training certificates related to your role. When I submitted my own application, I included emergency services training certificates that added extra credits—don't hesitate to ask and explore what can count toward your points! The education team works diligently to ensure that you receive all the points you're entitled to.

As my term on the Board comes to a close, I can't help but reflect on how quickly these three years have passed. It's been an incredibly rewarding experience, and I've learned so much. I encourage anyone who's considering a board position to take the leap—it's a valuable opportunity for personal and professional growth. While our legislation may differ from our international peers, we all face similar challenges, and that shared experience has been one of the highlights of my time as a Director.

One of my greatest joys as Director has been offering support to all of you. Even after my term ends, I'm more than happy to continue assisting however I can, so please don't hesitate to reach out.

Forever your biggest municipal cheerleader – Lana

Continued on page 6



Lana Antony... Continued from page 5



Kayaking in the Canadian Rockies.



Lana attending the Local Government Management Association (LGMA) of B.C. on behalf of President Garcia, October 2-4, 2024.



Lana and LGMA Executive Director, Candace Witkowsky



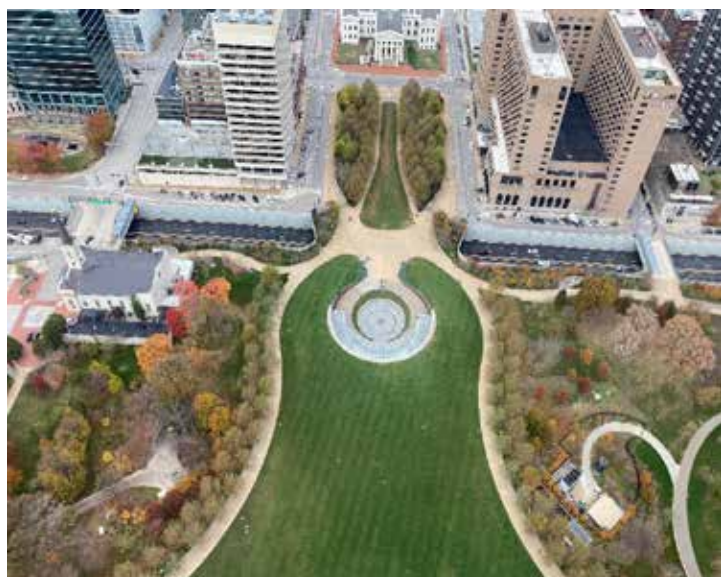
Lana at the top of the Arch on the observation deck. You can get out of the tram and look out the windows to the beautiful views.



Lana in front of the Arch. It is 630 feet tall!



This is the view from the top of the Arch. Our host hotel is on the right.



Continued on page 7



Lana Antony...Continued from page 6



Mountains in Southern Alberta. This is one hour west of where Lana lives on the prairies in Southern Alberta.



Train as it makes its way through the Rocky Mountains.



Typical landscape in Southern Alberta, where Lana lives.



Moraine Lake – it is a glacier fed lake in Alberta. This lake is near Banff if anyone was able to travel to this while attending the Calgary conference.

IIMC Education Department with an Update for 2025!

I am thrilled to share some exciting news with our Region X Clerks which will begin in 2025. We have heard your feedback and, as a result, are making a significant change to the IIMC designation and review process. We're transitioning from a points-based system to an hours-based system for CMC and MMC applications.

This new approach aligns better with the current transcripts and supporting documents we receive from our members.

Our goal is to create a more equitable and inclusive application process that reflects the diverse educational journeys of all our Clerks. We understand that each Clerk's path is unique, and we want our designation process to be as supportive and accessible as possible.

Although we have not officially launched the new designation application on our website, rest assured that as soon as we officially launch in 2025, we will provide it to your Region Directors. They will help promote it on the media platforms you all frequent for the latest information.

Also, if you are already in the middle of completing your designation requirements, don't worry. You will not need to start over. Simply send me an email, and we can schedule an appointment to help with the transition. Remember, this change is meant to make the process less stressful, not to cause more anxiety. You are not alone in this, and IIMC is here to support you every step of the way.

We're looking forward to seeing more CMC and MMC applications come through the portal for review. As always, if you have any questions or need guidance, please don't hesitate to reach out to me at jaimis@iimc.com. I'm your Education Warrior and advocate, and I'm here to help you achieve your educational goals.

Warm regards,
Dr. Jai
IIMC Education Department



Past IIMC Region X Director Wins Quill Award

Angila Bains is a former Region X Director and the seventh Canadian to receive the award.



Bains is the Manager, Legislative Services/ Municipal Clerk with the District of Saanich, British Columbia (BC), Canada. She has held the Corporate Officer position with many municipalities, including the District of Saanich, City of Delta, and the District of North Vancouver. She was also the Manager of Information Services with the Capital Regional District. Bains has dedicated the last 18 years in the profession of Municipal Clerk, modeling good governance with all elected officials while maintaining integrity and core values of parliamentary procedure. Prior to her leap to local government, Bains worked for the Province of British Columbia with the Ministry of Finance and Office of the Premier as an Information and Privacy Analyst. Bains is also involved in the Local Government Management Association (LGMA).



She holds an undergraduate degree from the University of Victoria, Faculty of Social Sciences with a major in Psychology and minors in Political Science and Philosophy. Bains has the designation of Certified Municipal Clerk through IIMC and is working toward her MMC designation. She has completed the Local Government Administration Certificate Program from Capilano University. She is also an alumni of the Municipal Administration Training Institute Programs offered by the LGMA.

Bains' Speech During 2024 Calgary Conference

I am honoured to be selected this year as the 2024 recipient. This award embodies accomplishment in developing professionalism and educational achievements. I was advised yesterday that I'm the 7th Canadian to receive this....lucky number 7 and fortunate enough to receive an international award in my home country of Canada.

A little about me. I am a fourth generation Canadian but descent of family from India as a Punjabi Sikh. Culturally I wasn't supposed to be here. Girls when growing up in my culture were taught to be good housekeepers and only to have futures of being a good wife and mother. Not a person who would have a career. I have been working at

the leadership level in municipalities for over 20 years. 20 years of enhancing my profession, learning, teaching and mentoring. I still don't feel it's enough. So I'll hang in there for a little while longer.

Early on in life I was challenging those cultural stereotypes. Living in a world of trying to be a part of two cultures. I think I was quite the handful for my parents when growing up due to the fact that I wanted to ensure higher education for myself and be able to do the simple things like play sports and extracurricular school activities. There was a point in time when my family finally recognized that I wasn't going to accept "No" for an answer. So they gave up and adapted to who I was and would be.

I'm here because of my upbringing. I want to thank my parents Dave and Arbind, who have joined me here today in Calgary flying in from Victoria, British Columbia. They pushed me forward in life and were always encouraging me to achieve in my pursuits of higher education, professional development and enhancement in my career. They have been role models with their own community service and faith. I took that to heart and feel for the last twenty years I have dedicated my life to community service in the municipalities that I have been fortunate enough to work for. Thank you to my parents for always being there for me and helping me strive for success.

To my husband Sonny and son Aidan who are also in attendance today. Without your love and support and encouragement to always push the envelope and knowing that all these endeavours take away from our home and family life. I want to recognize your sacrifice for not having me around when I'm in long and late night Council meetings or out of town teaching a course or advancing my own education or attending conferences. Thank you for letting me spread my wings and for picking me up whenever I have been in need.

Two years ago I lost my brother Bobby, unexpectedly, as he passed away. Traumatic experiences of losing a loved one is something I think we can all resonate with especially when it's a sibling that has been by your side since the beginning of time. It either makes you or breaks you. I want to give him a heavenly thank you. He challenged me my entire life. He was my competition. A good rivalry between brother and sister that I have to say I think I always won, but sometimes would let him win so he wouldn't feel so bad. Just a side note his favourite team was the

Continued on page 9



56th Annual Professional Municipal Clerks Week

May 4 - May 10, 2025

IIMC's 56th Annual Professional Municipal Clerks Week, May 4 – May 10, 2025, will feature a week-long series of activities aimed at increasing the public's awareness of Municipal Clerks and the vital services they provide for local government and the community.

Although it is one of the oldest positions in local government, few people realize the vital services Municipal and Deputy Clerks perform for their community. Primarily, they act as the cornerstone of their council. Do you know what your Municipal Clerk does for your Community? Here's just a few of the many duties your Municipal Clerk may do:

- Maintain the official council minutes, ordinance books and all records and documents;
- Serve as the information center and knowledge workers on the functions of elections, legislation, and records management for the local government and community;
- Continually strive to improve public administration by incorporating best practices in technology and business process management, while preserving for posterity the actions of the local governing bodies;
- Index all official actions of council and issue licenses and permits;
- Process contracts and agreements;
- Keep community history and vital records;
- Receive, distribute and file correspondence from citizens and other governmental agencies;
- Administer election, registration and voting. It takes months for Municipal Clerks to organize and prepare correctly this key element in the democratic process for the system to work;
- Act as a key liaison between local government and its citizens; and

- Handle significant financial responsibilities including preparation of tax rolls, special assessments and budgets.

One of local government's deep-rooted titles is the Municipal Clerk, and duties have expanded over the years. Today, modern technology assists with all of the increasing responsibilities. IIMC provides the tools to be sure all Municipal and Deputy Clerks can properly operate new computer applications, are current regarding the latest records management techniques and other relevant information and can return to the classroom to increase their knowledge of these issues, to learn new material and sharpen old skills - all in order to give the best service possible!

IIMC has sponsored Professional Municipal Clerks Week since 1969. In 1984 and 1994, Presidents Ronald Reagan and Bill Clinton, respectively, signed a Proclamation officially declaring Municipal Clerks Week the first full week of May and recognizing the essential role Municipal Clerks play in local government. During this week, Municipal Clerks throughout the world traditionally will host open houses and tours of the Municipal Clerk's office, visit local schools and participate in other various events.

Each year, the IIMC Public Relations and Marketing Committee creates a bevy of fun promotional materials to celebrate Annual Professional Municipal Clerks Week. In April, IIMC will roll out the promotional suite, which will include an introduction to a very special new member of the IIMC team.

All Professional Municipal Clerks Week materials are available on IIMC's website: <https://www.iimc.com156/Municipal-Clerks-Week>.

Happy Municipal Clerks Week! Don't forget to share your photos with IIMC!



Past IIMC Region X Director Wins Quill Award... Continued from page 8

Vancouver Canucks who are making a run for the Stanley Cup. So GO CANUCKS GO and boo to the Oilers. Hope you Albertans don't take that to heart!

I was the Region X Director on the IIMC Board for 3 years and it is during that time that I embodied the true meaning of education and professionalism. Meeting some great colleagues and ensuring that we

were meeting a mandate of support to our peers to pursue excellence. Excellence is what I see in the membership of our IIMC peers.

I am humbled to be here today and happy that I am receiving this prestigious award based on nominations of my peers, LGMA of BC, Region X of the IIMC and knowing that the IIMC recognized that I am deserving. Thank you.



IIMC Foundation -- Facts, Fiction & More Facts

By Chris Shalby - IIMC Executive Director

I have been involved with the IIMC Foundation since 1994 when it was called the Municipal Clerks Education Foundation (MCEF). I was “recruited” to help with their marketing efforts – for no compensation, whatsoever – but as part of my IIMC connection.

As with anything related to IIMC and its members, I immediately felt a connection to its mission, purpose and, especially, the good people volunteering their efforts to help raise money. I was happy to help and felt truly appreciated by their Board.

Over the years, my involvement has grown exponentially. I have been connected to the Foundation for quite some time. As IIMC’s Executive Director, I have a thorough understanding of the ins and outs of what makes the Foundation function, how IIMC can help and how to market it to members. Therefore, over the years, I’ve heard some incredible stories regarding its Board and how it funds Clerk Education. This article is my way of incorporating those stories into a Fact and Fiction article to help you better understand the Foundation and how it operates.

About the Foundation

The IIMC Foundation is a 501C3 (IRS tax status for fund-raising nonprofits) nonprofit which is comprised of volunteers who donate their time, effort and, yes, their own money to help raise funds to create scholarships, grants, etc. to help IIMC members continue on their education path. The Foundation began in 1984 when a few incredibly passionate IIMC Past Presidents came up with the idea to create a foundation to help raise monies to use toward Clerk education. The rest is history.

Fiction The Foundation Board gets a monthly/annual stipend for serving on the Board. Also, they travel by private planes to their Board meetings.

Fact The Board members do not receive any remuneration whatsoever. They don’t have private planes. As a matter of fact, their flights, hotel accommodations and meals come out of their own personal pockets. That’s right, as a Foundation Board member, you can lose money helping the Foundation raise money. It’s called being a TRUE volunteer – giving of your time without any compensation. But, if you want to get technical, one former Foundation President is a pilot.

Fiction You must be an IIMC Past President or hand-picked by a select group to serve on this Board.

Fact It just seems that way with some of the Past Presidents. Some Past Presidents have plenty of energy, passion and time to give to the Organization. So, why not volunteer for the Foundation Board? Also, unlike the IIMC Board, the Foundation via the IRS nonprofit laws, has the right to choose its own Board members, with policy parameters, since they’re tasked with one goal: RAISING MONEY. That’s it. Clerks can get involved at any stage of their career. They also have current and retired Clerks who sit on the Board as well as a few people from the business community. Besides, what select group entices potential “picks” by requiring them to pay for their own travel and to donate their own money?

Fiction The Foundation now has more than \$3 million in its coffers or corpus, they are always asking us for more money because they are stingy and do not want to part with any of the money they’ve raised.

Fact It’s true the Foundation has more than \$3 million in its coffers or corpus. However, it took them nearly 40 years to reach \$3 million, not exactly a fund-raising machine and not all IIMC members are eager to donate. As I have mentioned, fundraising isn’t easy. It takes a special person who is comfortable with legally asking another person for a donation. And, this Board is not comprised of professional fundraising sharks. They are not! They’re Clerks just like you who enjoy helping other Clerks reach their educational goals. Besides, if it took them 40 years to get to \$3 million, wouldn’t you be careful and mindful with you? Fact - So, how is the money used? The Foundation can only use the interest generated from its \$3 million. That’s it. And, they’re bound by a certain percentage that is allocated toward scholarships/grants. There is no other way around this. And, that’s how most foundations operate. Here’s a hint, the more money they raise, the more interest they gain, and the more

Continued on page 12



Athenian Leadership Society -- What Is An Athenian Dialogue?

Dialogues are conversations that go beyond the usual knowledge recall and application process familiar to all municipal clerks in training seminars. They are unique because they explore leadership principles and practice, drawing on the insights contained in a book that all participants have read.

Dialogues are conversations in which clerks share their experience and understanding as it relates to the ideas of the author and the relevance of those ideas to their public leadership role.

The premise of the Athenian Dialogue Society is the idea that clerks are leaders in very profound yet subtle ways. Leadership here is not the transactional vending machine citizens seem to believe about public management. The interest and involvement of the participants, as well as the author's specific focus and emphasis, require that the facilitator move with purpose using language of meaning, feeling, and power. Participants devote a full day (6 hours) to a Dialogue and come away intellectually enriched by this communication experience.

Clerk leadership is more transformational in nature. That is to say, the contribution of clerks to municipal leadership changes the perception of colleagues and citizens about the role and purpose of government.

Athenian Dialogues are an IIMC programs which may be offered by IIMC approved Institutes, State/National/ Provincial Clerk Associations. ALL Dialogues must go through a pre-approval process with the Education Department to be recognized by IIMC.

Athenian Leadership Policy

Looking to host an Athenian Dialogue? Be sure to review and follow the Athenian Leadership Policy which provides detailed information on hosting a Dialogue. New updates have been made to this policy for the allowance of Virtual Athenian Dialogues.

Hosting an Athenian Dialogue

All Athenian Dialogues must be pre-approved by the IIMC Education Department.

To begin the approval process and have your Dialogue recognized by IIMC, complete the Athenian Dialogue Approval Request Form. <https://tinyurl.com/3purws22>

IIMC Region X Provincial Membership

Alberta leads all members in Canada with 103. Region X overall membership numbers total 254.

REGION X (Canada)

| | |
|-----------------------------|------------|
| Alberta | 103 |
| British Columbia | 101 |
| Manitoba | 3 |
| New Brunswick..... | 4 |
| Newfoundland Labrador..... | 12 |
| Northwest Territories | 3 |
| Nova Scotia..... | 2 |
| Ontario | 24 |
| Saskatchewan..... | 2 |
| SUBTOTAL | 254 |

Certification and Master Municipal Clerk Academy Figures

IIMC's Certified Municipal Clerk program began in 1971.

As of March 2025, there is a total of 80 active CMCs in Region X.

As of March 2025, there is a total of 14 active MMCs in Region X.



they can dole out for scholarships. Key words here are: more member donations equal more interest generated which equals more dollars toward Clerk education. It's a simple formula, so let's not complicate it. Just Give, please!

Fiction No one is monitoring the Foundation's spending. Who are you kidding?

Fact Well, the IRS monitors foundations. So, are their auditors and investment managers, who do an excellent job of investing for them. Plus, the Foundation is extremely conservative in how it invests its dollars.

Fiction I still don't believe they'll get in trouble with the IRS if they circumvent their policies and give us more money. The Foundation seems untouchable.

Fact In 2020, the IRS shuttered 20,000 plus foundations/nonprofits for thinking like that. No foundation/nonprofit is untouchable.

Fiction There's nothing I can do to help the IIMC Foundation.

Fact Helping the IIMC Foundation is easy, send them money. It doesn't matter if it's a \$1, \$5 or \$100 or more. They'll take anything and every bit helps. How much do you spend on coffee and lunch each day? Take a break one day, make your own coffee and lunch and donate that money to them. Better yet, call 10 of your Clerk friends and ask them to donate. See how easy that is.

Lastly, you can send them money and tell them it's because of this article. That will help me from writing more of these and will save you valuable reading time in the future.

All fun aside, please give, regardless of the amount. And if you think asking people for money is easy, try it and let me know how that works.

Where Can I Go To Get Some Of This Money?

If you are working on your CMC or MMC, interested in an online scholarship or an IIMC Conference Grant, visit the IIMC Foundation website for scholarship applications.

The Foundation does its best to fund all requests for scholarships, but you need to apply, and you need to meet the criteria.

Is There Anything Else That I Can Do To Help?

Yes! Here is a challenge: There are currently four State Associations – California; New Mexico; Oregon; and Washington and Region IV - that have created Endowments for their respective states and Region. Why not approach your State Association or Region and create your own Endowment? That's a big help.

In conclusion, I hope this has helped shed light on the Foundation and its fundraising process. The bottom line, no pun intended, is to just give. You'll feel good about giving and helping your colleagues continue along their education path. If you have questions, and I don't see how after reading this, email me. I'll be happy to answer your questions.

Remember your donations are Tax Deductible!

2025 Study Abroad Program and Symposium- England September 2025

2025 IIMC Study Abroad Program
and Symposium - England
September 6 - 12, 2025



The 2025 IIMC Study Abroad Program and Symposium, in conjunction with the Association of Democratic Services Officers (ADSO) offer IIMC members an opportunity to explore iconic English towns – Windsor, Stratford-Upon-Avon, Chester and the City of Liverpool – hometown of the Beatles.

It is also an opportunity to network with IIMC's international members. The Symposium will feature renowned speakers and education. It is an excellent opportunity to bring together IIMC's Global Community to share experiences and knowledge.

The tour will begin in Windsor, continue to Stratford-Upon-Avon and conclude at the 2-day Symposium in Liverpool.

For more information, visit IIMC's website or contact Executive Director Chris Shalby at chriss@iimc.com.



The International Institute of Municipal Clerks (IIMC) Foundation was established in 1984 as a tax-exempt Foundation under Section 501 c (3) as a nonprofit organization to raise funds for its partner, the International Institute of Municipal Clerks (IIMC). All funds provided to IIMC by the Foundation are used to promote, train, and educate Municipal Clerks, making them proficient in the services they provide to the citizens of their community. The Foundation raises funds for scholarships for IIMC approved Institutes; educational materials and tools; educational seminars; and other educational programs.

President

Buster Brown, MMC
Omaha, NE

Shari Moore, MMC

St. Paul, MN

Stephen Wolf

Cincinnati, OH

Vice President

James Bonneville
Stillwater, MN

Eelco Groenenboom

Zuid-Beijerland,
The Netherlands

Kirk Franklin

Lubbock, TX

Secretary

Tracy Davis, MMC
Salem, OR

Anne Uecker, MMC

St. Francis, WI

Mary Ann Hess, MMC

Laurel, MS

Treasurer

Colleen Nicol, MMC
Riverside, CA

Sonja Tolber, MMC

Albany, GA

Lisa Garcia, MMC

Florence, AZ

Roxanne Schneider, MMC

Dysart, IA

Donny Barstow

Tallahassee, FL

Dawn Abrahamson, MMC

Vallejo, CA

Vincent Buttiglieri, MMC

Lakewood, NJ

Ray Bollhauer

Cincinnati, OH

Chris G. Shalby

IIMC Executive Director
Rancho Cucamonga, CA

Cristina LoVerde

Rochester, NY

Dale Barstow

Tallahassee, FL

Beatrice Rodriguez, Ed.D

IIMC Director Professional Development
Rancho Cucamonga, CA



The Power of Language: Municipal Clerks Are Not “Just” Clerks

By Dr. Jaimis “Jai” Ulrich
IIMC Associate Director of Professional Development

Language shapes our reality. The words we use influence how we perceive ourselves, how others see us, and how we engage with our work. For Municipal Clerks—the backbone of local government—one small word has an outsized impact: “just.”

How many times have you heard someone say, “Oh, I’m just a Clerk” or “They’re just the City Clerk”? This seemingly harmless word diminishes the vital, complex, and skilled work that Municipal Clerks perform every day. By removing “just” from our vocabulary, we reclaim the value of the profession and educate others about the critical role Municipal Clerks play in governance and community service.

Why “Just” Undermines the Role of Municipal Clerks

1. It Minimizes the Profession

Municipal Clerks are not simply record keepers. They are the trusted stewards of democracy, ensuring transparency, accuracy, and accessibility in government operations. They manage elections, oversee legislative processes, maintain public records, and serve as a bridge between residents and local leadership. Saying “just a Municipal Clerk” implies that these responsibilities are minor or routine—when in fact, they are essential to the functioning of government.

2. It Diminishes Expertise

The work of a Municipal Clerk requires extensive knowledge of laws, policies, technology, and governance. Many Clerks pursue certifications such as the Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC) designation to enhance their expertise. Would we call someone “just a lawyer” or “just a doctor”? Of course not. The same respect should be given to Municipal Clerks, whose specialized knowledge and training are vital to municipal operations.

3. It Affects Public Perception

If Municipal Clerks downplay their role, others will too. When the public hears government staff using language that devalues their work, it reinforces the misconception that the Clerk’s office is a minor administrative function

rather than a cornerstone of local democracy. Clear, confident language helps elevate the profession and educates the community on its importance.

Empowering Clerks Through Intentional Language

Reframe the Narrative

Instead of saying, “I’m just the City Clerk,” try:

“I am the City Clerk, responsible for ensuring transparent government and accessible records.”

“I support democracy by overseeing elections and public engagement.”

“I manage the official records that preserve our community’s history and legal integrity.”

Encourage Others to Drop “Just”

When you hear colleagues or community members use minimizing language, kindly correct it. A simple response such as “There’s no ‘just’ about it—Municipal Clerks keep government running” can make a lasting impression.

Advocate for Visibility

Many people don’t fully understand what a Municipal Clerk does. Take every opportunity to educate elected officials, municipal staff, and the public. Share success stories, highlight Clerk contributions during meetings, and engage with professional organizations like the International Institute of Municipal Clerks (IIMC) to raise awareness.

Municipal Clerks are not “just” Clerks—they are the guardians of public trust, the keepers of history, and the facilitators of democracy. By removing “just” from our language, we elevate the profession, assert our value, and help ensure that Municipal Clerks receive the respect and recognition they deserve.

So the next time you catch yourself or someone else saying “just a Clerk,” remember: words matter. Municipal Clerks matter. And the work you do is essential.



2025 ONLINE PROFESSIONAL DEVELOPMENT COURSE SCHEDULE

First Quarter

1.Wednesday, January 8, 2025 @9am PST

Digital Collaboration Tools

Dr. Jay Grosflam

2.Wednesday, January 29, 2025 @9am PST

Mastering Time Management

Sean Hicks, MBA,

3.Wednesday, February 5, 2025 @9am PST

Effective Communication Skills

R. Daley, MBA, MA

4.Wednesday, February 26, 2025 @9am PST

Rebuilding Trust

Preethi Fernando

5.Wednesday, March 5, 2025 @9am PST

Surviving Municipal Office Politics

George Hicks, MBA

6.Wednesday, March 19, 2025 @9am PST

What is the CASEL Framework?

Dr. Christian Quintero

Second Quarter

7.Wednesday, April 2, 2025 @9am PST

Remote Work – Best Practices

R. Daley, MBA, MA

8.Wednesday, April 16, 2025 @9am PST

Cybersecurity for Small Municipalities

Dr. Jay Grosflam

9.Wednesday, April 30, 2025 @9am PST

Riding the Digital Wave

Chris Astrella, MPA, B.S., WCPC

10.Wednesday, May 7, 2025 @9am PST

Strategic Decision-Making

Sean Hicks, MBA

11.Wednesday, June 4, 2025 @9am PST

Fundamentals of Diversity, Equity & Inclusion

Valdese West

12.Wednesday, June 11, 2025 @9am PST

Conflict Resolution & Mediation in Municipal Environment

George Hicks, MBA

13.Wednesday, June 25, 2025 @9am PST

Managing up!

Dr. Jane Long

Third Quarter

14.Wednesday, July 9, 2025 @9am PST

Innovative Problem Solving

Sean Hicks, MBA

15.Wednesday, August 6, 2025 @9am PST

Career Development and Growth

Rhonda Daley, MBA, MA

16.Wednesday, August 20, 2025 @9am PST

Intro to Municipal Records Management

Megan Gregor, MLS

17.Wednesday, September 10, 2025 @9am PST

Enhanced Communication Skills for Municipal Clerks

George Hicks, MBA

18.Wednesday, September 24, 2025 @9am PST

The Art of Resilience

Sean Hicks, MBA

Fourth Quarter

19.Wednesday, October 8, 2025 @9am PST

Digital Detox & Healthy Technology Use

R. Daley, MBA, MA

20.Wednesday, October 22, 2025 @9am PST

Digital Security for Municipalities

Chris Astrella, MPA, B.S., WCPC

21.Wednesday, November 5, 2025 @9am PST

Building Stronger Connections

Sean Hicks, MBA

22.Wednesday, December 3, 2025 @9am PST

Budgeting & Financial Mgmt for Municipal Clerks

George Hicks, MBA

23.Wednesday, December 17, 2025 @9am PST

Conflict Resolution TOPIC

Dr. Jane Long

2025 IIMC Study Abroad Program and Symposium - England

September 6 – 12, 2025



Windsor



Stratford-upon-Avon



Liverpool Skyline



2025 IIMC Study Abroad Program and Symposium - England

September 2025 - TENTATIVE SCHEDULE

CMC Education or MMC Education points with the completion of the required learning assessment will be provided in future updates.



Windsor



Stratford-upon-Avon



Chester



Liverpool

The 2025 IIMC Study Abroad Program and Symposium, in conjunction with the Association of Democratic Services Officers (ADSO) offer IIMC members an opportunity to explore iconic English towns – Windsor, Stratford-upon-Avon, Chester and the City of Liverpool – hometown of the Beatles. It is also an opportunity to network with IIMC's international members. The Symposium will feature renowned speakers and education. It is an excellent opportunity to bring together IIMC's Global Community to share experiences and knowledge.

The tour will begin in Windsor, continue to Stratford-upon-Avon and conclude at the 2-day Symposium in Liverpool.

NOTE*** Study Abroad Program and Symposium participants will need to make their own travel arrangements to London's Heathrow International Airport and return trip home. Study Abroad Participants' registration will include the 2025 Symposium.

Study/Symposium Program Five-Day Schedule

- **Saturday** Travel day - Participants will need to arrive at the Hotel in Windsor (20 minutes outside of London) by early afternoon on Saturday.
- **Sunday** Participants explore Windsor and London on their own before returning to Windsor late afternoon.
- **Monday** Participants depart by bus to Stratford-upon-Avon. Explore Stratford followed by a medieval banquet at Warwick Castle.
- **Tuesday** Participants will depart for Liverpool via Chester along the way.
- **Wednesday** Participants will explore Liverpool and environs. More details to follow.
- **Thursday** Symposium
- **Friday** Symposium
- **Saturday** Travel Day if you're returning home or on your own

The following are brief descriptions of each city. The daily schedule may change slightly.

Saturday and Sunday - Windsor

Windsor is a historic town and is widely known as the site of Windsor Castle, one of the official residences of the British Royal Family. The town is situated 21 miles from central London. Participants will meet here on Saturday evening for an informal introductory reception and dinner in the hotel. Some may want to consider attending Evensong in St. George's Chapel at Windsor Castle.

On Sunday explore Windsor/London on own. Meet as a group for dinner.



Windsor Castle

2025 IIMC Study Abroad Program and Symposium - England

Monday – Stratford-Upon-Avon

Stratford-Upon-Avon, a medieval market town in England's West Midlands, is the 16th-century birthplace of William Shakespeare. Possibly the most famous writer in the English language, Shakespeare is known for his sonnets and plays such as 'Romeo and Juliet' and 'Hamlet'. The Royal Shakespeare Company performs his plays in the Royal Shakespeare Theatre and adjacent Swan Theatre on the banks of the River Avon.

Dinner that evening will be a medieval banquet (tbc) at Warwick Castle. Warwick Castle is a medieval castle developed from a wooden fort, originally built by William the Conqueror during 1068



Tuesday - Chester 11:00 am to 4:00 pm and then Liverpool

Chester is a city in northwest England, founded as a Roman fortress in the 1st century A.D. It's known for its extensive Roman walls made of local red sandstone. In the old city, the Rows is a shopping district distinguished by 2-level covered arcades and Tudor-style half-timber buildings.

Participants will travel to Liverpool and check into hotel in Liverpool. Dinner will be in the hotel (tbc)

Wednesday – Liverpool

Liverpool is a maritime city in northwest England, where the River Mersey meets the Irish Sea. A key trade and migration port from the 18th to the early 20th centuries, it's also, famously, the hometown of The Beatles.



Thursday – Liverpool (Symposium)

The Symposium will begin today from 8 am to 5:30 pm. More details to follow.

Friday – Liverpool

The Symposium concludes today around 4 pm. Participants can stay at the hotel until they depart back home. Dinner on own.

Saturday – Travel Day

Participants must make their own flight arrangements home. There are several options from Liverpool: Manchester Airport is 36 miles; Birmingham Airport is 110 miles, Heathrow is approximately 110 miles.



IIMC 2025 Study Abroad Program and Symposium

Windsor • Stratford-upon-Avon • Liverpool

Deadline: TBD

Cost of Study Abroad and Symposium Program Package includes:

- 2 nights Hotel Accommodations in Windsor
- 1 night hotel accommodations in Stratford-upon-Avon
- 4 nights hotel accommodations in Liverpool
- Cost of Symposium Conference Registration and banquet at Warwick Castle
- 6 Breakfasts – Sunday to Friday
- 2 Lunches at Symposium
- 5 Dinners
- Deluxe transportation
- Admission fees - Program related
- Gratuities and all taxes.

Costs: \$3,000 US per person – single/double accommodations

A minimum of 30 people is required.



Shop Until You Drop...

For more information regarding the Study Abroad Program and Symposium, please refer to future E-briefings, *News Digests* and the IIMC Website at www.iimc.com



Windsor Royal Shopping

Opposite Windsor Castle, in the Grade II listed Victorian railway station, Windsor Royal Shopping is undoubtedly worth a visit. Not only is the structure itself stunningly unique, but the cultural hub is practically bursting with independent and well-loved shops and eateries.



Shopping in Chester

On Chester's unique Rows, past meets present - you'll find England's oldest shop front alongside some of the most exciting independent shops, restaurants, cafes and bars on the Chester scene.



Pedestrian Mall in Liverpool shopping area



Association of
Democratic Services
Officers

