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ADDENDUM

7.1 Delegation Presentation Ministry of Natural Resources ROMA 2026

7.2 TAPMO January 2026 Newsletter

	Pages
1. Call to Order	
2. Declaration of Pecuniary Interest	
3. Chair Remarks	
4. Minutes for Approval	
4.1 November 7, 2025 Executive Committee Meeting Minutes	3
<i>Recommendation:</i>	
<i>That TAPMO receive the November 7, 2025 Executive Committee Meeting Minutes for information.</i>	
5. Delegations	
5.1 1:05 – 1:30 p.m. Alyssa Gosse from AG Marketing & Communications to present on 2026 Marketing Proposal	6
<i>Recommendation:</i>	
<i>That TAPMO receive the delegation Alyssa Gosse from AG Marketing & Communications to present on 2026 Marketing Proposal by for information.</i>	
6. Briefing Notes	
6.1 Proposed Terms of Reference Review and Amendment	21
<i>Recommendation:</i>	
<i>That TAPMO approved the revised Terms of Reference as [presented/amended].</i>	
6.2 Verbal Briefing regarding Sub-committee Establishment	

Recommendation:

That TAPMO establishes the following sub-committees and appoints the membership of Committees:

Communications/Marketing Approvals Sub-committee:

Member: _____

Member: _____

Member: _____

ERO/Policy Commenting Sub-committee:

Member: _____

Member: _____

Member: _____

Delegation Material Review Sub-committee:

Member: _____

Member: _____

Member: _____

7. Correspondence

7.1 Delegation Presentation Ministry of Natural Resources ROMA 2026 33

Recommendation:

That correspondence items 7.1 Delegation Presentation – Ministry of Natural Resources ROMA 2026 be received for information.

7.2 TAPMO January 2026 Newsletter 52

Recommendation:

That correspondence items 7.2 TAPMO January 2026 Newsletter be received for information.

8. Closed Session

- 8.1 Verbal confidential report regarding personal matters about an identifiable individual including municipal employees.

9. Adjournment

Upcoming Meeting

Executive Committee Meeting March 23, 2026 Via Electronic Participation



Top
Aggregate
Producing
Municipalities of
Ontario

TAPMO Executive Committee Meeting MINUTES

November 7, 2025
Zoom Meeting

Members Present	Mayor James Seeley, Township of Puslinch (Chair) County Councillor Matthew Bulmer, Wellington County Mayor Jim Hegadorn, Township of Loyalist Deputy Mayor Peter Lavoie, Township of Oro-Medonte Mayor Jennifer Coughlin, Township of Springwater (Vice-Chair) Deputy Mayor Katie Grigg, Township of Zorra Mayor Kevin Eccles, Municipality of West Grey
Member Regrets	Councillor Tony Brunet, Town of Lincoln
Staff Present	Don McLeod, TAPMO Executive Director Justine Brotherston, Puslinch Director of Corporate Services/Clerk Courtenay Hoytfox, Puslinch CAO Sue Aram, County Deputy Treasurer

-
1. Call to Order
At 10:30 am, the Chair called the meeting to order.
 2. Declaration of Pecuniary Interest
There were no declarations of pecuniary interest.
 3. Minutes for Approval
1/11/25
Moved by: Mayor Jennifer Coughlin
Seconded by: Mayor Jim Hegadorn

3.1 August 17, 2025

4. Delegation:

10:45 am – Alyssa Gosse regarding agenda item 5.2.

2/11/25

Moved by: Mayor Jennifer Coughlin

Seconded by: Mayor Jim Hegadorn

That the Board receive the delegation by Alyssa Gosse regarding agenda item 5.2.

Carried

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.

3/11/25

Moved by: Deputy Mayor Peter Lavoie

Seconded by: Deputy Mayor Katie Grigg

That the Board receive the briefing note and that staff proceed as directed.

Carried

5.2 Briefing Note from Executive Director regarding marketing proposal

4/11/25

Moved by: Deputy Mayor Katie Grigg

Seconded by: Deputy Mayor Peter Lavoie

That the Board receive the briefing note from Executive Director regarding marketing proposal; and

That the Board direct the Executive Director to engage with Alyssa Grosse to prepare and execute a detailed marketing strategy contract.

Carried

5.3 Briefing Note from Ken DeHart, Wellington County Treasurer regarding TAPMO 2026 Budget and Membership Fees.

5/11/25

Moved by: Deputy Mayor Peter Lavoie

Seconded by: Mayor Jim Hegadorn

That the Board receive the briefing note and that staff proceed as directed.

Carried

- 5.4 Briefing Note from Executive Director regarding 2026 ROMA Conference.

6/11/25

Moved by: Mayor Kevin Eccles

Seconded by: County Councillor Matthew Bulmer

That the Board receive the briefing note and that staff proceed as directed.

Carried

6. Correspondence

- 6.1 Mike McSweeney, Executive Director of the Ontario Stone, Sand and Gravel Association, notice of retirement.

7/11/25

Moved by: Deputy Mayor Katie Grigg

Seconded by: Mayor Jim Hegadorn

That the Board receive the Mike McSweeney, Executive Director of the Ontario Stone, Sand and Gravel Association, notice of retirement for information.

Carried

7. Closed Session – no items.

8. Adjournment

The Chair adjourned the meeting at 12:00 PM.

James Seeley (Chair) TAPMO Executive Committee

// FREELANCE

Marketing Proposal



Top
Aggregate
Producing
Municipalities of
Ontario



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:

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- Expert counseling and advice
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- 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

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
- Award 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/>



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!



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.

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 (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: Bimonthly posts
 - Membership access must be considered
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.

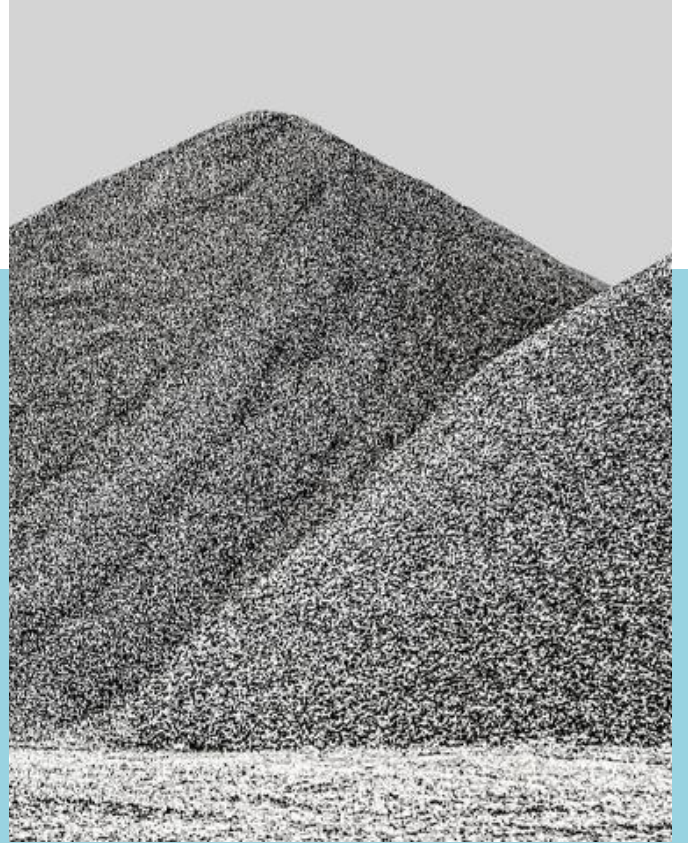
Phase 3: Activation (Months 7–12)

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

Thank You



TOP AGGREGATE PRODUCING MUNICIPALITIES OF ONTARIO (TAPMO)

TERMS OF REFERENCE (Revised January 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.

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

5.5.2. 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 Board 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	



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ROMA Delegation to the MNR



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Key Priorities for this Presentation

- TOARC fees
- Blending and processing permissions
- Interim Land Use

TOARC Fees

TOARC has confirmed that "fees are only paid on collections relating to the extraction within the municipality regardless of the processing location."

Materials are frequently transported to neighbouring municipalities for processing or blending. This results in an inequity for municipalities that are host to processing sites.

TOARC Fees

TOARC Fee Distribution: Fees are paid to the municipality where aggregate is extracted, regardless of where processing occurs.

Processing Site Impact (lose-lose situation):

- **Double Road Use:** Materials are trucked twice over the municipal road network—once for importation into the processing site and again for transport to market—without the benefit of any fees to offset infrastructure wear and tear.
- **Extended Lifecycle:** The host municipality experiences reduced taxation revenue during the extended lifecycle of the pit, which continues after extraction ends for processing purposes.
- **Post-Licencing Issues:** Upon licence surrender, municipalities often inherit unusable land (e.g., a lake) that generates minimal tax revenue in the long term.
- **Economic Impacts and Inequity Between Municipalities:** The final aggregate material is transported to municipalities designated for growth, which benefit from the assessment revenue generated by this growth while avoiding the economic impacts and challenges associated with gravel extraction. This situation results in an inequitable distribution of benefits and burdens among municipalities.

Blending and Processing

According to the MNR's written clarification, where a licensed aggregate site's site plan explicitly permits the importation of aggregate materials, the licence authorizes the following:

- Aggregate material may be imported from other licensed sites in Ontario.
- Imported material does **not** count toward the site's annual licensed tonnage limit.
- Where site plans also permit processing, including blending, the licensee may process imported material for the duration of the licence, unless the site plan is amended or surrendered.
- The Ministry is currently reviewing whether imported material that is subsequently processed or blended should count toward licensed tonnage limits. While the current interpretation is that it does not, this position remains under internal review.

Blending and Processing Concerns

This interpretation raises important concerns from a municipal land use planning and governance perspective. In practice, a site with importation, processing, and blending permissions could function as a permanent off-site processing facility without tonnage restrictions or associated fee obligations, even after on-site extraction activities have ceased.

Blending and Processing Concerns

On-Site Processing Requirement: Processing should occur at the extraction site, aligning with the TOARC fee distribution framework.

Blending and Processing Permissions: Operators are broadly interpreting permissions to evolve extraction sites into industrial processing facilities, even after active extraction ceases.

Conflict with the *Planning Act*: This practice contradicts the *Planning Act*, which identifies extractive uses as interim land uses.

Erosion of Trust: Exploiting extractive permissions under the *Planning Act* and the ARA undermines public trust and compromises process credibility.

Blending and Processing Concerns

TAPMO examined the MNRF Policy dated February 2024 titled *Application to amend licences, permits, and site plans under the Aggregate Resources Act*. The following sections are noteworthy when discussing blending and processing permissions:

- 3.1 Significant changes to operations or rehabilitation;
- 3.2 Examples of significant changes; and
- 3.3 Examples changes that are not significant.

Blending and Processing Concerns

3.1 Significant changes to operations or rehabilitation:

Significant changes to operations or rehabilitation are changes that fundamentally alter operations at an aggregate site or how the aggregate site is to be rehabilitated. When proposed amendments would result in significant changes to operations or rehabilitation at an aggregate site, notification and consultation will often be required.

Blending and Processing Concerns

3.2 Example of a significant change:

- increase the annual tonnage condition or increase the amount of material coming to or leaving the site

Blending and Processing Concerns

The Policy further clarifies Section 3.2 under 3.3 Examples changes that are not significant:

Table: Operational changes

Amendment	Circumstances
Importation of aggregate for blending or resale	Amount of imported material is not more than 20,000 tonnes or 20% of maximum annual tonnage for the site, whichever is less.

Blending and Processing Concerns

It is TAPMO's position that licencees seeking to change their operations to import more than 20,000 tonnes or 20% of the maximum annual tonnage for the site, (whichever is less) are subject to consultation as outlined in the MNRF Amendment Policy.

Interim Land Use

MNR's interpretation regarding importation, processing and blending may conflict with the intent of aggregate operations as interim land uses under the Planning Act, where rehabilitation and transition to appropriate end uses are key expectations. The interpretation also has broader implications for environmental management, long-term land use planning, infrastructure impacts, and community compatibility.

Municipalities have a vested interest in ensuring that aggregate operations operate within the scope originally contemplated by both the Aggregate Resources Act and the Planning Act, and that regulatory interpretations do not unintentionally extend or intensify industrial activity without appropriate oversight, consultation, or compensation mechanisms.

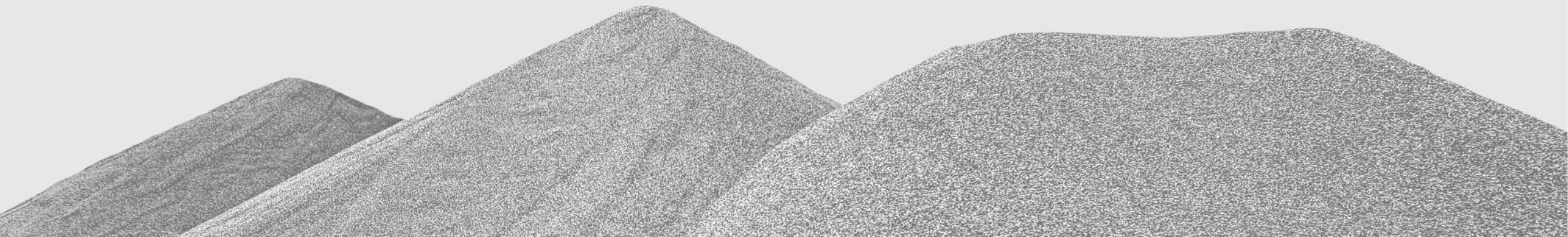
Requests

- TAPMO requests for these interpretations to be verified by the Ministry (current verification from local Guelph MNR Office)
- That these significant interpretations be outlined in MNR policy documents to enhance clarity
- Should the blending interpretation be accurate that the TORAC Levy Framework be reformed to address the inequity and that this be made a priority for the Ministry

QUESTIONS?

Supporting Sustainable Solutions

Ontario's consumption of aggregate resources helps fuel steady economic growth. But with demand for aggregate products rising faster than suppliers can support, we need sustainable, constructive solutions that benefit all stakeholders.



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NEWS LETTER



Introducing TAPMO's Next Phase of Engagement

As TAPMO enters 2026, the organization is launching a new phase focused on strengthening member engagement, improving information-sharing, and better supporting municipalities in navigating aggregate-related issues.

TAPMO is pleased to be working with Alyssa Gosse to lead its communications and marketing efforts. As a freelance communications and strategy professional, Alyssa has developed a forward-looking approach focused on improving the clarity and consistency of TAPMO communications, strengthening advocacy through timely policy updates and issue briefings, and developing practical tools, templates, and guidance materials to support municipal decision-making.



This newsletter marks the first step in this strategy and the beginning of a more regular communications program. Future updates will provide timely insights on policy and regulatory developments, highlight key issues facing aggregate-producing municipalities, and share resources designed to support members' work at the local level.

Advocating for Stronger Oversight at the AMO Conference

At the 2025 AMO Conference in Ottawa, members of the TAPMO Executive Committee met with Dawn Murphy-Gallagher, Parliamentary Assistant to the Ministry of Natural Resources and Forestry (MNR), along with senior Ministry staff. The delegation, led by Board Chair James Seeley, called for increased provincial funding for inspections of aggregate sites to ensure strong environmental and safety standards, as well as the implementation of annual inspection plans across all operations to improve oversight and consistency. TAPMO also emphasized the importance of publicly posting non-compliance offences to improve transparency, promote accountability, and strengthen public trust, noting that transparency acts as a deterrent to non-compliance and reinforces Ontario's commitment to high regulatory standards.

HIGHLIGHTS

MARKETING
EFFORTS

AMO
CONFERENCE

PROVINCIAL
AGGREGATE
POLICY
FRAMEWORK

COMMITTEE
VACANCY

NEW
MEMBERS

THE
AGGREGATE
RESOURCES
ACT

TAPMO Comments on Amendments to the Provincial Aggregate Policy Framework

TAPMO recently submitted comments to the Ministry of Natural Resources and Forestry regarding proposed amendments to the provincial aggregate policy framework.

In its submission, TAPMO focused on three key priorities:

1. Fair, Consistent, and Efficient Approvals

TAPMO called for a proactive and streamlined consultation and approval process that is fair, consistent, and accessible, while reducing unnecessary delays and maintaining clear municipal requirements and meaningful community engagement.

2. Cost Recovery for Municipalities

TAPMO emphasized that taxpayers should not subsidize aggregate operations. Property taxes must reflect the true cost of municipal services, and aggregate levies must adequately cover infrastructure damage caused by aggregate haulage.

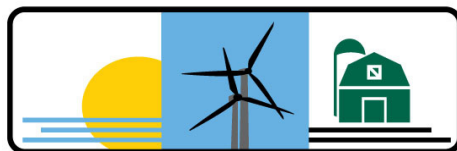
3. Balanced and Sustainable Solutions

TAPMO supported the development of constructive solutions that balance growth in Ontario's aggregate sector with municipal and community needs through stronger collaboration, clearer technical standards, and improved haul route planning.

Members are encouraged to submit similar comments to MNR at aggregates@ontario.ca. For a copy of TAPMO's full submission, please contact executivedirector@tapmo.ca.

TAPMO Welcomes New Members

TAPMO is pleased to welcome the Township of Ashfield-Colborne-Wawanosh and the Township of Ramara as new member municipalities. With their addition, TAPMO now represents 26 active member municipalities across Ontario.



TOWNSHIP OF
ASHFIELD-COLBORNE-WAWANOSH

Committee Vacancy

Following the resignation of an Executive Committee Member, TAPMO is seeking one member from the Greater Toronto/Hamilton/Niagara District to fill a vacancy on the Executive Committee.

Interested members are invited to submit an expression of interest by 4:30 p.m. on Wednesday, March 13, 2026 by email executivedirector@tapmo.ca

Ministry of Natural Resources Interpretation of Imported Materials under the Aggregate Resources Act

Overview

In October 2025, the TAPMO Chair, Mayor James Seeley, met with senior staff from the Ministry of Natural Resources (MNR) to seek clarification on how the Aggregate Resources Act (ARA) is currently being interpreted with respect to the importation, processing, and blending of aggregate materials from other licensed sites. This discussion has since been followed by written confirmation from the Ministry outlining its current position.

Ministry Interpretation

According to the MNR's written clarification, where a licensed aggregate site's site plan explicitly permits the importation of aggregate materials, the licence authorizes the following:

- Aggregate material may be imported from other licensed sites in Ontario.
- Imported material does not count toward the site's annual licensed tonnage limit.
- Where site plans also permit processing, including blending, the licensee may process imported material for the duration of the licence, unless the site plan is amended or surrendered.
- The Ministry is currently reviewing whether imported material that is subsequently processed or blended should count toward licensed tonnage limits. While the current interpretation is that it does not, this position remains under internal review.

Under the Ministry's current interpretation, sites with explicit importation permissions may import unlimited quantities of aggregate from other licensed sites in Ontario for the life of the licence. These imported volumes are not subject to annual tonnage caps, nor are they subject to TOARC fees.

Municipal Considerations

This interpretation raises important concerns from a municipal land use planning and governance perspective. In practice, a site with importation, processing, and blending permissions could function as a permanent off-site processing facility without tonnage restrictions or associated fee obligations, even after on-site extraction activities have ceased.

Such an outcome may conflict with the intent of aggregate operations as interim land uses under the Planning Act, where rehabilitation and transition to appropriate end uses are key expectations. The interpretation also has broader implications for environmental management, long-term land use planning, infrastructure impacts, and community compatibility.

Municipalities have a vested interest in ensuring that aggregate operations operate within the scope originally contemplated by both the Aggregate Resources Act and the Planning Act, and that regulatory interpretations do not unintentionally extend or intensify industrial activity without appropriate oversight, consultation, or compensation mechanisms.

Next Steps

While the Ministry's clarification provides valuable insight into its current interpretation of the ARA, certain elements remain under review. TAPMO will continue to monitor the Ministry's internal evaluation and will share updates as further clarification becomes available.

Members are encouraged to share experiences or questions related to ARA interpretation and site plan permissions, as continued dialogue and coordination may support greater consistency in understanding and application across Ontario municipalities.

Become a Member

To learn more about TAPMO's work, visit www.tapmo.ca or email executivedirector@tapmo.ca.

