

[Teams Meeting Link](#)

Meeting ID: 245 247 869 422 1

Passcode:AQ35Ec6Y

| | Pages |
|---|-------|
| 1. Call to Order | |
| 2. Declaration of Pecuniary Interest | |
| 3 Minutes for Approval | |
| 3.1 August 17, 2025 | 2-4 |
| 4. Delegations | |
| 4.1 10:45 am – Alyssa Gosse regarding agenda item 5.2. | |
| 5. Briefing Notes | |
| 5.1 Briefing Note from Chair James Seeley regarding Ministry of Natural Resources (MNR) Interpretation – Imported Material and Processing under the Aggregate Resources Act | 5-6 |
| Moved by: | |
| Seconded by: | |
| 5.2 Briefing Note from Executive Director regarding marketing proposal. | 7-27 |
| 5.3 Briefing Note from Ken DeHart, Wellington County Treasurer regarding TAPMO 2026 Budget and Membership Fees | 28-31 |
| 5.4 Briefing Note from Executive Director regarding 2026 ROMA Conference. | 32-34 |
| 6. Correspondence | |
| 6.1 Mike McSweeney, Executive Director of the Ontario Stone, Sand and Gravel Association, notice of retirement. | 35 |
| Moved by: | |
| Seconded by: | |
| 7. Closed Session – no items. | |
| 8. Adjournment | |

Upcoming Meeting

TBD



Top
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TAPMO AGM Executive Committee Meeting

MINUTES

August 17, 2025
Zoom Meeting

| | |
|-----------------|---|
| Members Present | Mayor James Seeley, Township of Puslinch (Chair) Mayor Jim Hegadorn, Township of Loyalist Deputy Mayor Peter Lavoie, Township of Oro-Medonte Councillor Tony Brunet, Town of Lincoln Deputy Mayor Katie Grigg, Township of Zorra Mayor Kevin Eccles, Municipality of West Grey |
| Member Regrets | Mayor Jennifer Coughlin, Township of Springwater (Vice-Chair) Mayor Dave Barton, Town of Uxbridge County Councillor Matthew Bulmer, Wellington County |
| Staff Present | Don McLeod, TAPMO Executive Director Ken DeHart, County Treasurer Courtenay Hoytfox, Puslinch CAO |

1. Call to Order

At 2:05 pm, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Minutes for Approval

1/08/25

Moved by: Deputy Mayor Peter Lavoie, Township of Oro-Medonte

Seconded by: Councillor Tony Brunet, Town of Lincoln

3.1 May 26, 2025

4. Delegation:

4.1 2:45 pm – Phil Rich from Sussex Group to present update on 2025 digital campaign.

2/08/25

Moved by: Mayor Kevin Eccles, Municipality of West Grey

Seconded by: Mayor Jim Hegadorn, Township of Loyalist

That the Board receive the delegation by Phil Rich from Sussex Group on the 2025 digital campaign.

Carried

4.2 3:00 pm - Mike Shreiner, Ontario Green Party Leader

3/08/25

Moved by: Deputy Mayor Peter Lavoie, Township of Oro-Medonte

Seconded by: Councillor Tony Brunet, Town of Lincoln

That the Board receive the delegation from Mike Shreiner; and

That the Board direct the Executive Director to review Bill 21 Protect Our Food Act and report back to the Board.

Carried

5. Briefing Notes

5.1 Briefing Note from Executive Director regarding Aggregate Resources Act Policy Framework Amendments

4/08/25

Moved by: Deputy Mayor Peter Lavoie, Township of Oro-Medonte

Seconded by: Councillor Tony Brunet, Town of Lincoln

That the Board receive the Briefing Note regarding Aggregate Resource Act Policy Framework Amendments; and

1. That the Executive Director be authorized to retain the services of registered hydrogeologist to provide a comprehensive review of proposed Water Report Maximum Predicted Water Table Report policy in order substantive comments the MNR.

2. That the Executive Director be authorized to retain the services of cultural heritage consultant to provide a review of proposed changes to the requirements for carrying out a cultural heritage report in order substantive comments the MNR.

Carried

5.2 Briefing Note from Executive Director regarding 2026 meeting schedule.

5/08/25

Moved by: Mayor Kevin Eccles, Municipality of West Grey

Seconded by: Mayor Jim Hegadorn, Township of Loyalist

Based on the above information, the proposed 2026 meeting schedule would be as follows:

January 18 (ROMA)

March 23

May 25

August (AMO) – Conference location has not been published yet.

October 5

Carried

6. Correspondence

6.1 TAPMO financial summary as of July 31, 2025

6/05/25

Moved by: Mayor Jim Hegadorn, Township of Loyalist

Seconded by: Councillor Tony Brunet, Town of Lincoln

That the Board receive the TAPMO financial summary as of July 31, 2025 for information.

Carried

7. Closed Session – no items.

8. Adjournment

The Chair adjourned the meeting at 3:33 PM.

James Seeley (Chair) TAPMO Executive Committee

FROM: James Seeley, Chair
TO: Chair and Executive Committee
MEETING DATE: November 7, 2025
SUBJECT: Ministry of Natural Resources (MNR) Interpretation – Imported Material and Processing under the Aggregate Resources Act

BACKGROUND

On October 1, 2025, I attended a meeting with the District Manager, Southern Region/Regional Operations Division of the Ministry of Natural Resources (MNR) and other Ministry staff, accompanied by the Township of Puslinch Chief Administrative Officer. The purpose of the meeting was to discuss several operational and regulatory matters, including the Ministry's current interpretation of Aggregate Resources Act (ARA) site licence permissions as they relate to the importation, processing, and blending of aggregate materials from other licensed sites.

The Ministry has since provided written clarification regarding its position on imported materials under the ARA. Specifically, the MNR has advised that:

- Where a site plan includes explicit permission to import aggregate, the licensee may import material from other licensed sites in Ontario.
- Imported material is not counted toward the site's annual tonnage limit.
- If the site plan also includes permissions to process, including permissions for blending, the licensee may continue processing imported material until the site plan is either surrendered or amended.
- The Ministry is currently reviewing whether imported material, once blended or processed, should count toward the site's licensed tonnage limit. While the current interpretation is that it does not, internal review is underway, and MNR will provide a definitive response once this review is complete.

In summary, the Ministry's current interpretation indicates that where a site plan includes explicit permission to import aggregate, the licence authorizes the operator to import an unlimited amount of material from any other licensed site in Ontario. This permission remains valid for the duration of the licence, provided the site plan continues to include such authorization. Under this interpretation, imported materials are not subject to the site's annual tonnage limit, and TOARC fees do not apply to these volumes.

This position presents several concerns from a municipal perspective. In effect, any site with importation, processing, and blending permissions could operate as a permanent

processing facility for off-site materials, without tonnage restrictions or corresponding TOARC fees, for as long as the licence remains active. This interpretation undermines the intent of aggregate operations being classified as *interim land uses* under the *Planning Act*, where rehabilitation and eventual transition to compatible end uses are fundamental expectations.

This interpretation will have long-term implications for land use planning, environmental management, and community impacts, as it effectively enables continuous industrial activity beyond the life of on-site extraction. Municipalities have an interest in ensuring that aggregate operations function within the scope originally contemplated by both the *Aggregate Resources Act* and the *Planning Act*, and that regulatory interpretations do not unintentionally extend or expand the nature of these operations without appropriate oversight, consultation, or compensation mechanisms.

This clarification provides helpful insight into how MNR currently interprets the ARA with respect to processing and tonnage limits for imported materials. However, as the Ministry's position on certain elements remains under review, the TAPMO will continue to monitor the outcome of this internal evaluation and share any updates as they become available.

Should TAPMO members have similar questions or experiences related to ARA interpretation and site plan permissions, continued dialogue and coordination may be beneficial to ensure consistent understanding and application across Ontario municipalities.

Respectfully submitted,

Mayor James Seeley
Township of Puslinch

FROM: Don MacLeod, Executive Director
TO: Chair and Executive Committee
MEETING DATE: November 7, 2025
SUBJECT: Marketing Proposal

BACKGROUND

Staff at the Township of Puslinch have been providing back-end support for TAPMO since support was transferred from Wellington County. Support has typically been provided by the Chair's municipality.

Puslinch staff examined options on how best to effectively and efficiently provide this service and submitted a proposal to the Chair and Executive Director to outsource this service. The attached Freelance Marketing Proposal has been submitted by Alyssa Gosse.

The proposal includes:

- Social Media: 10–12 posts/month (LinkedIn/Facebook) + monthly calendar
- Newsletter: 1 monthly issue (design + content) with member highlights/policy updates
- Email Campaign or Blog: 1 targeted campaign or blog post a month
- Basic Analytics
- Advanced Content: Videos/infographics
- Media Relations: Op-ed placements/press outreach
- Grassroots Tools: Municipal advocacy toolkit (templates, guides)
- Social Media Advertising

COMMENTS

The scope of the proposal clearly addresses gaps that have been identified as impediments in TAPMO's vision of expanding the role of the organization as the primary aggregate municipal advocacy body. The technical expertise of providing social media content and written content for newsletters and email campaigns will be a cornerstone of enhancing TAMPO's visibility with not only our members but with non-member municipalities and other government agencies.

This will allow the Executive Director to concentrate on membership growth, membership outreach and government relations. Building a back-end to the existing website will be an excellent marketing tool for the organization. Providing samples of policies and procedures during outreach presentations to prospective members would be a valuable

tool to indicate services available for membership fees. This would also show existing members that membership fees are being allocated to providing tangible services.

The 2025 Budget has a \$50,000 line item for Advocacy/Public Relations/Website that has been allocated for advocacy work from Sussex Group. The full budget amount has not been used and no further work will be carried for the remainder of 2025 as there does not appear to be a hot button topic that will require ongoing advocacy work. In review of anticipated work in 2026, the Executive Director and the Executive Committee has not identified any key issues that may require ongoing advocacy work by Sussex.

The estimated upset limit of work proposed by Alyssa Gosse would not exceed the proposed 2026 Budget amount of \$50,000 for Advocacy/Public Relations/Website. It is felt that directing funds away from advocacy and reallocating to public relations and website development would provide a tangible return for our members. Should the government introduce new policies and/or legislative changes that would require advocacy work on a one-off basis, funds could be withdrawn from the accumulated surplus. It is anticipated the accumulated surplus will be more than the \$100,000 at the end of 2025.

RECOMMENDATION

For the Committee's discussion.

Respectfully submitted,



Don MacLeod
Executive Director

1 Attachment



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// FREELANCE

Marketing Proposal



Alyssa Gosse

Communications

Professional

An experienced communications professional with a diverse background in project management, communications, public relations, social media and marketing.

Public Relations Bachelor Degree

Master of Public Relations Degree

Certified Associate in Project Management



Brands I have worked with...

Social Media,
Articles, Press
Releases, Ads,
Newsletters, Blogs,
etc...

I have worked collaboratively with many brands and organizations to establish and improve their digital marketing strategies in the health, beauty, manufacturing and safety industries.

Marketing strategies are not a one size fits all situation. We will find a custom strategy that works for you.



The Association of Hearing Instrument Practitioners



AHIP MEMBERS PROUDLY HONOUR YOUR SERVICE

For over 60 years, Hearing Instrument Practitioners have proudly supported Ontario Veterans by providing quality hearing healthcare services.

How Hearing Instrument Specialists (H.I.S.) Can Help You:

- Personalized hearing aid selection and fitting
- Comprehensive hearing assessments
- Expert counseling and advice
- Custom-fit earmold solutions
- Adjustments and repairs
- Device demonstrations
- After-care support

Hearing Instrument Specialists (H.I.S.) are Trusted and Recognized by:

- Ontario Ministry of Health and Long-Term Care Assistive Devices Program
- Veterans Affairs Canada, CAF, RCMP and NIHB
- Ontario Workplace Safety and Insurance Board
- All major health insurance providers
- Ontario Social Services



Digital Marketing Services



Strategic Communications

- Brand Messaging: Develop key messages for municipalities, residents, and industry stakeholders
- Content Strategy: Monthly calendars for creative content such as blogs, op-eds, and social media
- Email Marketing: Monthly newsletters + targeted campaigns



Digital & Social Media

- Social Media Management: LinkedIn/Facebook content focused on policy wins, member spotlights, and educational content
- Community Engagement: Monitor, advocate, and respond to municipal audiences
- Paid Campaigns: Boosted posts to target municipal leaders and residents in aggregate-heavy regions



Creative Content Development

- Graphics & Videos: Short animations, flyers, ads, etc
- Infographics: Data-driven visuals for social media and municipal toolkits
- Website Resources: Downloadable advocacy kits, and case studies



Stakeholder Outreach

- Email Campaigns: Custom campaigns for members and non-members
- Press Materials: Press releases, op-ed drafting/placement, and media pitching
- Event Support: Event promotion and support



The objective of TAPMO's marketing strategy is to position TAPMO as a leading advocate for fair, sustainable aggregate policies while increasing municipal membership and fostering positive awareness among local audiences across Ontario



Goals

1. Strengthen TAPMO's membership base.
2. Build grassroots support for fair taxation, levy reform, and responsible extraction.
3. Improve public perception of aggregate-producing municipalities.

The Challenges

TAPMO's Core Advocacy Issues

Regulatory Shortcomings

Transparency Gaps

Rehabilitation Failures

Assessment Inequities

Lack of Compliance

Unfair Financial Burdens

Time and Resource Gaps

Marketing Issues

- High cost of current marketing/communication services
- Limited agility to support immediate marketing opportunities
- Complex messaging requirements
- Industry dominated by competitor messaging
- Limited resources and services for members
- Audience fragmentation

Many members joined TAPMO with the expectation of driving meaningful policy change. However, the organization needs to improve its value propositions and membership offerings to ensure members are satisfied with the services TAPMO provides. This marketing strategy will address these gaps by improving communication, engagement, and advocacy efforts, ensuring members see tangible benefits from their involvement.

Target Audiences

TAPMO's core focus is on municipalities with significant aggregate activity, where the need for advocacy and reform is most urgent.

Primary Audience

- Aggregate Impacted Municipalities (where active extracting is taking place or where resources exist)
- Communities with active/expanding pits & quarries
- Regions facing proposed new licenses
- Areas bearing disproportionate costs

Key Decision-Makers to Engage

- Mayors & council members
- Municipal staff
- Residents

Secondary Audiences for Influence

- Provincial policymakers
- Responsible aggregate operators
- Media & public

Industry Messaging Analysis



Building Communities Starts with OSSGA

The Ontario Stone, Sand & Gravel Association (OSSGA) is looking forward to seeing you at this year's AMO Conference!

Visit us at **Booth #516** to learn more about how aggregates are the foundation of every road, bridge, school, and hospital in Ontario. Our industry plays a vital role in helping municipalities grow, and we're excited to talk about how we can work together to support your community's infrastructure goals.

We're also proud sponsors of both the **County Caucus Lunch** and the **Non-Voting Delegates Lunch**—we look forward to meaningful conversations about the challenges and opportunities facing Ontario's municipalities.

We hope to see you throughout the conference!



Organization: Ontario Stone, Sand & Gravel Association (OSSGA).

Resources: Large budget and dedicated communications team.

Messaging:

- Emphasizes aggregates as the foundation of Ontario's growth: "You can't build roads, schools, or hospitals without stone, sand, and gravel"
- Lobbies for policy reforms (e.g., faster permitting, Ontario Provincial Standards System adoption)
- Highlights rehab successes to counter negative perceptions
- Publicly acknowledges Indigenous land stewardship
- Awards members for exceptional community relations

Tactics:

- High-profile Events
- Targeted Advertising
- Social Media
- Email Marketing
- Strong SEO
 - Educational web content
- Training resources:
 - <https://www.ossqa.com/events/training/>



2025
ONLINE & IN-PERSON
TRAINING OPTIONS

Core Messaging

Positioning Statement

"TAPMO advocates for a responsible, fair, and sustainable aggregate industry in Canada - one that respects municipal interests, environmental stewardship, and long-term community value."

Key Message Ideas:

1. Pro-Responsibility, Not Anti-Industry
 - a. "We recognize aggregates are essential, but extraction must balance economic needs with environmental and community protections."
2. Fairness for Municipalities
 - a. "Municipalities deserve fair compensation for infrastructure impacts and lasting rehabilitation guarantees."
 - b. "The current system lets the industry profit while producing communities bear the burden."
3. Sustainable Practices
 - a. "Rehabilitation should be in accordance with licenses and interim land use policies."
 - b. "We promote extraction methods that protect source water, ecosystems, and farmland."
4. Accountability & Transparency
 - a. "Communities deserve honest dialogue about long-term impacts, not just short-term benefits."

All messaging must be approved prior to distribution. Given the potential need for rapid response, we recommend establishing a subcommittee composed of the Executive Director, the Board Chair, and one additional board member.

TAPMO Marketing Strategy

This strategy strengthens TAPMO's influence through three key approaches: First, we'll grow and retain municipal membership through focused outreach and compelling value propositions. Second, we'll increase public awareness by developing educational content for social media, email marketing, and media outlets. Third, we'll empower grassroots advocacy by providing practical tools and resources.

Strategic Communications

Goals:

- Establish TAPMO as the authoritative voice for responsible aggregate practices.
- Increase engagement with municipalities, residents, and industry stakeholders.

Tactics:

- Brand messaging: Tailored key messages for municipalities and residents.
- Content updates:
 - Blogs, op-eds, and social media calendars.
 - Newsletters + targeted campaigns.

Digital & Social Media

Goals:

- Amplify reach among municipal leaders and aggregate-impacted communities.

Tactics:

- Social media management:
 - LinkedIn: Policy updates, member spotlights.
 - Facebook: Resident-focused content (e.g., "The True Cost of Aggregate Operations").
- Paid campaigns:
 - Geo-targeted ads to councils/residents in high-aggregate regions.

Creative Content & Resources

Goals:

- Equip members with tools to advocate locally.

Tactics:

- Municipal toolkit:
 - Downloadable templates (motions, press releases, objection letters).
 - Infographics/Videos
- Website update:
 - Dedicated membership landing page with member benefits.

Member Benefits

TAPMO Membership Tiers

Non-Member Access (Free)

Industry Updates: Monthly newsletter with key regulatory changes, policy trends, and municipal insights.

ERO Alerts: Notification when an aggregate license application is submitted in your municipality.

Member-Exclusive Benefits (Paid)

Advocacy Tools: Pre-built templates for council presentations, official comment letters, and bylaw guidance.

Direct Support: Priority access to TAPMO's recommended contacts (e.g., planners, legal experts, rehab specialists).

Resource Library: Downloadable guides (e.g., levy negotiation strategies, best practices for public consultations).

Training Discounts: Members receive 50% off workshops/webinars.

New 2026 Annual Fee: \$7,000 (previously \$5,000) – reflecting expanded benefits and training access.

Marketing Strategy Timeline

Tactics & Campaigns

3-Phase Approach:

- Awareness (Months 1–3): Social media, AMO booth.
- Education (Months 4–6): Webinars, "Aggregate 101" emails.
- Activation (Months 7–12): Town halls, op-eds.

Phase 1: Awareness (Months 1–3)

Goals: Establish TAPMO's visibility among municipalities and stakeholders and launch a digital presence.

Tactics:

- 1. Social media first (LinkedIn, Facebook)**
 - Infographics
 - Short videos featuring Don MacLeod explaining TAPMO's mission.
 - Shareable templates (Content TBD)
- 2. Website updates**
 - Add clear membership CTA
 - Resource hub (upload existing tools: template motions, objection guides).
 - Blog/Newsletter: Launch monthly or bimonthly posts.
- 3. Event participation (TAMPO AGM)**
- 4. Email outreach**
 - Step 1: Monitor ERO and target outreach to those who have new aggregate projects and proposals in their municipality.
 - Step 2: Email municipalities that may need more assistance and could benefit from being a TAPMO member.
 - Step 3: Send packaged resources.

Marketing Strategy Timeline

Tactics & Campaigns

3-Phase Approach:

- Awareness (Months 1–3): Social media, AMO booth.
- Education (Months 4–6): Webinars, "Aggregate 101" emails.
- Activation (Months 7–12): Town halls, op-eds.

Phase 2: Education (Months 4–6)

Goals: Deepen understanding of TAPMO's value and aggregate issues and equip members with advocacy tools.

Tactics:

1. Leverage existing assets

- Resource packages: Repurpose, update and build training documents for municipal staff.
- Training
 - Consider training courses (online or in person)
- Educational programming (planning 101 training/webinar)

2. Value-building content

- AI-Generated podcast
- Webinars
- Email series: "Aggregate 101".

Marketing Strategy Timeline

Tactics & Campaigns

3-Phase Approach:

- Awareness (Months 1–3): Social media, AMO booth.
- Education (Months 4–6): Webinars, "Aggregate 101" emails.
- Activation (Months 7–12): Town halls, op-eds.

Phase 3: Activation (Months 7–12)

Goals: Drive membership growth and policy wins and sustain engagement with creative campaigns.

Tactics:

1. **Grassroots advocacy**
 - Toolkit expansion: Add "How to Object to a License" video explainers.
 - Town halls: Partner with municipalities to host local forums.
2. **Paid campaigns & advertising**
 - Geo-targeted Facebook/LinkedIn ads
3. **Competitive counter-messaging**
 - "Before/after" case studies
 - Op-eds: Place articles in regional papers

| KPI Metric | KPI Target |
|---------------------|---------------------|
| New Members | 25% increase YOY |
| Social Media Reach | 50% growth in 6 mos |
| Toolkit Downloads | 200/year |
| Training Attendance | 10 sessions/year |

Creative Content Ideas

Educational Content

- "How Aggregate Licensing Works in Ontario"
- "The True Cost of Aggregate Operations"
- "Rehabilitation: Promises vs. Reality"

Advocacy & Member Tools

- Template Kits
 - Objection letters for ARA licenses.
 - Road damage cost-recovery bylaws.
- "60-Day Objection Window Guide"
 - Checklist: How to mobilize quickly
- "How to Negotiate Development Agreements"
 - Puslinch Model case study + downloadable contract.

Transparency Campaigns

- "Where Do Your Levy Dollars Go?"
- Operator Scorecards

Event & Outreach Ideas

- AMO/ROMA Conference Booths
- Targeted Workshops
 - "How to Audit Aggregate Licenses".

Newsletter & Membership Growth

- Member Spotlights
 - "How [Town] Won \$X in Road Damage Fees."
- Membership Perks
 - Free: Templates | Paid: 1-on-1 license reviews.

Training

- Planning 101
- Aggregate legislation training

AMO 2026 Event Ideas

Event will work to position TAPMO as the go-to resource for municipalities navigating aggregate practices, while driving membership growth.

“How to Navigate the Aggregate Sector: A Toolkit for Municipal Leaders”

Format: Interactive Workshop + Networking


- When: August 2026, 4:00 PM – 5:30 PM
- Location: [Room X] at AMO Conference Venue
- Target Audience: Municipal staff, event participants


How to Navigate the Aggregate Sector: A Toolkit for Municipal Leaders

| <u>Time</u> | <u>Segment</u> | <u>Details</u> |
|----------------|-------------------------------|--|
| 4:00 – 4:15 PM | Opening Keynote | “Why Municipalities Struggle with Aggregate Legislation” Speaker: Don MacLeod (TAPMO ED) |
| 4:15 – 4:45 PM | Toolkit Demo + Q&A | “TAPMO’s Advocacy Solutions” - Walkthrough of key resources (e.g., objection templates, zoning checklists). - Live Q&A |
| 4:45 – 5:30 PM | Networking & Membership Drive | - Action Station: Sign-up desk with membership perks. - Giveaways: Brochures, pens, QR-linked one-pagers. - Refreshments: Coffee/tea + light snacks. |

AMCTO 2026 Event Ideas

Conference – Call for Workshop Sessions & Speakers

 Submission Deadline: Friday, September 26, 2025 (4:00 PM ET)

 Conference: June 7–10, 2026 | Deerhurst Resort, Huntsville, ON

About the Event

- Open call for professional development workshops at the 2026 AMCTO Conference.
- Sessions must be educational, municipal-focused, and non-commercial.
- Municipal-led content is in demand → 58% of 2025 sessions came from municipalities.
- Final selection based on speaker expertise + relevance to current municipal challenges.

Why It Matters for TAPMO

- Opportunity to position TAPMO as a thought leader on municipal advocacy & aggregate policy.
- Showcase toolkits, policy insights, and best practices relevant to Ontario municipalities.
- Aligns with TAPMO's marketing strategy: local engagement, membership growth, and sector influence.

Next Steps

- Draft workshop proposals.
- Submit by Sept 26, 2025 via AMCTO intake form.
- Highlight TAPMO's expertise & practical municipal tools.

Workshop Pitch Ideas

- “The True Cost of Aggregate Operations: Protecting Municipal Budgets & Roads”
 - Data-driven look at levy shortfalls, road repair costs, and taxpayer impacts.
 - Case study: municipalities who successfully recovered costs.
- “Transparency & Accountability in Aggregate Licensing”
 - How to review aggregate applications, monitor compliance, and demand fair rehab.
 - Interactive Q&A with TAPMO's advocacy experts.

Strategy Options



Hourly

Marketing freelance services are available as a package or hourly rate.



Standard

A standard package of marketing services to support client awareness and engagement.

Social media management
Monthly email marketing campaigns
Web content updates



Upgraded

Upgrade the services offered to include improved coverage and additional content.

Advanced content development
Social media management and advertising
Monthly email marketing campaigns
Web content updates and optimization
Media relations
Additional analytics and support

Package Details

Customization Available

Hourly Rate

- **\$120/hour**
- Best for: One-off projects or flexible needs (e.g., single op-ed, toolkit design)

Core Engagement Package

- **\$2,500–\$3,500/month**
- Includes:
 - Social Media: 10–12 posts/month (LinkedIn/Facebook) + basic graphics + monthly calendar
 - Newsletter: 1 monthly issue (design + content) with member highlights/policy updates
 - Email Campaign or Blog: 1 targeted campaign or blog post a month
 - Basic Analytics

Strategic Growth Package

- **\$4,000–\$5,500/month**
- Includes core engagement services, plus:
 - Advanced Content: Videos/infographics
 - Media Relations: Op-ed placements/press outreach
 - Grassroots Tools: Municipal advocacy toolkit (templates, guides)
 - Social Media Advertising
 - Monthly Strategy Call

À La Carte Add-Ons

- Town Hall Support: \$800–\$1,200/event
- Crisis Support: \$500–\$1,500/month

Note: All packages can be customized to suit your organization's specific needs and budget. Pricing may adjust based on project scope changes or additional requirements.



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Briefing Note

FROM: Ken DeHart, Wellington County Treasurer
TO: Chair and Executive Committee
MEETING DATE: October 27, 2025
SUBJECT: TAPMO 2026 Budget and Membership Fees

BACKGROUND

County of Wellington staff have prepared the 2026 Budget and Membership Fees with reference to 2025 year-to-date financial statements for the Committee's review and approval.

The membership fee structure was changed in 2025 to be based on 1.5% of the aggregate levy received for 2024 production, with a maximum membership fee of \$5,000 per municipality. It is proposed that the membership fee structure remain the same for 2026, which can be found in Schedule A. The 2026 membership fee budget (\$87,000) is based on having the same members as 2025. Note that there have been membership fee quotes provided to two new potential members, including Ashfield-Colborne-Wawanosh (ACW) and Ramara Townships. If these two municipalities join, the membership fee revenue will increase by \$8,800 to \$95,800 in 2026.

The 2026 Budget (Schedule B) assumes the same expenditure budget in 2026 as it was in 2025. Currently there is just over \$17,000 in spending in 2025 against a budget of \$105,000. There will be invoices to be paid for consultants and the Executive Director to the end of the year, however, it is anticipated that there will be a fairly substantial surplus in 2025. TAPMO's financial position is summarized in Schedule C.

Attachments:

- Schedule A – Proposed 2026 TAPMO Membership Fees
- Schedule B – Proposed 2026 TAPMO Budget
- Schedule C – TAPMO Statement of Financial Position

RECOMMENDATION

That the Executive Committee approve the 2026 Budget and Membership Fees for TAPMO.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', is written over a faint, light-colored signature line.

Ken DeHart, CPA, CGA
Wellington County Treasurer

Schedule "A"

| Proposed 2026 Membership Fee based on 1.5% of the Aggregate Levy Received for 2024 Production (Reported in Metric Tonnes) | | | | | | | | Fee | |
|--|--|--------------------|----------------|------------------------|---|-----------------------------------|--------------------------------|---------------------------|---------------------------|
| | | | | | | | | 0.148 | |
| | | | | | | | | 0.036 | |
| Upper Tier | Local Municipality | 2024 Total Tonnage | Aggregate Levy | 1.5% of Aggregate Levy | Local Municipal Membership Fee 2026 (Max \$5,000) | 1.5% of Upper Tier Aggregate Levy | Upper-Tier Membership Fee 2026 | Lower Tier Member in 2025 | Upper Tier Member in 2025 |
| Single Fee - Brant | Brant, County of | 2,240,128 | 331,539 | 4,973 | 5,000 | | | Yes | Single |
| Dufferin | Amaranth Tp/East Luther Grand Valley Tp/M | 489,660 | 72,470 | 1,087 | 1,100 | | | | |
| | East Garafraxa Tp | 1,110,738 | 164,389 | 2,466 | 2,500 | | | Yes | |
| | (previously Melancthon separate) | | - | - | - | | | | |
| | Mono Tp/Mulmur Tp | 483,045 | 71,491 | 1,072 | 1,100 | | | Yes | |
| | (previously Mulmur separate) | | - | - | - | 1,125 | 1,100 | | |
| Durham | Brock Tp | 1,006,462 | 148,956 | 2,234 | 2,200 | | | Yes | |
| | Clarington, Municipality of | 3,470,496 | 513,633 | 7,705 | 5,000 | | | Yes | |
| | Oshawa, City of Scugog Tp | 79,957 | 11,834 | 178 | 200 | | | | |
| | Uxbridge Tp | 2,872,714 | 425,162 | 6,377 | 5,000 | 4,012 | 4,000 | Yes | |
| Grey | Chatsworth Tp | 354,742 | 52,502 | 788 | 800 | | | Yes | |
| | Georgian Bluffs Tp/Meaford | 1,070,086 | 158,373 | 2,376 | 2,400 | | | | |
| | Grey Highlands, Municipality of | 1,347,547 | 199,437 | 2,992 | 3,000 | | | | |
| | (previously Meaford separate) | | - | - | - | | | | |
| | Southgate Tp | 577,301 | 85,441 | 1,282 | 1,300 | | | Yes | |
| | The Blue Mountains, Town of | 113,883 | 16,855 | 253 | 300 | | | | Yes |
| | West Grey, Municipality of | 645,874 | 95,589 | 1,434 | 1,400 | 2,600 | 2,600 | Yes | |
| Halton | Burlington/Halton Hills/Town of Milton | 3,991,729 | 590,776 | 8,862 | 5,000 | | | Yes | |
| | (previously Burlington separate) | | - | - | - | | | Yes | |
| | (previously Milton separate) | | - | - | - | 2,156 | 2,200 | Yes | |
| Huron | Ashfield-Colborne-Wawanosh Tp | 1,696,583 | 251,094 | 3,766 | 3,800 | | | | |
| Single Fee - Kawartha | Kawartha Lakes, City of | 6,554,348 | 970,043 | 14,551 | 5,000 | | | Yes | Single |
| Lanark | Beckwith Tp/Drummond-North Elmsley Tp | 333,643 | 49,379 | 741 | 700 | | | | |
| | Lanark Highlands Tp/Tay Valley Tp | 1,327,341 | 196,446 | 2,947 | 2,900 | | | | |
| | Mississippi Mills, Town of | 396,384 | 58,665 | 880 | 900 | | | Yes | |
| | Montague Tp | 225,802 | 33,419 | 501 | 500 | 1,233 | 1,200 | | |
| Lennox & Addington | Addington Highlands Tp | 17,912 | 2,651 | 40 | - | | | | |
| | Greater Napanee, Town of | 607,195 | 89,865 | 1,348 | 1,300 | | | | |
| | Loyalist Tp | 2,182,191 | 322,964 | 4,844 | 4,800 | | | Yes | |
| | Stone Mills Tp | 263,346 | 38,975 | 585 | 600 | 1,658 | 1,700 | | Yes |
| Middlesex | Adelaide Metcalfe Tp/Strathroy-Caradoc Tp | 130,676 | 19,340 | 290 | 300 | | | | |
| | London, City of | 405,933 | 60,078 | 901 | 900 | | | | |
| | Lucan Biddulph Tp/North Middlesex Municip | 68,211 | 10,095 | 151 | 200 | | | | |
| | Middlesex Centre Tp | 151,851 | 22,474 | 337 | 300 | | | | |
| | Thames Centre, Municipality of | 2,561,487 | 379,100 | 5,687 | 5,000 | 1,792 | 1,800 | Yes | |
| Muskoka | Bracebridge | 969,795 | 143,530 | 2,153 | 2,200 | | | | |
| | Georgian Bay Tp/Gravenhurst | 191,929 | 28,405 | 426 | 400 | | | | |
| | Huntsville | 1,115,241 | 165,056 | 2,476 | 2,500 | | | | |
| | Lake of Bays Tp | 217,225 | 32,149 | 482 | 500 | | | | |
| | Muskoka Lakes Tp | 299,084 | 44,264 | 664 | 700 | 1,508 | 1,500 | | |
| Niagara | Fort Erie, Town of/Pelham, Town of/Port | | | | | | | | |
| | Colborne, City of/Wainfleet Tp | 2,388,649 | 353,520 | 5,303 | 5,000 | | | | |
| | Lincoln, Town of/Niagara-on-the-Lake, | | | | | | | | |
| | Town of, Niagara Falls, City of | 1,890,931 | 279,858 | 4,198 | 4,200 | 2,311 | 2,300 | Yes | |
| Oxford | Blandford-Blenheim Tp | 753,136 | 111,464 | 1,672 | 1,700 | | | | |
| | East Zorra-Tavistock Tp/Norwich Tp/Zorra Tp | 5,598,834 | 828,627 | 12,429 | 5,000 | | | | |
| | South-West Oxford Tp | 1,888,351 | 279,476 | 4,192 | 4,200 | | | Yes | |
| | (previously Zorra Tp separate) | | - | - | - | 4,450 | 4,400 | Yes | |
| Peel | Caledon, Town of | 3,676,752 | 544,159 | 8,162 | 5,000 | 1,985 | 2,000 | Yes | |
| Simcoe | Adjala-Tosorontio Tp/New Tecumseth, Town | 1,225,127 | 181,319 | 2,720 | 2,700 | | | | |
| | Collingwood, Town of/Essex Tp/Innisfil, Barrie | 22,119 | 3,274 | 49 | - | | | | |
| | Midland, Town of/Penetanguishine, Town of/ | 557,034 | 82,441 | 1,237 | 1,200 | | | | |
| | Oro-Medonte Tp | 2,262,380 | 334,832 | 5,022 | 5,000 | | | Yes | |
| | Ramara Tp | 3,401,419 | 503,410 | 7,551 | 5,000 | | | | |
| | Severn Tp | 5,783,187 | 855,912 | 12,839 | 5,000 | | | Yes | |
| | Springwater Tp | 1,056,262 | 156,327 | 2,345 | 2,300 | | | Yes | |
| | Tay Tp | 146,401 | 21,667 | 325 | 300 | | | | |
| | (previously Tiny separate) | | - | - | - | 7,805 | 5,000 | | |
| Waterloo | North Dumfries Tp | 6,971,704 | 1,031,812 | 15,477 | 5,000 | | | | |
| | Cambridge, City of Kitchener, Woolwich Tp | 312,746 | 46,286 | 694 | 700 | | | Yes | |
| | Wellesley Tp | 893,903 | 132,298 | 1,984 | 2,000 | | | | |
| | Wilmot Tp | 800,186 | 118,428 | 1,776 | 1,800 | 4,848 | 4,800 | | |
| Wellington | Centre Wellington Tp | 951,721 | 140,855 | 2,113 | 2,100 | | | | |
| | Erin, Town of | 1,025,675 | 151,800 | 2,277 | 2,300 | | | Yes | |
| | Guelph-Eramosa Tp/Mapleton/Minto | 324,743 | 48,062 | 721 | 250 | | | Yes | |
| | (previously Minto separate) | | - | - | - | | | Yes | |
| | Puslinch Tp | 3,573,077 | 528,815 | 7,932 | 5,000 | | | Yes | |
| | Wellington North Tp | 421,701 | 62,412 | 936 | 900 | 3,400 | 3,400 | | Yes |
| Total | | | | | \$ 136,450 | \$ 38,000 | | | |
| Assume 2025 Members only | | | | | \$ 78,950 | \$ 7,700 | | | |
| Total Estimated Membership Revenue @ 1.5% of Aggregate Levy | | | | | \$ 86,650 | | | | |

Schedule 'B'

Top Aggregate Producing Municipalities of Ontario (TAPMO)

| Statement of Operations As at October 17, 2025 | Proposed Budget 2026 \$ | Budget 2025 \$ | Actuals YTD 2025 \$ | December 31 2024 \$ |
|---|-------------------------------|-------------------|---------------------------|---------------------------|
| Revenue | | | | |
| Membership fees | 87,000 | 89,000 | 91,850 | 72,200 |
| One Time Executive Director Funding | - | - | - | 90,000 |
| Deposit Interest | 4,000 | 3,000 | 3,690 | 4,322 |
| Total Revenue | 91,000 | 92,000 | 95,540 | 166,522 |
| Expenditure | | | | |
| Advocacy/Public Relations/Website | 50,000 | 50,000 | 4,178 | 108,447 |
| Executive Director Salary | 50,000 | 50,000 | 10,593 | 14,026 |
| TAPMO Meetings (AMO/ROMA) and Logistics | 5,000 | 5,000 | 2,768 | 4,479 |
| Total Expenditure | 105,000 | 105,000 | 17,539 | 126,952 |
| Annual Surplus | (14,000) | (13,000) | 78,001 | 39,570 |
| Accumulated Surplus, Beginning of Year | 168,558 | 90,557 | 90,557 | 50,987 |
| Accumulated Surplus, End of Year | 154,558 | 77,557 | 168,558 | 90,557 |

Schedule 'C'

Top Aggregate Producing Municipalities of Ontario (TAPMO)

| Statement of Financial Position | 2025 | 2024 |
|--|----------------|----------------|
| October 17, 2025 | YTD | Year End |
| | \$ | \$ |
| Assets | | |
| Cash | 168,558 | 104,218 |
| Accounts Receivable | - | 1,500 |
| Total Assets | 168,558 | 105,718 |
| Liabilities | | |
| Accounts Payable | - | 4,661 |
| Deferred Revenue - 2025 Memberships | - | 10,500 |
| Total Liabilities | - | 15,161 |
| Accumulated Surplus | 168,558 | 90,557 |
| Change in equity | 78,001 | 39,570 |



Briefing Note

FROM: Don MacLeod, Executive Director
TO: Chair and Executive Committee
MEETING DATE: November 7, 2025
SUBJECT: 2026 ROMA Conference

BACKGROUND

The Ministry of Municipal Affairs and Housing has launched its delegation request process for the 2026 ROMA Annual Conference. The 2026 conference will take place from Sunday, January 18, 2026, to Tuesday, January 20, 2026, at the Sheraton Centre Hotel in Toronto. The deadline to submit requests is Tuesday, November 18, 2025, at 5:00 pm.

COMMENTS

Should the Executive Committee wish to have the Executive Director submit delegation requests, please bring the items forward at the Committee meeting on November 7, 2025.

RECOMMENDATION

For the Committee's discussion.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Don MacLeod', is written over a light blue horizontal line.

Don MacLeod
Executive Director

1 Attachment



**Rural Ontario
Municipal Association**

ROMA 2026 Conference

Ontario's Rural Leaders Conference

Request Your Delegations Today

ROMA is pleased to share that the Ministry of Municipal Affairs and Housing (MMAH) has launched its [delegation request process](#) for the 2026 ROMA Annual Conference.

Take advantage of this opportunity for your council to engage with Ministers, Parliamentary Assistants, and senior Ontario Government officials on local matters that impact your municipality.

Only registered ROMA Conference delegates are eligible to participate in delegation meetings with the provincial government.

Submit delegation meeting requests [here](#).

The deadline to submit your delegation request is **Tuesday, November 18, at 5:00pm EST.**

A reminder that delegation meetings are offered through MMAH and they are your point of contact on all aspects of delegation meetings. Questions can be directed to:

delegations@ontario.ca

Do You Know How to Best Prepare for Your Delegation Meetings?

AMO has developed a guide to help municipal staff and councils plan and participate in delegation meetings. Delegation meetings are only 15 minutes - AMO's guide helps you make the most of your time.

[The AMO Guide to Delegation Meetings](#) provides information for you to consider what issues to focus on for your delegation meetings, what information you need to provide in your delegation forms and how to prepare for your delegation meetings.

Register and Book Your Accommodations

The **2026 ROMA Conference** will take place from **Sunday, January 18 to Tuesday, January 20, 2026**, at the **Sheraton Centre Toronto Hotel**.

Registration Information is [here](#). Accommodation information is [here](#).

For more information reach out to events@roma.on.ca.

Subject: Re: Touching base
Date: Tuesday, October 28, 2025 at 11:12:55 AM Eastern Daylight Saving Time
From: Mike McSweeney
To: James Seeley
CC: Executive Director, Sharon Armstrong, John Mackay

Hi Jim

Hope all is well with you and the team. I will be retiring from OSSGA on November 14 and so I'm forwarding this to Sharon who I believe will be delighted to arrange a meeting with OSSGA, most likely herself and our chair John MacKay.

It has been a pleasure working with you And I know that if the two organizations put their heads together, ground will be found and also the benefit of the taxpayers in your municipalities and in the industry that is trying to supply chains that evidence from MNR suggests that we need 4,000,000,000 tons of aggregate by 2040.

Wishing you all the best especially with good health going forward.

It has been a pleasure working with you.

Best regards, Mike

On Oct 28, 2025, at 7:56 AM, James Seeley <jseeley@puslinch.ca> wrote:

Hello Mike,
Would you and Sharon be able to meet with myself and our executive director?
Looking to see if we have some common ground that we can work together on for the industry.

Thank you

James

My hours may not match your working hours, If you received this email outside of regular business hours I do not expect an immediate response.

Mayor of Puslinch
Wellington County Councillor
Chair of Wellington County Planning Committee
Board Member Grand River Conservation Authority
Chair of Top Aggregate Producing Municipalities of Ontario
Wellington County Administration Finance and Human Resource committee