

[Zoom Meeting Link](#)

Meeting ID:

Passcode:

Pages

1. Call to Order

2. Declaration of Pecuniary Interest

3 Minutes for Approval – January 19, 2025

Minutes have not yet been prepared

4. Delegations

No items

5. Briefing Notes

- | | | |
|-----|--|------|
| 5.1 | Briefing Note from Executive Director regarding Reform Gravel Mining Coalition resolution support request. | 3-14 |
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Moved by: Seconded by:

That no further action be taken with respect to Reform Gravel Mining Coalition (RGMC) request seeking support to call for a moratorium on new aggregate sites and for TAPMO to write a letter of support for the Province to approve new Official Plan policies in the Town of Caledon and to AMO to also write a letter to the Province.

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| 5.2 | Briefing Note from Executive Director regarding Sussex Group 2025 Work Plan. | 15-26 |
|-----|--|-------|

Moved by: Seconded by:

1. That the Executive Committee approve Sussex Strategy Group's 2025 workplan to begin work on Priority 1.
2. That the Executive Director work with Sussex Strategy Group to develop a revised second priority for Committee approval in May.

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|-----|---|----|
| 5.3 | Briefing Note from Executive Director regarding TAPMO Executive Committee Agendas | 27 |
|-----|---|----|

Moved by: Seconded by:

6. Correspondence

- | | |
|-----|----------|
| 6.1 | No items |
|-----|----------|

- 7. Closed Session – no items.**
- 8. Adjournment**

FROM: Don MacLeod, Executive Director
TO: Chair and Executive Committee
MEETING DATE: February 5, 2025
SUBJECT: Reform Gravel Mining Coalition Support Resolution Request

BACKGROUND

Members from Reform Gravel Mining Coalition (RGMC) presented at the January 19, 2025, Executive Committee Meeting seeking support to call for a moratorium on new aggregate sites and for TAPMO to write a letter of support for the Province to approve new Official Plan policies in the Town of Caledon and to AMO to also write a letter to the Province. In response to this request, the Committee requested staff to prepare a briefing note analyzing TAPMO's policies.

The Committee's Terms of Reference (attached) sets out the Purpose and Strategic Goals, but does not provide guidance regarding site specific or advocacy for individual municipalities. The ToR generally speaks to TAPMO providing advocacy, support, collaboration, best practices for its member municipalities.

COMMENTS

RGMC's presentation was very informative and raised several issues that are worth monitoring. With respect to supporting a moratorium on establishing new aggregate sites, 20 municipalities have passed resolutions requesting the moratorium. Supporting this resolution would appear to be a shift in the direction in the role TAPMO in its working relationship with Province. TAPMO, through Sussex Strategy Group and the Executive Director, is cultivating relationship at both the political and staff level. Should TAPMO take a firm position in supporting a moratorium on aggregate operations, some of the gains made over the past two years may be lost.

The second request in RGMC's presentation was to have TAPMO write letters to Province and AMO in support of the policies contained in OPA 1 passed by the Town of Caledon. The approach taken by Caledon is very sound. The OPA and zoning by-law are putting measures in place that provide an enhanced level of input from a local municipality and engaging local residents. These policies are not meant to curtail or ban new pits and quarries, but put measures in place that protect the natural and social environment. The zoning by-law has been appealed to the Ontario Land Tribunal and the Province has not yet approved the OPA. As noted above, the ToR is silent on the Committee taking a support position on a single municipality's policies. The decision to involve TAPMO in what is essentially a set of policies adopted by one municipality may, or may not be precedent setting. The Committee should proceed with caution on this request.

The policies are encompassing and due to Caledon's unique geographic position in the Greenbelt, Oak Ridges Moraine Conservation Plan Area and under the Niagara Escarpment Planning Plan Area are very unique and singular to Caledon. However, there are portions of the policies that could be applicable to other municipalities. Of specific interest regarding ancillary uses, a zoning by-law passed on October 7, 2024, by Town Council, limited ancillary uses to those existing at the time the by-law was passed (October 7, 2024) and if the use is not legally existing on that date, the use is permitted only if included as part of a licence approved under the ARA.

TAPMO could potentially have a role to play after the outcome of the OLT hearing is made. The advocacy role in providing information to our members either through sponsored workshops or at either ROMA or AMO would be within the Executive Committee's mandate. This approach would be in keeping with Section 3.5 under Strategic Goals, reads as follows:

- 3.2 *Sharing Best Practices – Members of TAPMO will research, assess and recommend, where appropriate, best practices for the benefit of the member municipalities as it pertains to aggregate production.*

RECOMMENDATION

No further action be taken with respect to Reform Gravel Mining Coalition (RGMC) request seeking support to call for a moratorium on new aggregate sites and for TAPMO to write a letter of support for the Province to approve new Official Plan policies in the Town of Caledon and to AMO to also write a letter to the Province.

Respectfully submitted,



Don MacLeod
Executive Director

TOP AGGREGATE PRODUCING MUNICIPALITIES OF ONTARIO (TAPMO)

TERMS OF REFERENCE (Revised June 2023)

ARTICLE I Definitions

- 1.1 **Aggregate Industry or Aggregates** shall encompass the broad spectrum of producers in the Stone, Sand and Gravel commodities.
- 1.2 **Associate Member Municipality** means a member of Council of any municipality in the Province of Ontario that is not a member municipality.
- 1.3 **Member** means the Mayor of a Member Municipality or a member of Council appointed by resolution of their Council.
- 1.4 **Member Municipality** shall mean a lower tier, upper tier and/or single tier municipality in Ontario that has paid its annual financial commitment to TAPMO and is deemed to be a member in good standing.
- 1.5 **TAPMO** shall mean the Top Aggregate Producing Municipalities of Ontario.

ARTICLE II Purpose

- 2.1 TAPMO is committed to working with the Ontario Government, municipalities and the Aggregate Industry to achieve a collaborative process in terms of the approval and/or expansion of licensed sites, and, in the continued safe, community respectful and environmentally sustainable operation of aggregate production.
- 2.2 TAPMO believes that local municipalities have a vital role to play in ensuring a sustainable aggregate industry for Ontario and, as a Provincial Association representing aggregate rich communities. TAPMO members seek to develop long-term best practices and constructive, sustainable solutions that will ultimately benefit all stakeholders.
- 2.3 Working with its partners, TAPMO will develop practical, long-term initiatives, solutions and actions to promote and protect the sustainability of aggregate production in Ontario while being mindful of the well-being of member municipalities.
- 2.4 Working with its partners, TAPMO will encourage and promote efforts to assess and quantify the cumulative social, environmental and health impacts of multiple sites within an aggregate producing area in the short, medium and long term periods. The promotion of activities shall include, but not limited to: quarrying below the water table, infrastructure maintenance and repair, dust and noise assessment, traffic, baseflow contributions to area watercourses and environmentally sensitive features, haul routes and progressive site rehabilitation practices.

Article III Strategic Goals

- 3.1 Monitoring & Participation – TAPMO will monitor Federal, Provincial and other regulatory agencies, boards and commissions as well as industry associations to determine, assess and respond to initiatives which may impact upon its Member Municipalities as it relates to the aggregate industry.
- 3.2 Advocacy – TAPMO will vigorously advocate for change to aggregate policies, legislative initiatives, programs or industry plans which impact upon the economic, social and /or cultural well-being of its member municipalities.
- 3.3 Communication – TAPMO will work to ensure timely and accurate communications with its membership, and where appropriate, the Council of its member municipalities.
- 3.4 Awareness – TAPMO will work to foster awareness of issues of concerns to its membership with Federal and Provincial decision-makers, leaders of industry associations, and others who may be operating in or have jurisdiction in TAPMO communities associated with the production of aggregates.
- 3.5 Sharing Best Practices – Members of TAPMO will research, assess and recommend, where appropriate, best practices for the benefit of the member municipalities as it pertains to aggregate production.

Article IV Membership

- 4.1 On an annual basis TAPMO shall establish an Operating Budget and by Resolution adopted by the member municipalities the annual levy to be paid to TAPMO will be established. A member municipality in good standing shall be current within that calendar year in terms of its annual payment to TAPMO.
- 4.2 Only a Member is eligible to vote on any Resolution or Motion introduced at a TAPMO meeting.
- 4.3 Only a member municipality can introduce an item for New & Other Business or the consideration of a resolution / motion at a meeting.

Article V Officers and Meetings

- 5.1 Elections for the Chair, Vice-Chair and the Executive Committee shall be held at an advertised meeting of TAPMO as a listed agenda item. Nominations for each of the positions shall be made at the advertised meeting and the candidates will be afforded an opportunity to make a brief statement before the vote is called.
- 5.2 The election of the Chair, Vice-Chair and the Executive Committee shall be administered by the Secretary-Treasurer of TAPMO.

- 5.3 Voting for the position of the Chair, Vice-Chair and the Executive Committee shall be completed by a ballot with each member municipality being afforded one vote. The majority vote through the ballot process shall determine the Chair, Vice-Chair and Executive Committee.
- 5.4 In the event of a tied ballot for one or more of the positions, the following run-off process shall be implemented:
- a) If there are three or more candidates vying for a position, only the top two candidates will advance forward. A repeat of a ballot election will immediately take place to determine the winner;
 - b) If there are two candidates tied vying for the position, the Secretary Treasurer will flip a coin with the winner declared as a result of the coin toss.
- 5.5 **Chair** – The Chair of TAPMO will be elected from among the Members. The term of Office shall be for a two year period to be identified at the time of the vote. The Chair shall be responsible to:
- a) convene over meetings of TAPMO, including Executive Committee meetings;
 - b) Act as the principal liaison with the Federal and Provincial Governments and the Ontario Stone, Sand & Gravel Association;
 - c) Provide direction and input in the development of TAPMO and Executive Committee Meeting Agenda(s);
 - d) Provide correspondence and updates to Member Municipalities on matters of interest to keep the membership current on trends, issues or matters associated with the aggregate industry;
 - e) Attend meetings with organizations and associations on behalf of the TAPMO Executive Committee, to further TAPMO priorities and report back to the Executive Committee on the outcome of these meetings (i.e. Recycled Aggregate Task Force)
 - f) Implement actions arising from TAPMO meetings that have been adopted by the member municipalities.
- 5.6 **Vice-Chair** – the Vice-Chair of TAPMO will be elected from among the Members. The term of Office shall be for a two-year period to be identified at the time of the vote. In the absence of the Chair, the Vice-Chair shall assume all responsibilities of the Chair.
- 5.7 The election of the Chair and Vice-Chair shall take place every two (2) years at the TAPMO Annual General Meeting or in the event of a Municipal Election and the Chair and Vice-Chair not being re-elected, at the earliest possible advertised meeting of TAPMO.
- 5.8 The Secretary Treasurer of TAPMO shall be the Chief Administrative Officer and/ or the Chief Financial Officer of the member municipality of the Chair. The Secretary Treasurer will be responsible for the administrative activities of TAPMO including setting and preparing meeting agendas, recording minutes, resolutions and decisions of TAPMO and implementing any direction approved by TAPMO.

5.9 Closed Meetings

While not bound by the Municipal Act, TAPMO shall follow the same applicable principles regarding closed meetings.

The Committee may, upon affirmative vote of the majority of its members present at a meeting, determine to hold any meeting or part of a meeting as a closed session in order to discuss sensitive personal issues or legal matters.

If the Committee elects to hold a closed session, all persons not entitled to vote (with the exception of municipal staff and all persons excepted by the members) shall vacate the premises (or disconnect from the electronic meeting) where the meeting is taking place.

Prior to the commencement of a closed session, a resolution shall be passed stating the general nature of the matter to be discussed and what section of the Municipal Act applies.

All matters pertaining to a closed meeting must first be discussed with municipal staff to ensure it is appropriately being dealt with in closed session.

If a matter requires a confidential report or memo, it must be included with the closed meeting agenda. Closed meeting agendas shall not be published.

Discussions and outcomes from a closed meeting shall not be discussed in public.

In accordance with sections 239(2) and 239(3) of the Municipal Act, a meeting or part of a meeting may be closed to the public of the subject matter being considered is:

- security of property
- personal matters about an identifiable individual (including municipal employees)
- acquisition or disposition of land by the municipality
- labour relations or employee negotiations
- litigation or potential litigation
- advice that is subject to solicitor-client privilege
- educating or training members
- authority under another act
- information explicitly supplied in confidence by Canada, a province or territory or a crown agency of any of them
- trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence, which, if disclosed could reasonably be expected to prejudice the competitive position or interfere with the contractual or other negotiations of a person, group, or organization
- trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value
- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board
- requests under MFIPPA
- an ongoing investigation by a Closed Meeting Investigator

5.10 **Voting and Rising from Closed Session**

Voting is not permitted on any matter in closed session except on a procedural matter, to receive information or to provide direction or instructions to municipal staff.

Action on the matter must be taken in open session in the form of a resolution.

A motion is required to move back into open session.

Only the item(s) listed in the motion to move into closed session shall be discussed and no other topics shall be added. The Chair is responsible to ensure no new topics are introduced in a closed meeting.

Article VI Executive Committee

- 6.1 The general affairs of TAPMO shall be managed by the Executive Committee. The roles and actions of the Executive Committee shall be in a manner consistent with these Terms of Reference and to the Resolutions as adopted by the Member Municipalities.
- 6.2 The Executive Committee must communicate with TAPMO members in regards to exercising the powers and actions of the organization.
- 6.3 All members of the Executive Committee shall be from Member Municipalities of TAPMO. Directors elected to the Executive Committee shall serve a two-year term.
- 6.4 The Executive Committee shall be comprised of a minimum of five (5) Directors but not more than seven (7) Directors and the Chair and Vice Chair.
- 6.5 The Directors of the Executive Committee shall be elected by the Member Municipalities at an advertised TAPMO Meeting as follows:
 - a) There will be one (1) Director elected representing the Districts comprised of Eastern, Central, Northern, Southwest, and, Greater Toronto Hamilton Area / Niagara. The Director must be from a Member Municipality in the identified District and more accurately defined as per Attachment No. 1 to these Terms of Reference;
 - b) Two Directors elected at-large
- 6.6 Should a position on the Executive Committee become vacant, the remaining members of the Executive Committee shall appoint a person to fill the vacancy and that person shall hold office for the balance of the term. This individual shall be eligible for re-election when the term is over.

- 6.7 The office of an Executive Committee member shall become vacant if a member:
- a) Resigns
 - b) Becomes unfit and/or is incapable of acting as such
 - c) Ceases to be a member municipality of TAPMO
 - d) Is removed by the Executive Committee by a resolution adopted by a minimum of two-thirds (2/3) of its members
 - e) Misses 3 consecutive meetings without a resolution from the Executive Committee granting an extension
- 6.8 Meetings of the Executive Committee shall be convened by the Chair on not less than ten (10) days notice to members of the Committee
- 6.7 Quorum for meetings of the Executive Committee shall be a majority of the members of the Committee.
- 6.8 Whenever possible, meetings of the Executive Committee shall be by conference call or by videoconference. The Executive Committee shall meet a minimum of three times a calendar year.
- 6.9 The Secretary-Treasurer shall be responsible to provide administrative support and coordination to the Executive Committee.

Article VII Annual Meetings

- 7.1 Whenever possible, the Meetings of TAPMO shall be held in conjunction with the Annual General Meeting of the Association of Municipalities of Ontario (AMO) and the Rural Ontario Municipalities Association (ROMA).
- 7.2 The Annual General Meeting of TAPMO shall be coincident with the AMO Meeting with the exception of the year of Municipal Elections. On the year immediately following the convening of the Municipal Elections, the Annual General Meeting will be held at the ROMA Conference.
- 7.3 TAPMO Meetings shall be convened by the Chair on not less than twenty-one (21) days' notice to all Member Municipalities. The notice shall state the date, time and place of the meeting and, in broad terms, the business to be transacted at the meeting through a published Agenda
- 7.4 The business of an Annual General Meeting shall include:
- The presentation and adoption of the Annual Report of the Chair.
 - The consideration of the Annual Financial Statement for the preceding calendar year.
 - The election of members to serve on the Executive Committee for the following year (if applicable).
 - Other matters as may be considered appropriate.

7.5 All voting at the TAPMO Meetings shall be by show of hands except for the election of members of the Executive Committee, Chair and Vice-Chair which shall be by ballot.

7.6 Electronic and Hybrid Meetings

In accordance with, however not bound by the Municipal Act, 2001, TAPMO shall follow the same guidelines, as applicable.

Electronic Participation means the participation in a meeting of a member who is not physically present in the room but through electronic means such as audio-only or audio-visual communication.

Hybrid Meeting means a meeting which is held both in-person and via electronic participation, where members may choose to attend via either method.

Members participating electronically shall count toward quorum.

Members participating electronically shall participate in a meeting that is open or closed.

If a Member loses connectivity during a meeting for more than two minutes, the Member will be deemed to have left the meeting.

Members attending electronically shall be entitled to vote as if they were attending the meeting in person.

All voting at TAPMO meetings (electronic, hybrid, in-person) shall be by show of hands, including the election of members of the Executive Committee, Chair and Vice-Chair. At the discretion of the TAPMO Secretary, election by ballot may be used for in-person only meetings. One vote per municipality.

When called to vote on a matter, members who are participating using **audio-only** communications shall verbally announce their vote by stating “in favour” or “opposed”.

When called to vote on a matter, members who are participating using **audio-visual** communications shall visually show their vote by raising their hand to show they are either “in favour” or “opposed”.

Recorded votes shall be treated in the same manner as for audio and audiovisual – a verbal vote when called upon.

Voting during an electronic and hybrid meeting shall be conducted by any means the Chair determines appropriate, in consultation with the Clerk, to accurately assess the will of the Executive Committee.

Procedures relating to electronic meetings may be amended at any time by majority vote, provided such amendments are consistent with the intent of this proposed amendment.

Members of the public who wish to provide a deputation at a TAPMO meeting may attend in person in the meeting room or through electronic participation.

Article VIII Financial Matters

- 8.1 Membership fees will be established in each calendar year at the Annual General Meeting.
- 8.2 The Chair and Vice-Chair shall be responsible for authorizing payment of expenditures incurred.
- 8.3 Any expense that is not associated with the hosting of a meeting shall be authorized by the TAPMO Executive on a project by project basis and funded as determined by the Member Municipalities of TAPMO.
- 8.4 The Chair shall be responsible for monitoring and reporting on the expenditures occurred.
- 8.5 Signing Authority – The Member Municipality of the Chair shall be responsible for establishing a bank account and shall have financial signing authority upon receiving the necessary approvals.
- 8.6 The TAPMO financial year shall be the calendar year.
- 8.7 The Secretary Treasurer shall prepare an Annual Financial Statement for each financial year. The Annual Financial Statement shall include a statement of income and expenditures.
- 8.8 No portion of the income of TAPMO shall be paid to any person / business, Member Municipality, any member of TAPMO or the Executive Committee except:
 - a) Reasonable compensation for services actually rendered to the organization
 - b) Reimbursement of actual costs or expenses reasonably incurred on behalf of the organization
 - c) Recovery of the direct overhead (not including wages) for the administration by the Municipality that co-ordinates TAPMO deliverables
- 8.9 The Executive Committee shall recommend to the member municipalities the required annual membership fees.

Article IX Amendment of the Terms of Reference

- 9.1 These Terms of Reference may be amended by a Resolution adopted by a minimum of 2/3 of the Members present at any TAPMO Meeting.
- 9.2 At least twenty-one (21) days' notice prior to the TAPMO Meeting stating the nature of the Resolution being proposed to amend the Terms of Reference must be given to all member municipalities.
- 9.3 The Terms of Reference should be reviewed by the Executive Committee every three (3) years to ensure that they continue to represent the key interests and objectives of TAPMO.

DIRECTORS – COMPOSITION OF THE DISTRICTS

Listed below are the municipalities (Counties, Regions or Districts) that make up the five regions from which one (1) Director shall represent.

Eastern District

Hastings	Frontenac
Renfrew	Lanark
Lennox and Addington	Leeds and Grenville
Prince Edward County	Ottawa
Stormont, Dundas and Glengarry	Prescott and Russel

Southwest District

Essex	Chatham-Kent
Lambton	Middlesex
Elgin	Norfolk
Haldimand	Brant
Oxford	Waterloo
Perth	Huron
Wellington	Bruce
Grey	

Greater Toronto Hamilton Area / Niagara District

Durham	York
Peel	Halton
Hamilton	Niagara

Central District

Dufferin	Simcoe
Kawartha Lakes	Northumberland
Peterborough	Haliburton
Muskoka	

Northern District

Nipissing	Parry Sound
Manitoulin	Timiskaming
Sudbury	Algoma
Cochrane	Thunder Bay
Rainy River	Kenora

FROM: Don MacLeod, Executive Director
TO: Chair and Executive Committee
MEETING DATE: February 7, 2025
SUBJECT: Sussex Strategy Group 2025 Workplan

BACKGROUND

The 2025 Budget approved by the Executive Committee included \$50,000 for Advocacy/Public relations/Website. The 2024 actual for this same line item was \$88,553 and in 2023 the actual was \$49,804.

Sussex has prepared the attached plan showing a proposed budget of \$6,000/month Retainer and an additional \$10,000 for Media Campaigns. The total proposed budget would be \$64,000.

1. Increase Government Funding for Inspections

Sussex and TAPMO will advocate for increased government funding to ensure regular inspections of aggregate sites, including:

- Developing and implementing annual inspection plans.
- Ensuring that non-compliance offences are publicly posted to promote transparency.

2. Full Municipal Approval for Aggregate Site Plans

Sussex and TAPMO will push for:

- Ensuring that aggregate site operators obtain full municipal approval for their site plans.
- Supporting rigorous inspection and enforcement, with provincial government backing, to prevent the introduction of other industrial activities on aggregate sites without proper oversight.

3. Address Aggregate Site Tax Classifications that Penalize Smaller Municipalities

We will work together to address issues with the current tax assessment and subsidy structure, particularly its impact on smaller municipalities:

- Advocating for a reassessment of the province's subsidies to ensure smaller municipalities, which bear the direct environmental and infrastructure costs of aggregate operations, are not penalized.

- Ensuring an equitable distribution of subsidies to better reflect the needs of communities impacted by aggregate extraction.

COMMENTS

The workplan was prepared prior to the election call, but did consider the likelihood of a winter/spring call. This is the reason the workplan indicates a mid-March start date.

With respect to the action items proposed, it is quite clear the Province is not likely to have any movement on adjustments to tax classes and/or assessments. This message was conveyed at TAPMO's delegation with the Ministry of Finance at ROMA. For this reason, it is suggested this item be deleted from Sussex's workplan.

The second bullet point under Priority 2 aligns with Priority 1 and should be shifted. Bullet point one has been identified in the Executive Director's workplan and can be worked on in conjunction with Sussex at the political and staff level. It may not warrant full involvement with Sussex and could be left for the third or fourth quarter of 2025 if progress is not made by the Executive Director.

A strategy for managing this budget would be for Sussex to begin work on Priority 1 as per budget and then reassess a second priority once the new government is in place. This would allow time to determine what priorities have been identified by the new government.

RECOMMENDATION

1. That the Executive Committee approve Sussex Strategy Group's 2025 workplan to begin work on Priority 1.
2. That the Executive Director work with Sussex Strategy Group to develop a revised second priority for Committee approval in May.

Respectfully submitted,



Don MacLeod
Executive Director

A PROPOSAL FOR GOVERNMENT RELATIONS AND DIGITAL AND CREATIVE CONSULTING SERVICES

TOP AGGREGATE PRODUCING MUNICIPALITIES OF ONTARIO

January 20, 2025

Sussex Toronto
155 University Ave. Suite 1900
Toronto, ON M5H 3B7

Sussex Ottawa
340 Albert St. Suite 1650
Ottawa, ON K1R 7Y6

January 20, 2025

Don MacLeod, Executive Director
Top Aggregate Producing Municipalities of Ontario
c/o County of Wellington
74 Woolwich Street
Guelph, ON. N1H 3T9

RE: Proposal for Strategic Advocacy Services

Dear Don,

Thank you for your interest in the professional consulting services provided by Sussex Strategy Group Inc. (Sussex). Sussex is excited about the prospect of working with you and your team to advance the interests of the Top Aggregate Producing Municipalities of Ontario (TAPMO) through a provincial direct advocacy and digital advocacy campaign.

As Canada's leading public affairs firm, and with our in-depth experience in natural resources, planning and municipal affairs, campaign development, and digital design, Sussex looks forward to bringing its experience and capabilities to bear for TAPMO.

The following represents our proposal for services based on our understanding of your objectives and our initial assessment of the work required to achieve them. We believe we have assembled the right mix of experience, expertise, and resources to meet your needs. This proposal is intended to share with you our vision to help you achieve yours.

Please contact me at your convenience should you have any questions or require any clarifications on our proposal. Thank you again for the opportunity and for your consideration.

Sincerely,

Fraser Lockerbie
Vice President, Digital & Creative Services

Mackenzie Taylor
Senior Associate, Ontario Government Relations

ABOUT SUSSEX STRATEGY GROUP

Sussex Strategy Group is Canada's premier advisory firm for businesses and organizations in tightly regulated markets facing complex challenges involving government, regulatory agencies, and the public. Sussex uses experience, skill, creativity, and in-depth research to enhance and protect our clients' interests, business success, and reputations. We are squarely focused on results.

Established in 1998, the firm remains Canadian-owned and independently operated.

Sussex has offices in Toronto and Ottawa, and a network of expert affiliates in major centres across the country. By combining experience, capabilities, unparalleled knowledge of government and public relations, Sussex provides leading domestic and international businesses and trade associations with the guidance and execution support they need to achieve success.

Our service offering includes government relations and public affairs support at all levels of government; monitoring and issues management, corporate communications, strategic planning and advice, and community relations; digital campaigns, grassroots mobilization strategies and crisis communications; trade facilitation and business-to-business advisory services; environmental permitting and approvals, and regulatory support.

OVERVIEW

Term Start	March 15, 2025
Anticipated Term Length	March 15, 2025 – December 23, 2025
Fee Arrangement	GR & Digital Services: \$6,000/month Retainer Additional Media Budget: \$10,000
Out of Scope Work	As Per Master Services Agreement
Termination	On written notice

TAPMO'S OBJECTIVES

Objective

Sussex understands that TAPMO wishes to secure positive outcomes for its membership by impacting targeted areas of public policy and raising its profile and reach in Ontario. Specifically, TAPMO wishes to:

1. Increase government funding for inspecting aggregate sites, including establishing and following annual inspection plans and posting non-compliance offences publicly.
2. Adjust aggregate site tax classifications that penalize smaller municipalities, especially as the province subsidizes quality of life for Ontario by offsetting cost of living expenses.
3. The provincial government work with municipal staff and MNR to ensure that aggregate operators are adhering to established site plans approved by municipalities.
 - a. This includes full municipal approval for aggregate site plans supported by proper inspection and enforcement with the support of the provincial government to ensure operators are not implementing other industrial uses on aggregate sites.

Background

The Top Aggregate Producing Municipalities of Ontario (TAPMO) is a coalition of aggregate host municipalities working with industry partners and provincial decision-makers to develop a sustainable plan for aggregate extraction in the province.

A lack of regulatory oversight for the aggregate industry due to a significant shortage of available government resources to enforce legislation penalizes smaller urban and rural municipalities. Substandard operations that currently make up Ontario's massive aggregate industry – the largest in Canada – and a lack of support from the Ministry of Natural Resources (MNR) to manage the sector has led to poor inspection rates and rampant non-compliance among aggregate operators across the province.

The consequences impact local business, infrastructure, health, and the environment across host municipalities. Sussex has historically worked with TAPMO to advocate for a collective effort to level the playing field and ensure transparency so that aggregate site operators comply with site plans and proper inspection and enforcement of sites is prioritized by the provincial government and looks to continue this push in 2025.

HOW SUSSEX CAN HELP

As public affairs professionals, Sussex is adept at navigating the complex nature of government engagement and advocacy to support our client's interests. We help to connect the dots between policy imperatives, digital advocacy strategies, and direct advocacy objectives through an integrated offering.

Based on our understanding of TAPMO's objectives, the following describes ways in which Sussex can help.

A. Direct Advocacy

Sussex and TAPMO will work together to advance government relations efforts on key issues impacting the aggregate industry and local municipalities. These efforts will focus on the following priorities:

1. Increase Government Funding for Inspections

Sussex and TAPMO will advocate for increased government funding to ensure regular inspections of aggregate sites, including:

- Developing and implementing annual inspection plans.
- Ensuring that non-compliance offences are publicly posted to promote transparency.

2. Full Municipal Approval for Aggregate Site Plans

Sussex and TAPMO will push for:

- Ensuring that aggregate site operators obtain full municipal approval for their site plans.
- Supporting rigorous inspection and enforcement, with provincial government backing, to prevent the introduction of other industrial activities on aggregate sites without proper oversight.

3. Address Aggregate Site Tax Classifications that Penalize Smaller Municipalities

We will work together to address issues with the current tax assessment and subsidy structure, particularly its impact on smaller municipalities:

- Advocating for a reassessment of the province's subsidies to ensure smaller municipalities, which bear the direct environmental and infrastructure costs of aggregate operations, are not penalized.
- Ensuring an equitable distribution of subsidies to better reflect the needs of communities impacted by aggregate extraction.

We will advocate for the identified issues with the relevant Ministries and leverage the 2025 Provincial election as an opportunity to push for TAPMO's policy priorities with a newly elected government returning to Queen's Park.

Digital Advocacy Campaign

Sussex's Digital & Creative practice has previously supported TAPMO through several initiatives, including building and maintaining its current website, evergreen Vox letter campaigns hosted on the TAPMO site for a variety of issues, and running targeted digital campaigns to raise TAPMO's profile and drive public support for priority issues including fairer taxation and an increased aggregate levy. Most recently, Sussex and TAPMO collaborated on the Aggregates and Our Communities campaign highlighting the Auditor General's findings on the lack of regulatory oversight and underfunding for inspections and enforcement for the aggregate industry. As part of this campaign, over 500 Ontarians sent more than 1500 letters to the provincial government supporting TAPMO's positions.

In 2025, digital advocacy can once again play a critical role in providing TAPMO members, partners and other stakeholders with the advocacy materials needed to drive engagement with their own communications list and online users through social platforms to drive further awareness and engagement with priority issues in their communities.

While the 2024 AG campaign took a softer approach to advocacy, a 2025 campaign can be smaller but more pointed in support of smaller urban and rural communities with the goal of continuing to bring TAPMO's asks into the spotlight following a likely Spring provincial election that will come with clear mandates for government ministries. By developing a refreshed, public-facing Local Aggregates, Local Costs micro-campaign hosted on TAPMO.ca around how the lack of regulation is impacting smaller communities across Ontario including community health, economies, and the environment, we can provide air cover for direct advocacy with government as the public expresses their support for a level playing field in the aggregate sector to their elected officials and key ministers.

To ensure we drive volume at the rates required, we would recommend launching a targeted digital media spend designed to both drive awareness of the issue among public stakeholders as well as drive them to email their elected officials. For this campaign, we recommend starting with a 3-month program to run in Fall 2025 following our GR push through the spring and summer, at a media cost of \$10,000. At that budget range, TAPMO can (conservatively) expect to generate 200,000 impressions, reach upwards of 65,000 Ontarians living in aggregate host communities, and drive 2,000 users through to the TAPMO website in those three months.

Sussex's Digital & Creative Team would provide the following:

1. Development of a refreshed public-facing advocacy & awareness program that showcase political support for TAPMO's advocacy asks and highlights the local impacts on smaller urban and rural municipalities as well as
 - a. Develop a refreshed, public-facing Local Aggregates, Local Costs micro-campaign hosted on TAPMO.ca around how the lack of regulation is impacting smaller communities across Ontario including community health, economies, and the environment, and encourage the public to email their representatives calling for a level playing field in the aggregate sector.
 - b. Leverage targeted digital advertising to drive awareness of the concerns in communities + encouraging the public to email their reps, creating an influx of advocacy that showcases a political imperative for government to act.
 - c. Positioning the organization as a leading voice on these issues with decisionmakers within communities following a likely Spring election.

To support the above program, Sussex would develop the required static digital media creative units to run across digital media platforms along with the full management and optimization of all digital media programs to

ensure the greatest return for every dollar you spend and make your media budget go the longest way. We leverage insights and real-time reporting on how users are responding to messaging, creative and funnels, as well as how different demographic and audience segments are responding to the campaign overall to optimize our programs, re-allocating budget, developing new iterative audiences, and refining creative on a daily and even hourly basis to ensure we improve results and performance over time. The result is a more efficient campaign, one that uses rapid response, advanced data, insights, and measurable KPIs to improve the efficiency and effectiveness of a program, ensuring TAPMO gets the greatest return for every dollar it spends.

TIMELINE

With a potential provincial election looming, Sussex understands that direct advocacy and digital campaign timing is key. While aggregates may not be a key policy point during the election, coming out of the election, we can ensure TAPMO is reaching key elected officials with new mandates at the Ministry of Natural Resources, Ministry of Finance, and Ministry of Municipal Affairs and Housing as well as raise its profile with constituents across following the election season with the following timelines:

1. Winter/Spring 2025
 - a. March – August 2025
 - i. Initial GR intel and push to inform strategy/positioning.
 - ii. Development & refinement of GR materials + stakeholder packages for sharing.
 - iii. Meetings with key officials to introduce TAPMO's issues and policy asks.
 - iv. Digital campaign strategy & message development.
 - v. TAPMO works on growing its membership.
 - b. September - November 2025
 - i. Development of campaign collateral (landing page & creative) & Launch of 3-month campaign designed to run through potential Election season.
 - ii. Campaign management, Optimization & Reporting throughout the campaign.
 - iii. Final reporting + debrief on campaign to assess effectiveness and steps forward.
 - iv. TAPMO works on growing its membership.
2. December 2025
 - i. Re-assess TAPMO's position following Spring push and provincial election to plan next steps for 2025.

OUR TEAM

One or more Sussex consultants will have primary responsibility for supervising all the work we undertake for you. A matter is normally assigned to one or two consultants at Sussex, who may request others to assist from time to time. The consultant with primary responsibility will also determine the appropriate additional staffing for each matter and whether it is appropriate to consult with other Sussex professionals in specialized areas of practice.

We have specifically selected the following team to support your mandate:

- Fraser Lockerbie, Vice President and Digital & Creative Practice Lead
- Mackenzie Taylor, Senior Associate, Ontario Government Relations
- Grace Lin, Associate, Ontario Government Relations
- Philip Rich, Associate, Digital & Creative
- Sam Hesami, Brand Strategist & Designer, Digital & Creative

BUDGET AND PRICING STRUCTURE

You will be billed a total \$70,000 CAD (exclusive of HST, expenses and disbursements) broken down as a 10-month retainer (\$6,000) and recommended media budget (\$10,000 total) for the digital campaign. The retainer will cover all services provided under this engagement described in Section C above, until completion. We will provide a summary of our work and activities each month upon request.

A 5% administrative fee will be disbursed each month to cover ordinary administrative expenses.

For any work requested beyond the scope of this engagement, you will be billed according to our schedule for professional fees (exclusive of HST, expenses and disbursements), as follows:

We will provide a summary of our work and activities each month upon request. An invoice will be issued at the end of each month.

We pride ourselves in the highest quality of our work and value of our services. Notwithstanding, you may terminate your engagement without penalty on written notice and will only be responsible for any fees or expenses incurred to point of termination.

CONFIDENTIALITY

Sussex will not disclose or misuse your confidential information, subject only to applicable law and our professional obligations, unless you provide us with instructions to disclose such information. These restrictions do not apply to any information that:

1. is independently developed by Sussex or lawfully received free of restriction from another source having the right to so furnish such information; or
2. after it has become available or known to the public; or
3. which at the time of disclosure to Sussex was known to Sussex free of any restriction on disclosure; or
4. which you agree may be disclosed.

We will not disclose to you information we hold in confidence for others (even where such confidential information would be relevant to our representation of you) or disclose to others information we hold in confidence for you (even where such confidential information may be relevant to our representation of those others).

INDEPENDENT CONTRACTOR

Sussex is an independent contractor and not an agent or employee of the Company and shall have no authority to incur any obligations or liabilities on behalf of the Company and shall not be deemed to be an agent of the Company. Sussex has the responsibility to manage and control Sussex's employees, representatives, sub-contractors and agents, and shall be solely responsible for determining the means, manner and methods in which services are performed. Sussex is not an employee of the Company, nor entitled to credit for hours worked or benefits under any the Company welfare benefit plan. The Company shall have no obligation to Sussex with respect to health insurance, life insurance or any other similar benefits or other insurance protection.

NOTICES

All notices, requests, demands other communications by the terms hereof required or permitted to be given by one party to the other shall be in writing to the applicable addressee as follows:

- | | | |
|-----|---------------|--|
| (a) | to Sussex at: | Sussex Strategy Group Inc.
155 University Avenue, Suite 1900
Toronto, ON M5H 3B7
Attn: Fraser Lockerbie, Digital & Creative Group Lead |
| (b) | to TAPMO at: | Top Aggregate Producing Municipalities of Ontario
c/o County of Wellington
74 Woolwich Street,
Guelph, ON. N1H 3T9
Attn: Don Macleod, Executive Director |

or at such other addresses, electronic or physical, as may be given by either of them to the other in writing from time to time.

GENERAL

Your obligations in respect of payment of fees and expenses, and termination as outlined within this engagement and these terms and conditions shall survive termination of this engagement.

Each provision of this engagement is severable and if any provision (in whole or in part) is or becomes invalid or unenforceable or contravenes any applicable regulations or laws, the remaining provisions and the remainder of the affected provision (if any) will not be affected.

This agreement may be executed in one or more counterparts, each of which shall be deemed an original but all of which shall constitute one and the same instrument. For purposes of this agreement, use of a facsimile, e-mail, or other electronic medium shall have the same force and effect as an original signature.

PRIVACY

During this engagement, you may provide to us (and we may collect) personal information that is subject to applicable privacy protection laws. On your behalf, we will collect, use or disclose that personal information for the sole purpose of providing our services to you.

GOVERNING LAW

Our engagement with you is governed by the laws of the province of Ontario and the federal laws of Canada. Any dispute between us will be dealt with exclusively in the courts of that province.

If you are satisfied that you wish us to retain us on the basis outlined above, please sign the enclosed duplicate copy of this letter and return it to us.

Yours truly,

Jamie Besner
Managing Partner
Sussex Strategy Group Inc.

We hereby acknowledge and agree to the terms of the agreement, as set forth above:

Top Aggregate Producing Municipalities of Ontario

Per: _____

Name: Don MacLeod

Title: Authorized Signing Officer

I have authority to bind the corporation.

FROM: Don MacLeod, Executive Director
TO: Chair and Executive Committee
MEETING DATE: February 7, 2025
SUBJECT: Committee Agendas

BACKGROUND

TAPMO's website will be updated over the next several weeks to add the 2025 meeting dates and recent minutes and agendas.

Informal discussions with various Committee member have highlighted a number of items surrounding Committee agendas, including:

1. Should agendas be publicly posted and along with Zoom link prior to meetings to allow members to follow?
2. Should Zoom video be posted after each meeting for members to view?
3. Should ROMA meeting be held in person?

COMMENTS

Direction from the Committee on the items above would be beneficial at this time to include in website updates and the spring newsletter.

RECOMMENDATION

For the Committee's discussion.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Don MacLeod', is placed above the printed name.

Don MacLeod
Executive Director