

TOP AGGREGATE PRODUCING MUNICIPALITIES OF ONTARIO (TAPMO)

TERMS OF REFERENCE (Revised January 18, 2026)

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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. **Chair** means the Chair of TAPMO
- 1.4. **Vice Chair** means the Vice Chair of TAPMO
- 1.5. **Electronic Participation** means 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.
- 1.6. **Executive Director** means the Executive Director of TAPMO
- 1.7. **Executive Committee Meeting** means a meeting limited to Executive Committee Members, with other Members permitted to attend as observers in the Gallery without participating.
- 1.8. **Executive Committee Member** means a member of the Executive Committee of TAPMO
- 1.9. **Hybrid Meeting** means a meeting which is held both in-person and via electronic participation, where members may choose to attend via either method.

- 1.10. **Member** means the Mayor of a Member Municipality or a member of Council appointed by resolution of their Council.
- 1.11. **Member Municipality** means 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.
- 1.12. **TAPMO** means the Top Aggregate Producing Municipalities of Ontario.
- 1.13. **TAPMO Membership Meeting** means a meeting of the Executive Committee Members that allows all other Members to attend as full participants, including voting privileges.

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 Executive Committee Roles

- 5.1. **Chair** –The Chair shall be responsible to:
 - 5.1.1. Convene over meetings of TAPMO, including Executive Committee meetings;
 - 5.1.2. Act as Executive Committee liaison with the Federal and Provincial Governments and the Ontario Stone, Sand & Gravel Association;
 - 5.1.3. Provide direction and input in the development of TAPMO and Executive Committee Meeting Agenda(s);
 - 5.1.4. 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;
 - 5.1.5. 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)
 - 5.1.6. Implement actions arising from TAPMO meetings that have been adopted by the member municipalities.

5.1.7. The Chair's municipality will be responsible for providing administrative support to the Executive Director including assisting with TAPMO Member Meetings at AMO and ROMA, and other administrative tasks as required.

5.2. **Vice-Chair** – In the absence of the Chair, the Vice-Chair shall assume all responsibilities of the Chair.

5.3. **Executive Committee** – 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.

The Executive Committee shall be responsible for:

5.3.1. 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.

5.3.2. The Executive Committee must communicate with TAPMO members in regards to exercising the powers and actions of the organization.

5.3.3. If an Executive Committee Member is unable to attend an Executive Committee or Membership Committee Meeting they shall send a designate in their place from their Municipality who will act in their place including voting on TAPMO matters. The designate must be an elected member of Council from the Executive Committee Member's Municipality.

5.4. **Executive Director** – The Executive Director will be responsible for:

5.4.1. Acting as the principal liaison with the Federal and Provincial Governments and the Ontario Stone, Sand & Gravel Association.

5.4.2. The administrative activities of TAPMO including setting and preparing reports, meeting agendas, recording minutes, resolutions and decisions of TAPMO.

5.4.3. Implementing any direction approved by TAPMO.

5.4.4. In the event of a vacancy of the Executive Director the Executive Director's duties may be assumed by the administrative support provided by the Chair's municipality at the direction of the Executive Committee.

5.5. **Subcommittees** – Subcommittees may be formed to complete specific tasks at the discretion of the Executive Committee. The Subcommittee will be responsible for:

5.5.1. Chair is ex officio on all subcommittees, as a non-voting member.

5.5.2. Lead tasks as assigned by the Executive Committee and approve initiatives in accordance with direction from the Executive Committee.

- 5.5.3. Report back to the Executive Committee on the outcomes of approved initiatives through the Executive Director.

Article VI Meetings

6.1. Executive Committee Meetings

- 6.1.1. Meetings of the Executive Committee shall be convened by the Chair on not less than seven (7) days notice to members of the Executive Committee.
- 6.1.2. 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.

6.2. Special Meetings

- 6.2.1. While not bound by the Municipal Act, TAPMO shall follow the same applicable principles regarding special meetings. The Executive Committee may be summoned to a special meeting by the Chair in consultation with the Director on one (1) clear day's notice written notice specifying the purpose of such meeting which shall be the sole business transacted thereat.

6.3. TAPMO Membership Meetings and Annual General Meeting

- 6.3.1. 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).
- 6.3.2. 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.
- 6.3.3. TAPMO Membership 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
- 6.3.4. The business of an Annual General Meeting shall include:
 - a) The presentation and adoption of the Annual Report of the Chair.
 - b) The consideration of the Annual Financial Statement for the preceding calendar year.
 - c) Other matters as may be considered appropriate.

6.4. Voting

- 6.4.1. All voting at TAPMO meetings (electronic, hybrid, in-person) shall be by show of hands.
- 6.4.2. 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”.
- 6.4.3. 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”.
- 6.4.4. Recorded votes shall be treated in the same manner as for audio and audiovisual – a verbal vote when called upon.
- 6.4.5. Voting during an electronic and hybrid meeting shall be conducted by any means the Chair determines appropriate, in consultation with the Director , to accurately assess the will of the Executive Committee.

6.5. Closed Meetings

- 6.5.1. While not bound by the Municipal Act, TAPMO shall follow the same applicable principles regarding closed meetings.
- 6.5.2. 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.
- 6.5.3. 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.
- 6.5.4. 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.
- 6.5.5. 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.
- 6.5.6. 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.
- 6.5.7. Discussions and outcomes from a closed meeting shall not be discussed in public.
- 6.5.8. 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:
 - a) security of property

- b) personal matters about an identifiable individual (including municipal employees)
- c) acquisition or disposition of land by the municipality
- d) labour relations or employee negotiations
- e) litigation or potential litigation
- f) advice that is subject to solicitor-client privilege
- g) educating or training members
- h) authority under another act
- i) information explicitly supplied in confidence by Canada, a province or territory or a crown agency of any of them
- j) 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
- k) 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
- l) requests under MFIPPA
- m) an ongoing investigation by a Closed Meeting Investigator

6.6. Voting and Rising from Closed Session

- 6.6.1. 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.
- 6.6.2. Action on the matter must be taken in open session in the form of a resolution.
- 6.6.3. A motion is required to move back into open session.
- 6.6.4. 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 VII Election of Executive Committee and Vacancies

- 7.1. The election of the Chair, Vice-Chair and the Executive Committee shall be administered by the Executive Director, with administrative support from the previous Chair's municipality.
- 7.2. The Executive Committee Members shall be elected by the Member Municipalities at an advertised TAPMO Membership Meeting as follows:
 - 7.2.1. 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.
 - 7.2.2. Two Directors elected at large
- 7.3. The election of the Chair and Vice-Chair shall take place every two (2) years at the ROMA TAPMO Membership meeting. The Executive Committee through a majority vote, on the recommendation of the Executive Director may extend the two-year term if needed based on timing of the next municipal election.
- 7.4. In the event of a Municipal Election and the Chair and Vice-Chair not being re-elected, an election will be held at the earliest possible advertised meeting of TAPMO Membership meeting.
- 7.5. Elections for the Chair, Vice-Chair, and Executive Committee shall be held at a duly advertised TAPMO Membership meeting and shall be included as a listed agenda item. Nominations for each position shall be submitted by email to the Executive Director no later 9:00 a.m. seven (7) days prior to the meeting date. All nominations shall be published in an agenda addendum no later than 3:00 p.m. seven (7) days prior to the meeting at which the election is to take place. At the meeting, candidates shall be afforded an opportunity to make a brief statement before the vote is called.
- 7.6. The Chair, Vice-Chair and Executive Committee members shall be from Member Municipalities of TAPMO and the election terms for the Chair, Vice-Chair and Executive Committee shall be for two year period to be identified at the time of the vote.
- 7.7. Voting for the positions of Chair, Vice-Chair, and Executive Committee shall be conducted by ballot, both electronically (via email) and in person. Electronic voting shall open immediately following circulation of the agenda addendum containing the nominations. In-person voting shall open immediately following the conclusion of candidate statements at the duly advertised meeting. All voting shall close fifteen (15) minutes after the conclusion of candidate statements.
- 7.8. Each Member Municipality shall be entitled to one (1) vote, cast by its Mayor or designate. The candidates receiving a majority of the valid ballots cast shall be declared elected. If more than one vote is submitted by a Member Municipality, all votes submitted by that Municipality shall be deemed invalid and shall not be counted.

- 7.9. In the event of a tied ballot for one or more of the positions, the following process shall be implemented:
- 7.9.1. If there are three or more candidates vying for a position, only the top two candidates will advance forward. A repeat of a email and in person voting will be open for a period of 15 minutes will immediately take place to determine the winner;
 - 7.9.2. If there are two candidates tied vying for the position, the Executive Director shall flip a coin with the winner declared as a result of the coin toss.
- 7.10. 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.
- 7.11. The office of an Executive Committee member shall become vacant if a member:
- 7.11.1. Resigns
 - 7.11.2. Becomes unfit and/or is incapable of acting as such
 - 7.11.3. Ceases to be a member municipality of TAPMO
 - 7.11.4. Is removed by the Executive Committee by a resolution adopted by a minimum of two-thirds (2/3) of its members
 - 7.11.5. Misses 3 consecutive meetings without a resolution from the Executive Committee granting an extension

Article VIII Executive Director Recruitment

- 8.1. A review of the Executive Director's position description will take place by the Executive Committee either every three years, or each time a new Executive Director recruitment occurs, or sooner as events may warrant at the Executive Committee's discretion or the Executive Director's request to the Executive Committee.
- 8.2. The Executive Committee will undertake the following Executive Director recruitment processes:
- 8.2.1. The Executive Committee, will form an Executive Director Search Committee comprising the Chair, Vice Chair, and one other Executive Committee member.
- 8.3. The Executive Director Search Committee will:
- 8.3.1. Review the current Executive Director position description;
 - 8.3.2. Determine if a need exists to use a search consultant or other external resources;
 - 8.3.3. Identify key selection criteria, requirements, and skills;
 - 8.3.4. Make recommendations to the Executive Committee on:

- a) Proposed amendments to the Executive Director position description;
 - b) Propose key selection criteria, requirements, and skills and attributes profile;
 - c) Process for recruitment, timeline and use of external resources; and
 - d) Budget requirements.
- 8.4. The Executive Director Search Committee will implement the Executive Committee approved recruitment plan as follows:
- 8.4.1. Advertisement placements in relevant print and social/digital media; and by direct contacts and other means;
 - 8.4.2. Intake and review applicants as appropriate against the approved position selection profile;
 - 8.4.3. Develop a short list of interviewees;
 - 8.4.4. Undertake candidate interview(s);
 - 8.4.5. Identify a preferred candidate;
 - 8.4.6. Complete a minimum of three (3) reference checks, plus internet search of the candidate;
 - 8.4.7. Develop a draft Offer of Employment subject to Executive Committee approval signed by Executive Committee Chair and candidate.
- 8.5. The Chair, on behalf of the Search Committee, is to make a recommendation on a candidate preferred to the Executive Committee.
- 8.6. With Executive Committee approval, final documents can be assigned, and a communications plan and candidate orientation program will be implemented.

Article IX Financial Matters

- 9.1. Membership fees will be established in each calendar year at the Annual General Meeting.
- 9.2. The Chair and Vice-Chair shall be responsible for authorizing payment of expenditures incurred.
- 9.3. 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.
- 9.4. The Chair shall be responsible for monitoring and reporting on the expenditures occurred.
- 9.5. 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.
- 9.6. The TAPMO financial year shall be the calendar year.

- 9.7. 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.
- 9.8. 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:
- 9.9. Reasonable compensation for services actually rendered to the organization
- 9.10. Reimbursement of actual costs or expenses reasonably incurred on behalf of the organization
- 9.11. Recovery of direct overhead (not including wages) for the administration by the Municipality that co-ordinates TAPMO deliverables
- 9.12. The Executive Committee shall recommend to the member municipalities the required annual membership fees.

Article X Amendment of the Terms of Reference

- 10.1. These Terms of Reference may be amended by a Resolution adopted by a majority of the Executive Committee Members present at any TAPMO Meeting.
- 10.2. 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.
- 10.3. 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	Leeds and Grenville
Frontenac	Prince Edward County
Renfrew	Ottawa
Lanark	Stormont, Dundas and Glengarry
Lennox and Addington	Prescott and Russel

Southwest District

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

Greater Toronto Hamilton Area / Niagara District

Durham	Halton
York	Hamilton
Peel	Niagara

Central District

Dufferin	Peterborough
Simcoe	Haliburton
Kawartha Lakes	Muskoka
Northumberland	

Northern District

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